Capital Regional District

625 Fisgard St.,
Victoria, BC V8W 1R7

Notice of Meeting and Meeting Agenda
Capital Regional District Board

Wednesday, May 10, 2023 | **1:10 PM** | **6th Floor Boardroom, 625 Fisgard Street, Victoria, BC**

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

1. TERRITORIAL ACKNOWLEDGEMENT

2. APPROVAL OF THE AGENDA

3. ADOPTION OF MINUTES

3.1. 23-337 Minutes of the April 12, 2023 Capital Regional District Board Meeting

Recommendation: That the minutes of the Capital Regional District Board meeting of April 12, 2023 be adopted as circulated.

Attachments: Minutes - April 12, 2023

4. REPORT OF THE CHAIR

5. PRESENTATIONS/DELEGATIONS

5.1. Delegations

5.1.1. 23-360 Delegation - Sasha Izard; Resident of Saanich: Re: Agenda Item 6.7. Capital Regional District External Grants Update

6. CONSENT AGENDA

6.1. 23-284 221 Drake Road, Salt Spring Island, Water Local Area Service

Recommendation: The Electoral Areas Committee recommends to the Capital Regional District Board: That staff be directed to continue discussions with the owner of 221 Drake Road regarding the establishment of a new local service area to take over the operations and maintenance of a private water system for the proposed Dragonfly Commons development, subject to the owner meeting the CRD's requirements as set out in this report.
(NWA)

Attachments: Staff Report: 221 Drake Road, SSI, Water Local Area Service

Appendix A: 221 Drake Road Location Map

6.2. 23-301 Solid Waste Management Plan - 2022 Progress Report

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

Attachments: Staff Report: Solid Waste Management Plan - 2022 Progress Report
Appendix A: Solid Waste Management Plan - 2022 Progress Report
Presentation: 2022 Solid Waste Management Plan - Progress Report

6.3. 23-298 Climate Action - 2022 Progress Report

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

Attachments: Staff Report: Climate Action - 2022 Progress Report
Appendix A: 2022 Climate Action Progress Report
Presentation: 2022 Climate Action Progress Report

6.4. 23-303 Overview of the Capital Regional District's Climate Action Policies

Recommendation: [At the April 19, 2023 Environmental Services Committee, this report was presented for information and the following motion arising was carried:]

The Environmental Services Committee recommends to the Capital Regional District Board:
That staff consider increasing the level of ambition in our climate action policies. (NWA)

Attachments: Staff Report: Overview of the CRD's Climate Action Policies
Appendix A: CRD Corporate Green Building Policy
Appendix B: CRD Corporate Green Fleet Policy
Appendix C: CRD Corporate Carbon Price Policy

6.5. 23-171 Capital Regional District 2022 Audit Findings Report and Statement of Financial Information

Recommendation: The Finance Committee recommends to the Capital Regional District Board:
That the Capital Regional District 2022 Statement of Financial Information be approved. (NWA)

Attachments: Staff Report: CRD 2022 Audit Findings Report and SOFI
Presentation: 2022 Statement of Financial Information
Appendix A: Statement of Financial Information
Appendix B: 2022 Unaudited Financial Statements
Appendix C: Other Financial Statement Analysis
Appendix D: DBRS Rating Methodology
Appendix E: Additional Financial Analysis
Appendix F: Audit Findings Report
Appendix G: Management Letter

6.6. 23-096 Scope of the Financial Statement Audit

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

Attachments: Staff Report: Scope of the Financial Stmt Audit

6.7. 23-169 Capital Regional District External Grants Update

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

Attachments: Staff Report: CRD External Grants Update
Appendix A: 2023 External Grants Dashboard
Appendix B: 2023 Grant Alerts

6.8. 23-190 Capital Regional District External Grants 2022 Annual Report

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

Attachments: Staff Report: CRD External Grants Annual Report 2022
Appendix A: CRD External Grants Activity 2022
Appendix B: Safe Restart Funding Local Govs.
Appendix C: Update on the Status of Grant Funded Projects
Appendix D: Grant Alignment with Community Needs

6.9. 23-185 Operating Reserve Guidelines

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

Attachments: Staff Report: Operating Reserve Guidelines
Appendix A: CRD Operating Reserve Guidelines
Appendix B: 2022 Analysis Including ERM
Appendix C: 2022 Analysis Excluding ERM

6.10. 23-331 Presentation: A Journey to Reconciliation, Learning from the Central Coast

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

Attachments: Presentation: A Journey to Reconciliation, Learning from the Central Coast

6.11. 23-332 Indigenous Employment Project: Findings and Wise Practices

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

Attachments: Staff Report: Indigenous Employment Project Findings and Wise Practices
Appendix A: CRD Indigenous Employment Project Summary Rpt
Appendix B: CRD Indigenous Employment Project Findings & Recs.
Appendix C: CRD Indigenous Employment Project Wise Practices Rpt

6.12. 23-306 Inclusive Regional Governance Study Grant

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

Attachments: Staff Report: Inclusive Regional Governance Study Grant

Appendix A: Terms of Reference RD & FN Partners Study Grant [Draft]

6.13. 23-322 Motion with Notice: Regional Community Safety and Wellbeing Plan and Council (Director Plant)

Recommendation: The Hospitals and Housing Committee recommends to the Capital Regional District Board:
That staff be directed to report back to the Hospitals and Housing Committee on the benefits and implications of participating in a regional Community Safety and Wellbeing Plan and Council for the Capital Region.
(NWA)

6.14. 23-285 Campus View Redevelopment

Recommendation: The Regional Housing Trust Fund Commission recommends to the Capital Regional District Board:
1. That a grant in the amount of $1,425,000 to the Capital Region Housing Corporation be approved to support the development of 119 units of affordable rental housing at 2249 McCoy Road, District of Saanich; and
2. That the Chief Administrative Officer be authorized to do all things necessary to affect the project and take such steps as are required to negotiate, accept the terms, and execute an agreement as required to disburse the funds in accordance with the Regional Housing Trust Fund.
(WP - All except Langford, Colwood and the JDF Electoral Area)

Attachments: Staff Report: Campus View Redevelopment

Appendix A: Campus View Application for Funding

6.15. 23-286 Village on the Green Redevelopment

Recommendation: The Regional Housing Trust Fund Commission recommends to the Capital Regional District Board:
1. That a grant in the amount of $1,815,000 to the Capital Region Housing Corporation be approved to support the development of 151 units of affordable rental housing at 1132 Johnson Street, City of Victoria; and
2. That the Chief Administrative Officer be authorized to do all things necessary to affect the project and take such steps as are required to negotiate, accept the terms, and execute an agreement as required to disburse the funds in accordance with the Regional Housing Trust Fund.
(WP - All except Langford, Colwood and the JDF Electoral Area)

Attachments: Staff Report: Village on the Green Redevelopment

Appendix A: Village on the Green Application for Funding

6.16. 23-327 Capital Regional District Regional Parks and Trails - 2022 Progress Report

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

Attachments: Staff Report: CRD Regional Parks & Trails - 2022 Progress Report
Appendix A: 2022 Interim Regional Parks & Trails Strat Plan Progress Report
Presentation: 2022 Interim Regional Parks & Trails Strat Plan Progress Report

7. ADMINISTRATION REPORTS

7.1. 23-352 Capital Regional District 2022 Annual Report

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

Attachments: Staff Report: Capital Regional District 2022 Annual Report
Appendix A: Capital Regional District 2022 Annual Report

7.2. 23-324 Capital Region Housing Corporation Annual General Meeting

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

Attachments: Staff Report: CRHC Annual General Meeting
Appendix A: Unanimous Resolution-Shareholders of the CRHC
Appendix B: CRHC 2022 Audited Financial Statements
Appendix C: CRHC 2022 Annual Report

7.3. 23-358 Biosolids Update - May 2023

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

Attachments: Staff Report: Biosolids Update - May 2023

7.4. 23-344 UBCM Community Emergency Preparedness Fund: Emergency Operations Centres and Training Grant 2023

Recommendation: That the Capital Regional District Board support the application to the UBCM CEPF Emergency Operations Centres and Training Grant for 2023 and direct staff to provide overall grant management.
(NWA)

Attachments: Staff Report: UBCM CEFP: EOC & Training Grant 2023
Appendix A: CEPF EOC & Training Grant 2023 App. Form

8. REPORTS OF COMMITTEES

Electoral Areas Committee

8.1. 23-269 Feedback from Local Service Area Committees - Electoral Areas Water Conservation Bylaw No. 1, 2023 (Bylaw No. 4492)

Recommendation: The Electoral Areas Committee recommends to the Capital Regional District Board:
1. That Bylaw No. 4492, "Capital Regional District Electoral Areas Water Conservation Bylaw No. 1, 2023", be introduced and read a first, second, and third time; and
(WP - JDF, SSI, SGI)
2. That Bylaw No. 4492 be adopted.
(WP - 2/3 on adoption)
3. That Bylaw No. 4554, "Capital Regional District Ticket Information Authorization Bylaw, 1990, Amendment Bylaw No. 77, 2023", be introduced and read a first, second and third time; and,
(WP - JDF, SSI, SGI)
4. That Bylaw No. 4554 be adopted.
(WP - 2/3 on adoption)

Attachments: Staff Report: Feedback from LSA Committees - Bylaw No. 4492

Appendix A: Report to EAC Meeting of June 8, 2022

Appendix B: Bylaw No. 4492

Appendix C: Bylaw No. 4554

Environmental Services Committee

8.2. 23-296 Proposed Hartland Bylaw Amendments - Material Stream Diversion

Recommendation: [At the April 19, 2023 Environmental Services Committee, the recommendation was carried with the following two amendments:
Added 5. to report back on implications of doubling proposed fines and fees; and
Added 6. that staff report back regularly.]

The Environmental Services Committee recommends to the Capital Regional District Board:
1. That the Hartland Landfill Tipping Fee and Regulation Bylaw No. 3881 be amended and come into effect January 1, 2024 to:
a) Ban wood waste (clean, treated and salvageable), carpet and underlay and asphalt shingles from Hartland's active face, and classify these materials as mandatory recyclable;
b) Modernize the tipping fee schedule to align with the proposed tipping fee schedule (Appendix B), including increasing the general refuse tipping fee to $150/tonne, and introduce a new 'double charge' category for loads of unsorted renovation and demolition materials that contain mandatory recyclables (including wood waste) to motivate source-separation of these materials;
c) Introduce hauler incentive rates to promote multi-stream collection, incent voluntary self-reported waste collection data sharing, and minimize the financial impact of increases to the general refuse tipping fees;
2. That the Ticket Information Authorization Bylaw No. 1857 be amended and come into effect January 1, 2024 to:
a) increase fine rates for various offences;
b) introduce a graduated ticket structure with higher fines for more egregious infractions and/or repeated infractions from a designated source or waste hauler;
c) allow for denial of service for chronic repeat offenders;
3. That service levels be adjusted to enhance enforcement capacity resources to implement the new waste diversion policies, to be reflected in the 2024 preliminary budget; and
4. That staff return with the amended bylaws for Board approval in the fall.
5. Report back on the implications of potentially increasing the proposed fines and fees to a range between the existing staff proposal and levels up to double those rates.
6. That staff report back regularly on the above.
(WP - All)

Attachments:
- Staff Report: Proposed Hartland Bylaw Amendments Material Stream Diversion
- Appendix A: Waste Diversion Framework Memo - GHD (April 4, 2023)
- Appendix B: Proposed Hartland Landfill Tipping Fee Schedule
- Presentation: Proposed Hartland Bylaw Amend. - Material Stream Diversion

8.3. 23-295 Healthy Waters Project for Tod Creek on the Saanich Peninsula

Recommendation: [At the April 19, 2023 Environmental Services Committee, the Committee moved, discussed and carried alternative 2.
The report recommendation (alternative 1) was:
"That the Capital Regional District not support the Healthy Waters project proposal for Tod Creek on the Saanich Peninsula."]

The Environmental Services Committee recommends to the Capital Regional District Board:
That staff be directed to identify a source of funding and support the Healthy Waters project proposal for Tod Creek on the Saanich Peninsula.
(NWA)

Attachments: Staff Report: Healthy Waters Project for Tod Creek on the Saanich Peninsula

Appendix A: Original Project Proposal

Appendix B: Map - Sampling Locations

Finance Committee

8.4. 23-168 2024 Service and Financial Planning Guidelines

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

Attachments: Staff Report: 2024 Service & Financial Planning Guidelines

Appendix A: CRD Corporate Planning Framework

Appendix B: 2024 CRD Financial Planning Timetable

8.5. 23-248 Bylaw No. 4547: Saanich Peninsula Recreation Services (Panorama Heat Recovery System) Loan Authorization Bylaw No. 1, 2023

Recommendation: The Finance Committee recommends to the Capital Regional District Board:
1. That Bylaw No. 4547, "Saanich Peninsula Recreation Services (Panorama Heat Recovery System) Loan Authorization Bylaw No. 1, 2023", be introduced and read a first, second and third time.
(WA)
2. That approval on behalf of the participating areas for Bylaw No. 4547 be obtained through the municipal consent process, according to sections 346 of the Local Government Act, and if successful, that Bylaw No. 4547 be referred to the Inspector of Municipalities for approval.
(NWA)

Attachments: Staff Report: Bylaw No. 4547 Saan Pen Rec Svcs Loan Auth Bylaw

Appendix A: Bylaw No. 4547

8.6. 23-249 Bylaw No. 4546: Saanich Peninsula Recreation Services (Centennial Park Multi-Sport Box) Loan Authorization Bylaw No. 1, 2023

Recommendation: The Finance Committee recommends to the Capital Regional District Board:
1. That Bylaw No. 4546, "Saanich Peninsula Recreation Services (Centennial Park Multi-Sport Box) Loan Authorization Bylaw No. 1, 2023", be introduced and read a first, second and third time.
(WA)
2. That approval on behalf of the participating areas for Bylaw No. 4546 be obtained through the municipal consent process, according to section 346 of the Local Government Act, and if successful, that Bylaw No. 4546 be referred to the Inspector of Municipalities for approval.
(NWA)

Attachments: Staff Report: Bylaw No.4546 Saan Pen Rec Svcs Loan Auth Bylaw

Appendix A: Bylaw No. 4546

Hospitals and Housing Committee

8.7. 23-338 Future Housing Partnerships Alternative Approval Process and Bylaw Amendments

Recommendation: The Hospitals and Housing Committee recommends to the Capital Regional District Board:
1. That Bylaw No. 4551, "Land Assembly, Housing and Land Banking Service Establishment Bylaw No. 1, 2010, Amendment Bylaw No. 2, 2023", be introduced, read a first, second, and third time.
(NWA)
2. That Bylaw No. 4552, "Land Assembly, Housing and Land Banking Loan Authorization Bylaw No. 3, 2023", be introduced, read a first, second, and third time; and;
(WA)
3. That participating area approval for Bylaws No. 4551 and No. 4552 in the municipalities be obtained via council consent on behalf of electors, and by alternative approval process in the electoral areas, and if successful, that staff provide the bylaws to the Inspector of Municipalities for approval.
(NWA)

Attachments: Staff Report: Future Housing Partnerships AAP & Bylaw Amd.

Appendix A: Bylaw No. 3712

Appendix B: CRD Lnd Bnkng & Hsng Land Acq. Financing

Appendix C: Bylaw No. 4551

Appendix D: Bylaw No. 4552

Appendix E: Summary Homes for People

Juan de Fuca Land Use Committee

8.8. 23-323 Public Hearing Report on Bylaw No. 4505, “Juan de Fuca Land Use Bylaw, 1992, Amendment Bylaw No. 157, 2022”

Recommendation: 1. That the minutes that form the Report of the Public Hearing for Bylaw No. 4505, "Juan de Fuca Land Use Bylaw, 1992, Amendment Bylaw No. 157, 2022", which are certified as a fair and accurate summary of the representations that were made at the public hearing held on March 27, 2023, for Bylaw No. 4505, be received;
(NWP - Block A: JDF EA, Colwood, Langford (Goodmanson), Metchosin, Sooke)
2. That Bylaw No. 4505 be read a third time; and
(NWP - Block A: JDF EA, Colwood, Langford (Goodmanson), Metchosin, Sooke)
3. That adoption of 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.
(NWP - Block A: JDF EA, Colwood, Langford (Goodmanson), Metchosin, Sooke)

Attachments: Staff Report: Public Hearing Report on Bylaw No. 4505

Appendix A: Proposed Bylaw No. 4505

Appendix B: Report of the Public Hearing March 27, 2023

Regional Water Supply Commission

8.9. 23-300 Bylaw No. 4541 Water Supply Local Service Area Establishment Bylaw Amendment

Recommendation: [Following the April 19, 2023 Regional Water Supply Commission meeting, the Bylaw citation was updated to read as "Water Supply Local Service Area Establishment Bylaw No. 1, 1997, Amendment Bylaw No. 5, 2023".]

That the Regional Water Supply Commission recommends to the Capital Regional District Board:
1. That Bylaw No. 4541, "Water Supply Local Service Area Establishment Bylaw No. 1, 1997, Amendment Bylaw No. 5, 2023", be introduced and read a first, second, and a third time.
(NWP - All except SGI and SSI)
2. That Bylaw No. 4541 be referred to the service participants for approval by way of council and electoral area director consent on behalf, and that if successful, Bylaw No. 4541 be referred to the Inspector of Municipalities for approval.
(NWA)

Attachments: Staff Report: Bylaw No. 4541 Amendment

Appendix A: Bylaw No. 4541

Appendix B: Bylaw No. 2537 Unofficial Consolidation (Redlined)

9. BYLAWS

10. NOTICE(S) OF MOTION

11. NEW BUSINESS

12. MOTION TO CLOSE THE MEETING

12.1. 23-351 Motion to Close the Meeting

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

13. RISE AND REPORT

14. ADJOURNMENT

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

Capital Regional District

625 Fisgard St.,
Victoria, BC V8W 1R7

Meeting Minutes

Capital Regional District Board

Wednesday, April 12, 2023 | **1:05 PM** | **6th Floor Boardroom, 625 Fisgard Street, Victoria, BC**

PRESENT
DIRECTORS: C. Plant (Chair), M. Tait (Vice Chair), M. Alto, P. Brent, S. Brice, J. Brownoff, J. Caradonna, C. Coleman, Z. de Vries, B. Desjardins, C. Harder (for S. Goodmanson), G. Holman, P. Jones, D. Kobayashi, M. Little, C. McNeil-Smith, K. Murdoch, D. Murdock, J. Rogers (for S. Tobias), L. Szpak, D. Thompson, 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; D. Elliott, Senior Manager, Regional Housing; C. Nielsen, Senior Manager, Human Resources; M. Lagoa, Deputy Corporate Officer; T. Pillipow, Committee Clerk (Recorder)

EP - Electronic Participation

Regrets: Directors S. Goodmanson, S. Tobias

The meeting was called to order at 1:03 pm.

1. TERRITORIAL ACKNOWLEDGEMENT

A Territorial Acknowledgement was provided in a preceding meeting.

2. APPROVAL OF THE AGENDA

MOVED by Director Brent, SECONDED by Director Alto,
That the agenda for the April 12, 2023 Session of the Capital Regional District Board be approved with the addition of the following item:
- 8.2.b. Notice of Motion: Equitable Grant Funding Discussion with Minister
CARRIED

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

MOVED by Director Brice, SECONDED by Director Coleman,
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.
CARRIED

4. REPORT OF THE CHAIR

Good afternoon Directors, staff and public. I hope you share some of my enthusiasm for the Corporate Plan agenda item today. This is the next tangible step towards achieving our collective Strategic Priorities. While the item will be discussed in detail later in our meeting, I am excited to see us get down to work on our priorities. And I thank staff for bringing forward this document for our consideration and approval. Tonight staff, Directors Windsor and McNeil-Smith are participating in a meeting with various community members at the Tsawout First Nations offices to discuss mosquitoes at Island View Beach. I look forward to seeing many of you at the upcoming AVICC convention this weekend in Nanaimo. Our CRD resolution about re-capitalizing the Island Coastal Economic Trust (known as ICE-T) is on the agenda and I hope you will support this resolution during the first resolutions session. While we have all heard about the provincial and federal decision regarding the E & N Railway, I wish to state that the CRD remains a willing partner to work with and listen to First Nations and other local governments on Vancouver Island towards finding an outcome that works for all parties. We have another tour scheduled for Friday April 21, 2023 of one of our new affordable housing projects in Central Saanich. I hope you will attend.

5. PRESENTATIONS/DELEGATIONS

There were no delegations.

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

Dr. Hancock, S. Turner, and S. Woolrich spoke to the Towards a Community Safety & Wellbeing Plan for the Capital Region presentation.

Discussion ensued on managing crime in rural areas.

6. CONSENT AGENDA

MOVED by Director Brent, SECONDED by Director Kobayashi,
That consent agenda items 6.1. through 6.20. be approved.
CARRIED

6.1. 23-246 Core Area Liquid Waste Management Committee - Service Orientation

This report was received for information.

6.2. 23-238 Wastewater Operations and Capital Plan Update - March 2023

This report was received for information.

6.3. 23-148 2022 Community Works Fund Annual Report

This report was received for information.

6.4. 23-149 2022 Grants-in-Aid Annual Report

This report was received for information.

6.5. 23-254 Basis of Apportionment of Non-Application Based Grants and Services

This report was received for information.

6.6. 23-247 Award of Contract 2022-846 Magic Lake Estates Wastewater Pump Station and Treatment Plant Upgrades

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.
CARRIED

6.7. 23-204 2023 CRD Emergency Procedures for Board Members

This report was received for information.

6.8. 23-205 Emergency Program Act Modernization Update

This report was received for information.

6.9. 23-253 Long-term Biosolids Planning and Biosolids Thermal Plan Updates

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.
CARRIED

6.10. 23-239 Capital Regional District Climate Action Inter-Municipal Task Force

That the Terms of Reference for the Climate Action Inter-Municipal Task Force, attached as Appendix A, be approved.
CARRIED

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

This report was received for information.

6.12. 23-263 Alternative Methods for Public Notice

That staff report back through the Governance Committee on options for public notice bylaw and policy.
CARRIED

6.13. 23-271 Establishment of an Accessibility Advisory Committee

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.
CARRIED

6.14. 23-272 Administrative Policy for Intergovernmental Relations and Updated Terms of Reference for the Executive Leadership Team

This report was received for information.

6.15. 23-252 Reaching Home Program

This report was received for information.

6.16. 23-240 Regional Housing First Program: Project Update, First Quarter, 2023

This report was received for information.

6.17. 23-224 Capital Regional District Regional Parks - Entrance Signage

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.
CARRIED

6.18. 23-223 Capital Regional District Regional Parks - 2023 Capital Plan Update

This report was received for information.

6.19. 23-208 Cycling Facility Criteria

That the Capital Regional District Board approve the regional cycling facility criteria shown in Appendix A.
CARRIED

6.20. 23-209 Governance Options: Transportation Planning Backgrounder

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.
CARRIED

7. ADMINISTRATION REPORTS

7.1. 23-275 CAO Quarterly Progress Report No. 1, 2023

T. Robbins presented Item 7.1. for information and provided a PowerPoint presentation.

7.2. 23-283 Capital Regional District 2023-2026 Corporate Plan

T. Robbins spoke to Item 7.2.

Discussion ensued regarding:
- prioritizing the timelines of the deliverables
- regular reporting of initiatives
- solid waste diversion
- transportation priorities
- initiative business cases to ensure adequate staffing levels
- affordable housing priorities
- creating capacity around arising opportunities not encompassed in the corporate plan

MOVED by Director Caradonna, SECONDED by Director Desjardins,
That the 2023-2026 Corporate Plan be approved.
CARRIED

Referral Motion Arising:
MOVED by Director de Vries, SECONDED by Director Szpak,
That the following Mission Statement be referred to the Governance Committee:
The CRD's Mission is framed in the context of four broad roles.
1. Regional Federation: Serve as the main platform for discussing issues that transcend Municipal and Electoral Area boundaries. Facilitating the effective collaboration and coordination among members for services and solutions that are best provided at the regional and sub-regional level.
2. Core Service Provider: Provide regional utility services such as drinking water, wastewater treatment, to members. Provide regional services directly to residents including: regional parks, affordable housing, recreation, solid waste, and recycling.
3. Local Government for Electoral Areas: Deliver local services, planning functions, and regulatory responsibilities required for Electoral Areas to function as local governments.
4. Planning the Future of the Region: Carry out planning and regulatory responsibilities related to the utility services as well as climate action, regional parks, affordable housing, and regional planning.
CARRIED

7.3. 23-255 Growing Communities Fund

N. Chan spoke to Item 7.3.

Discussion ensued regarding:
- reasonable and equitable allocation of funds to Electoral Areas
- whether re-allocation of funds is permitted
- timeline of proposed infrastructure projects
- potential for cost sharing opportunities
- terms and conditions of the grant program

MOVED by Director McNeil-Smith, SECONDED by Director Tait,
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.

MOVED by Director Holman, SECONDED by Director Windsor,
That line 2 of the main motion be amended to include the words "and equitable treatment of projects within electoral areas", after the words "in alignment with program eligibility".

Discussion ensued regarding:
- impact of grant funds on Electoral Areas
- equitable definition related to grant intake and evaluation criteria
- regional infrastructure
- population growth in Electoral Areas

MOVED by Director Desjardins, SECONDED by Director Windsor,
That the question on the amendment be called.
CARRIED

The question was called on the amendment:
That line 2 of the main motion be amended to include the words "and equitable treatment of projects within electoral areas", after the words "in alignment with program eligibility".
CARRIED
Opposed: Jones

The question was called on the main motion as amended:
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 and equitable treatment of projects within electoral areas.
CARRIED

7.4. 23-287 Acceptance of Grant Funding - Island Rail Corridor Consultation

T. Robbins spoke to Item 7.4.

Director Windsor left the meeting at 3:03 pm.

Discussion ensued regarding:
- the Island Corridor Foundation's term of CRD nominee to the Board

- funding of the railway corridor
- next meeting of the Island Corridor Foundation is in May

MOVED by Director Desjardins, SECONDED by Director Thompson,
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.
CARRIED

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)

Director Murdock left the meeting at 3:11 pm.

Director Coleman left the meeting at 3:12 pm.

MOVED by Director Holman, SECONDED by Director Brent,
1. That third reading of Bylaw No. 4508, "Salt Spring Island Local Community Commission Delegation Bylaw No. 1, 2022", be rescinded.
CARRIED

MOVED by Director Holman, SECONDED by Director Brent,
2. That Bylaw No. 4508 be amended at second reading as presented in Appendix A.
CARRIED

MOVED by Director Holman, SECONDED by Director Brent,
3. That Bylaw No. 4508 as amended be read a third time.
CARRIED

MOVED by Director Holman, SECONDED by Director Brent,
4. That Bylaw No. 4542, "Salt Spring Island Local Community Commission Transition Bylaw No. 1, 2023" be read a first, second, and third time.
CARRIED

MOVED by Director Holman, SECONDED by Director Brent,
5. That Bylaw No. 4542 be adopted.
CARRIED

MOVED by Director Holman, SECONDED by Director Brent,
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.
CARRIED

MOVED by Director Holman, SECONDED by Director Brent,
7. That Bylaw No. 4543 be adopted.
CARRIED

MOVED by Director Holman, SECONDED by Director Brent,
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.
CARRIED

MOVED by Director Holman, SECONDED by Director Brent,
9. That Bylaw No. 4544 be adopted.
CARRIED

Director Murdock returned to the meeting at 3:13 pm.

MOVED by Director Holman, SECONDED by Director Brent,
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.
CARRIED

Director Coleman returned to the meeting at 3:14 pm.

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

The Chair ruled that Item 8.2. was no longer in order with the amendment made on Item 8.1.

8.2.b. 23-304 Notice of Motion: Equitable Grant Funding Discussion with Minister (Director Plant)

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

Discussion ensued regarding:
- impact on other regional districts in the Province
- criteria of grant funding

MOVED by Director Brent, SECONDED by Director Holman,
That the Board Chair and CAO discuss equitable grant funding with the Minister of Municipal Affairs as it relates to grants given to municipalities/electoral areas within regional districts.
CARRIED

Environmental Services Committee

8.3. 23-131 Central Saanich Request for CRD Carbon-based Budget Policy

Discussion ensued regarding the potential date of the workshop.

MOVED by Director Desjardins, SECONDED by Director Thompson,
That CRD staff host a workshop on the concept of carbon budgeting with municipal and electoral area staff and elected officials.
CARRIED

8.4. 23-236 Solid Waste Advisory Committee Motions of March 3, 2023

MOVED by Director Desjardins, SECONDED by Director Caradonna,
That staff be directed to explore mandatory curbside organics collection from the municipalities and electoral areas around the region.

Discussion ensued regarding:
- the inclusion of Electoral Areas in the analysis
- municipal participation
- use of organics for household composting

MOVED by Director Caradonna, SECONDED by Director Thompson,
That the main motion be amended to replace the word "mandatory" with the word "regulating".
CARRIED

The question was called on the main motion as amended:
That staff be directed to explore regulating curbside organics collection from the municipalities and electoral areas around the region.
CARRIED

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"

MOVED by Director Wickheim, SECONDED by Director Tait,
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.
CARRIED

MOVED by Director Wickheim, SECONDED by Director Tait,
2. That Bylaw No. 4519 be read a third time.
CARRIED

MOVED by Director Wickheim, SECONDED by Director Little,
3. That Bylaw No. 4519 be adopted.
CARRIED

Hospitals and Housing Committee

8.6. 23-213 Implications of Proposed Changes to Land Banking and Housing Service

MOVED by Director Murdoch, SECONDED by Director de Vries,
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.

CARRIED

Regional Parks Committee

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

MOVED by Director McNeil-Smith, SECONDED by Director Szpak,
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.
CARRIED

MOVED by Director McNeil-Smith, SECONDED by Director Szpak,
2. That Bylaw No. 4545 be adopted.
CARRIED

9. BYLAWS

There were no bylaws for consideration.

10. NOTICE(S) OF MOTION

10.1. 23-322 Motion with Notice: Regional Community Safety and Wellbeing Plan and Council (Director Plant)

Chair Plant read the following motion into the record to be considered at the next meeting of the Hospitals and Housing Committee:

"Staff be directed to report back to the Hospitals and Housing committee on the benefits and implications of participating in a regional Community Safety and Wellbeing Plan and Council for the Capital Region."

11. NEW BUSINESS

There was no new business.

12. MOTION TO CLOSE THE MEETING

12.1. 23-289 Motion to Close the Meeting

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

MOVED by Director de Vries, SECONDED by Director Tait,
3. That the meeting be closed for Land Acquisition/Disposition under Section (90)(1)(e) of the Community Charter.

CARRIED

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

MOVED by Director de Vries, SECONDED by Director Tait,
5. That the meeting be closed for a Legal Update in accordance with Section 90(1)(i) of the Community Charter.
CARRIED

The Capital Regional District Board moved to the Closed Session at 3:52 pm.

13. RISE AND REPORT

The Capital Regional District Board rose from the closed session at 4:36 pm and reported on the following:

In accordance with the Tenant Advisory Committee Terms of Reference, that the following be appointed to the Tenant Advisory Committee for a term expiring April 12, 2025:
America Blasco, Gary Goodwin, Chris Miller, Neha Sharma, David Wallace

In accordance with Bylaw No. 2647, that the Capital Regional District Board appoint Jenny McLeod and Valla Tinney to the Royal & McPherson Theatres Society Board for a term ending no later than May 31, 2025.

14. ADJOURNMENT

MOVED by Director Alto, SECONDED by Director Murdock,
That the April 12, 2023 Capital Regional District Board meeting be adjourned at 4:37 pm.
CARRIED

_____

CHAIR

CERTIFIED CORRECT:

_____

CORPORATE OFFICER

Making a difference...together

REPORT TO ELECTORAL AREAS COMMITTEE
MEETING OF WEDNESDAY, MAY 10, 2023

SUBJECT **221 Drake Road, Salt Spring Island, Water Local Area Service**

ISSUE SUMMARY

To consider establishing a local area water service for a proposed 30-unit strata at 221 Drake Road, Salt Spring Island (SSI) referred to as the "Dragonfly Commons" development.

BACKGROUND

The Dragonfly Commons property owner and developer (the "Developer") has made a request for the Capital Regional District to own and operate a water supply, treatment, and distribution system for future development subject to an Islands Trust rezoning approval to allow for the development of a 30-unit strata, affordable housing project. The water supply will be from a groundwater well.

The following information is a summary provided to CRD from the Developer outlining the request:

- Property size: 10 acres
- Development goal: 30 units of small, pre-fab homes and a centralized common building on approximately 3 acres of the property. Intention is for strata, entry level home ownership, with a priority for local working residents.
- Water source: groundwater – drill records and license provided. Adequate volume.
- Source water quality: elevated iron and manganese (above the Guidelines for Canadian Drinking Water Quality Maximum Acceptable Concentration (MAC))
- Zoning: Islands Trust has provided first reading for rezoning
- Wastewater servicing: to be determined. Figure 1 indicates 422m distance to existing wastewater collection system owned and operated by CRD.

The Developer has five options for ownership of the water system that will serve this strata development:

1) Private water utility

2) Private water utility with ownership transferred to strata corporation.

3) Private water utility with ownership transferred to North Salt Spring Waterworks District (NSSWD)

4) Negotiate to transfer ownership of the private water utility to the CRD

The first two options involve submitting a water utilities application which requires a Certificate of Public Convenience and Necessity (CPCN), granted by the Comptroller of Water Rights under

authority from the *Water Sustainability Act* and the *Utilities Commission Act*. The CPCN is granted after a utility has secured a proven source of supply, provided an acceptable system design, and met the required administrative and financial conditions. The process through which owners can apply for a CPCN is laid out in the *Guide to Applying for a Certificate of Public Convenience and Necessity* (March 2022).

The property is within the North Salt Spring Waterworks Improvement District (NSSWD) service area. However, NSSWD considers the property an orphan lot that has not paid capital expenditure charges nor water parcel tax since the property was included in the NSSWD boundaries. Since October 2014, NSSWD has placed a moratorium on new water connections therefore no longer accepts requests for additional service due to limitations of water supply. A request was made to the NSSWD to operate the water supply system once the system was constructed, however, NSSWD declined to undertake the responsibility to supply water should the future groundwater source no longer prove viable.

The Provincial government "encourages regional districts to become the primary service providers in rural areas." (page 5, Section 2.1.3). CRD owns and operates other small water utilities on SSI and has the expertise to own and operate this water utility for the proposed strata corporation. For this reason, the provincial government may not look favourably on a private water utility application for this development where either NSSWD or CRD could operate the service. That said, it is not normal for CRD to take on a single-lot development on behalf of a private developer, and it's even more unusual when the property is within the service boundaries of another water utility. CRD would only do so based on the affordable housing nature of the proposed project and subject to specific conditions on its construction, viability, and taxation base.

The CRD provided Dragonfly Commons with a letter dated September 16, 2022, outlining the CRD's understanding that the water system would be financed and constructed by the developer to meet CRD's engineering standards and specifications. Once completed, a CRD service could be created to take over operation and maintenance of the system, with all respective warranties transferred to the CRD.

For the CRD to take over the Dragonfly Commons water system, it must do so by adopting a service establishing bylaw which requires consent of the electors in the proposed local service area. Potentially, the Developer could initiate a petition for the CRD Board to consider establishing a local area water service and transfer the water system ownership and responsibilities based on the following conditions:

1. The Developer must submit proof of having a registered a housing agreement securing the affordable units, either with Islands Trust, CRD, or both, on title.

2. The Developer could complete a petition for a regional district service, consistent with the *Local Government Act*. It must be signed by 51% of the owners having 51% of the value of the parcels. This petition is the "elector approval" the CRD requires to adopt a bylaw to create a service. Further consultation with the Ministry of Municipal Affairs is required before staff can confirm whether a single owner can satisfy the elector approval requirement by petition.

3. The developer must engage a qualified third-party engineering consultant to do an up-front design of the water system, as well as to estimate the annual operating costs of the

system. This will form the basis for the system's costing and be required by the province for any CRD service to be established.

4. The CRD will prepare a financial plan.

5. Upon receipt of the petition, a service establishment bylaw will be advanced to the Board for consideration. If the Board is in favour of creating the service, the bylaw will be held at third reading in order to refer the petition and bylaw to the province for review of the elector approval method.

6. The service will not take on any responsibility or liability until the system is built to CRD standards and accepted. All warranties must the be assigned to the CRD. The service will not take on debt.

ALTERNATIVES

Alternative 1
The Electoral Areas Committee recommends to the Capital Regional District Board:
That staff be directed to continue discussions with the owner of 221 Drake Road regarding the establishment of a new local service area to take over the operations and maintenance of a private water system for the proposed Dragonfly Commons development, subject to the owner meeting the CRD's requirements as set out in this report.

Alternative 2
That the Electoral Areas Committee recommends that this report be referred back to staff for further information.

IMPLICATIONS

The initial work to advance service establishment of the Dragonfly Commons water system as a CRD service will be borne by the developer for CRD engineering review and supervision, plus the costs of establishing a viable water system and all construction costs. A bylaw process to establish a service area and recover the annual costs related to maintaining and operating the water system, and to transfer the Dragonfly infrastructure into the CRD, would need to take place as part of the service establishment process. Upon completion, a new service area would be established for the sole purpose of requisitioning the ratepayers (now, the property owner, in future, the strata owners once the strata lots are sold) for the full cost of administering the service.

The CRD could take over Dragonfly Commons infrastructure assets once the system was constructed to CRD engineering standards and specifications are completed. The infrastructure would be operated as a CRD water service. This process is not without risk to the Developer, as any service establishing bylaw requires Inspector of Municipalities approval and an examination of the tax base. The province has not yet raised an issue with a single property service, or providing such a service to a property developer; however, further consultation will be need to be undertaken regarding the appropriate elector consent process given that the strata lots will be sold once the development is complete. Further, despite elector assent the Board may choose not to adopt a service establishing bylaw, which would require the developer to seek water service elsewhere or commit to operating a private utility. Staff cannot represent the success or failure of CRD service creation, however, with three readings, a petition, and provincial approval, along

with an affordable housing covenant and construction of the structures and the water system, it would be unlikely that the Board would not establish a service.

CONCLUSION

Dragonfly Commons is located on Salt Spring Island. The property owner that has requested the CRD take over the private water system once it is built to CRD specifications and standard. The estimated cost to the property owner for the initial work required to satisfy the conditions for service establishment will be borne by the developer and requires, among other things, a petition for service area establishment and a registered housing agreement for affordable housing on title of the property.

RECOMMENDATION

The Electoral Areas Committee recommends to the Capital Regional District Board:
That staff be directed to continue discussions with the owner of 221 Drake Road regarding the establishment of a new local service area to take over the operations and maintenance of a private water system for the proposed Dragonfly Commons development, subject to the owner meeting the CRD's requirements as set out in this report.

Submitted by:	Karla Campbell, Senior Manager, Salt Spring Island Electoral Area
Concurrence:	Ian Jesney, P. Eng., Acting General Manager, Integrated Water Services
Concurrence:	Kristen Morley, J.D., General Manager, Corporate Services
Concurrence:	Ted Robbins, B. Sc., C. Tech., Chief Administrative Officer

ATTACHMENT(S)

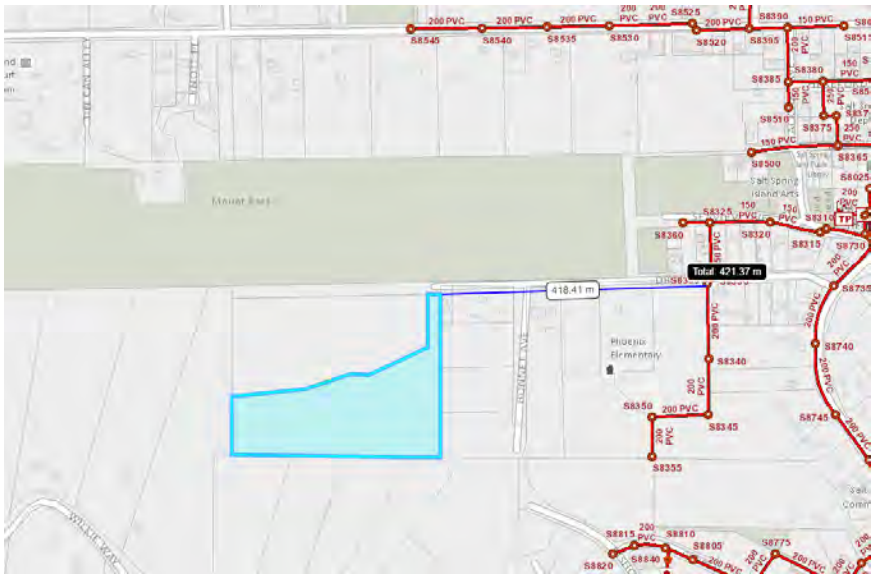
Appendix A: Location of Subject Property from Nearest Wastewater System

APPENDIX A

Location Map

221 Drake Road, Salt Spring Island

Distance to existing wastewater conveyance system



Making a difference...together

ERM 23-20

REPORT TO ENVIRONMENTAL SERVICES COMMITTEE
MEETING OF WEDNESDAY, APRIL 19, 2023

SUBJECT Solid Waste Management Plan – 2022 Progress Report

ISSUE SUMMARY

To present the Capital Regional District's (CRD) 2022 Solid Waste Management Plan Progress Report (Appendix A), which identifies progress towards implementing the CRD's 2021 Solid Waste Management Plan (SWMP).

BACKGROUND

In BC, it is a requirement under the *Environmental Management* Act for all regional districts to develop their own solid waste management plans. They are high-level, long-term visions of how a regional district would like solid waste managed within the community, in accordance with the 5R hierarchy of reduce, reuse, recycle, resource recovery and residuals management.

The CRD's first SWMP was approved by the Province in 1989, was updated in 1991 and again in 1995, and subsequently received eight amendments. A new SWMP for the region began development in 2012 and was endorsed by the CRD Board in May 2021. This new SWMP was submitted to the Province for approval in August 2021, and work towards implementation commenced.

The 2021 SWMP includes four goals and 15 strategies, as shown below. An update on the progress towards implementation of the strategies can be found in Appendix A of the attached progress report.

GOALS			
Have informed citizens who participate effectively in proper waste management practices	Surpass the provincial per capita waste disposal target	Extend the life of Hartland Landfill to 2100 and beyond	Ensure that the CRD's solid waste services are financially sustainable

FOCUS AREAS		
Reduce and Reuse Strategies	**Recycling Strategies**	**Recovery and Residual Management Strategies**
1. Continue and Enhance Education Programs 2. Encourage Waste Prevention 3. Support Reduction of Avoidable Food Waste 4. Support Reuse Activities in the Region 5. Support Local Governments in Working Towards Zero Waste and a Circular Economy 6. Continue and Enhance Policy Development	7. Increase Residential Diversion 8. Increase Multi-Family Diversion 9. Increase Industrial, Commercial and Institutional Diversion 10. Support Existing and New Extended Producer Responsibility Programs 11. Increase Organics Diversion and Processing Capacity 12. Increase Construction, Renovation and Demolition Material Diversion 13. Encourage Proper Public Space Waste Management Activities	14. Optimize Landfill Gas Management 15. Enhance Hartland Disposal Capacity

Performance indicators in the attached 2022 report have been analyzed and assessed by CRD staff. In 2022, the CRD calculated a disposal rate of 409 kg/capita, an increase of 9 kg/capita over the previous year. New policies for consideration by the Environmental Services Committee in April 2023 are expected to support the CRD to reduce the per capita disposal rate and make progress towards the SWMP disposal rate target of 250 kg/capita.

The Province requires SWMP implementation to be monitored by a plan monitoring committee, which is one of the main roles of the CRD's Solid Waste Advisory Committee (SWAC). The 2022 SWMP Progress Report will be reviewed by SWAC and, in 2023, staff will work in consultation with SWAC to develop indicators to enhance reporting on the progress towards achieving the four goals of the SWMP.

CONCLUSION

The CRD's Solid Waste Management Plan (SWMP) includes four goals and 15 strategies and staff began implementation of the strategy in 2021. An update on the progress towards implementation of the strategies can be found in the CRD's 2022 SWMP Progress Report. In 2022, the CRD's per capita disposal rate increased; however, policies for consideration by the Environmental Services Committee in April 2023 are expected to support the CRD to reduce the per capita disposal rate, and make progress towards the SWMP. The CRD's 2022 SWMP Progress Report will be reviewed by the Solid Waste Advisory Committee (SWAC) and, in 2023, staff will work in consultation with SWAC to develop indicators to enhance reporting on the progress towards achieving the four goals of the SWMP.

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

ATTACHMENT

Appendix A: Solid Waste Management Plan – 2022 Progress Report

APPENDIX A

Rethink waste

2022 Solid Waste Management Plan Progress Report



CRD
Making a difference...together

April 2023

TERRITORIAL ACKNOWLEDGEMENT

The CRD conducts its business within the traditional territories of many First Nations, including but not limited to BOḰEĆEN (Pauquachin), MÁLEXEŁ (Malahat), P'a:chi:da?aht (Pacheedaht), Pune'laxutth' (Penelekut), Sc'ianew (Beecher Bay), Songhees, SȾÁUTW̱ (Tsawout), T'Sou-ke, W̱JOŁEŁP (Tsartlip), W̱SIKEM (Tseycum), and xʷsepsəm (Esquimalt), all of whom have a long-standing relationship with the land and waters from time immemorial that continues to this day.



Terms and Abbreviations

3Rs - Reduce, Reuse, Recycle
5Rs - Reduce, Reuse, Recycle, Recovery and Residual Management
C&D - Construction and Demolition
CEC - Compost Education Centre
CRD - Capital Regional District
EPR - Extended Producer Responsibility
ENV - Ministry of Environment & Climate Change Strategy
GHG - Greenhouse Gas
ICI - Industrial, Commercial and Institutional Sector
MFD - Multi-family Dwelling
MSW - Municipal Solid Waste
PPP - Packaging and Paper Products
RNG - Renewable Natural Gas
SWAC - Solid Waste Advisory Committee
SWMP - Solid Waste Management Plan

Organizational Overview

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

Table of Contents

Overview 2

Regulations and Commitments 2

Solid Waste Management Plan 3

Goals 4

Targets and Tracking 5

Per Capita Disposal 6

Solid Waste Stream Composition Study 7

Challenges and Opportunities 8

Progress Summary 9

Reduce and Reuse 10

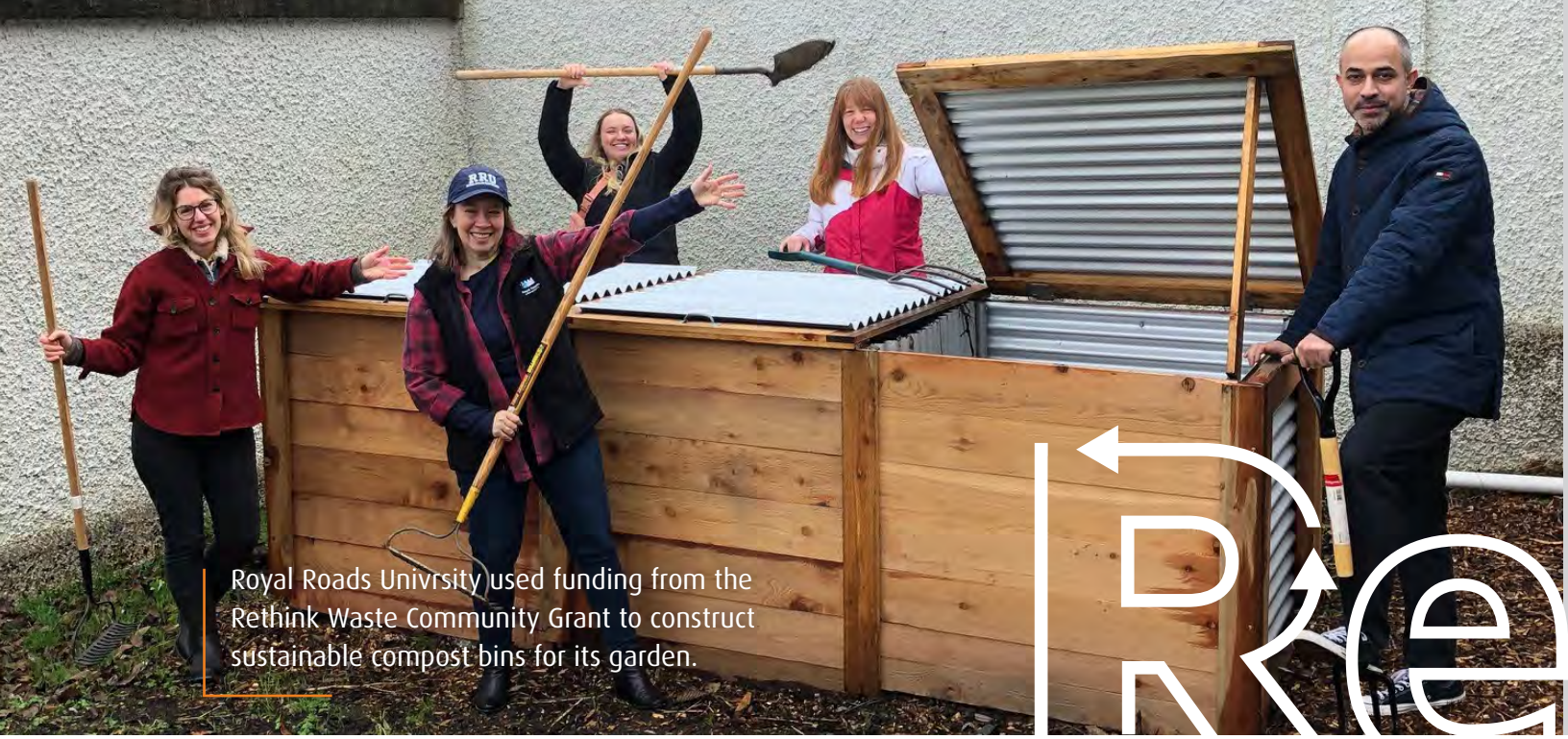
Recycling 12

Recovery and Residuals Management 14

Looking Ahead - 2023 16

Appendix A: Solid Waste Management Plan Report Card 17

Cover image: The Capital Region Food Share Network used funding from the Rethink Waste Community Grant to increase driver hours to rescue an additional 67,000 lbs (30 tonnes) of food. The collected food was redirected to different organizations for distribution in the community.



Royal Roads Univrsity used funding from the Rethink Waste Community Grant to construct sustainable compost bins for its garden.

Overview

The Solid Waste Management Plan - 2022 Progress Report highlights activities undertaken by the CRD in 2022, and satisfies the regular reporting requirements associated with the CRD's SWMP. The SWMP has a target of reducing waste in the region by more than one third over the next decade. Through zero waste and circular economy principals, the plan includes strategies for reducing all streams of solid waste to extend the life of Hartland Landfill to 2100 and beyond.

All costs associated with the CRD's solid waste service are funded through tipping and user fee revenues at Hartland Landfill, collection agreements with product producers, sale of electricity and sale of recyclables.

Regulations and Commitments

The CRD became responsible for solid waste disposal for the region in 1973 when, at the request of the CRD Board, the Province of BC established solid waste disposal as a regional function of the CRD. In 1975, the CRD acquired Hartland Landfill and subsequently assumed direct operation of the site in 1985.

The site currently operates under a Design, Operations and Closure Plan in accordance with an Operational Certificate issued by the ENV, as well as the BC Landfill Criteria for Municipal Solid Waste. There is also a provincial authorization in place for asbestos management.

Solid waste originating from outside of Canada is managed at Hartland Landfill in accordance with the International Waste Directive under the authority of the Canada Border Service Agency and the Canadian Food Inspection Agency.

Solid Waste Management Planning

The *Environmental Management Act* requires all regional districts in BC to develop plans for the management of MSW and recyclable materials. Solid waste management planning is a proven way to reduce the amount of solid waste requiring disposal in a region, contributing to the protection of the environment.

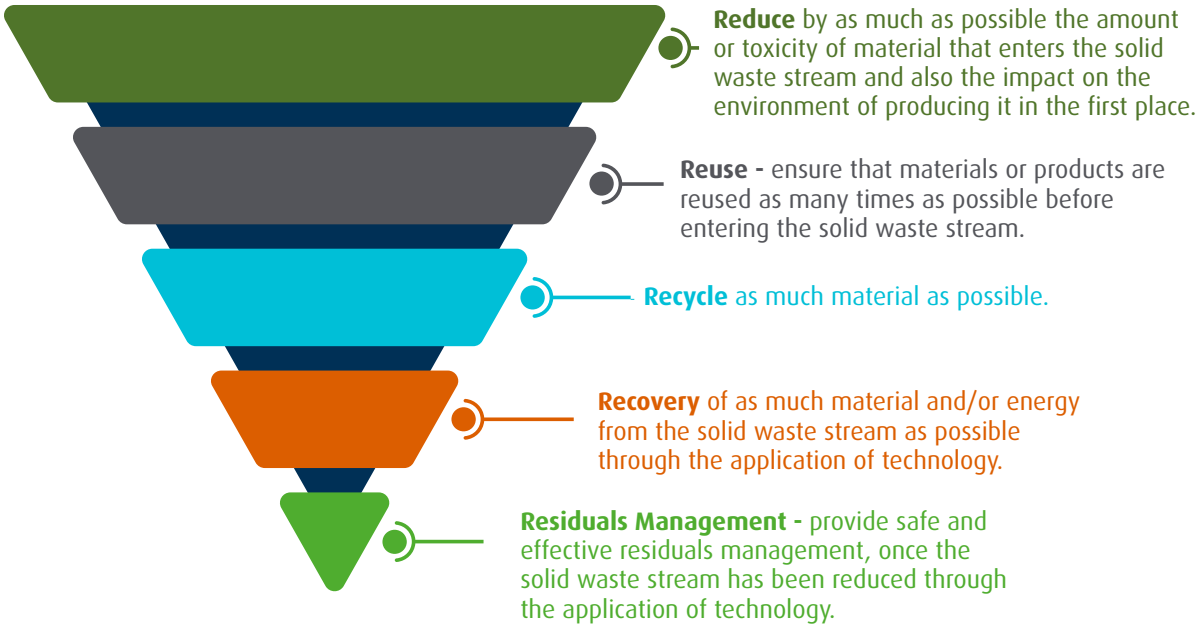
Landfill Operating and Monitoring Requirements

Hartland Landfill is authorized through an Operational Certificate under the *Environmental Management Act*. The Operational Certificate specifies the relevant environmental legislation applicable to the site and sets out requirements for environmental monitoring and annual reporting. Under this regulatory framework, the CRD has established a comprehensive environmental monitoring program to ensure Hartland is not impacting the surrounding environment. More details can be found in the *Hartland Landfill Operating & Environmental Monitoring 2021/2022 Report*.

Solid Waste Management Plan

In BC, regional districts develop SWMPs under the provincial *Environmental Management Act* that are high-level long-term visions of how the regional district would like to manage its solid waste in accordance with the 5R Pollution Prevention Hierarchy.

5R Pollution Prevention Hierarchy



The SWMP for the region was endorsed by the CRD Board in May 2021, and was subsequently submitted to the ENV for approval. The final Plan includes strategies and actions for reducing and managing all streams of solid waste—including recyclables, compostable material and garbage—with an eye to extending the life of Hartland Landfill to 2100 and beyond.

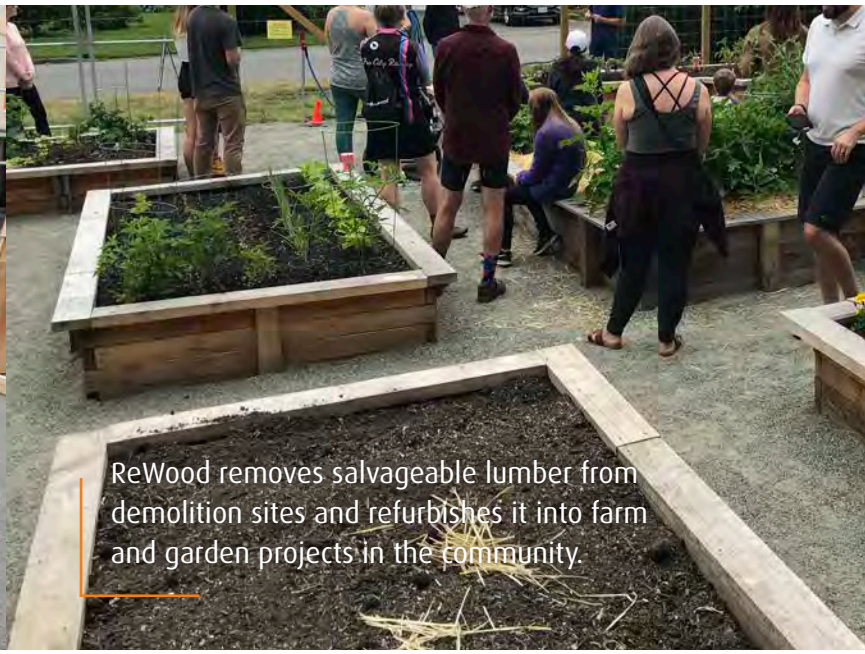
Waste reduction, reuse and recycling can reduce GHG emissions both by lowering the demand for new materials and products (reducing upstream environmental impacts), and by minimizing downstream environmental impacts, such as transporting waste over long distances and disposing of it in landfills.

Goals

The Province's guidelines for solid waste management planning require SWMPs to have goals—the long-term aims to be achieved as an outcome of the plan. A goal may be achieved within the timeframe of this plan, but a goal may also be aspirational: something for the CRD to strive for beyond the timeframe of this plan. The CRD SWMP goals are:

1. To surpass the provincial per capita waste disposal target (350 kg/capita/year) and aspire to achieve a disposal rate of 125 kg/capita/year;
2. To extend the life of Hartland Landfill to the year 2100 and beyond;
3. To have informed citizens that participate effectively in proper waste management practices; and
4. To ensure that the CRD's solid waste services are financially sustainable.





ReWood removes salvageable lumber from demolition sites and refurbishes it into farm and garden projects in the community.

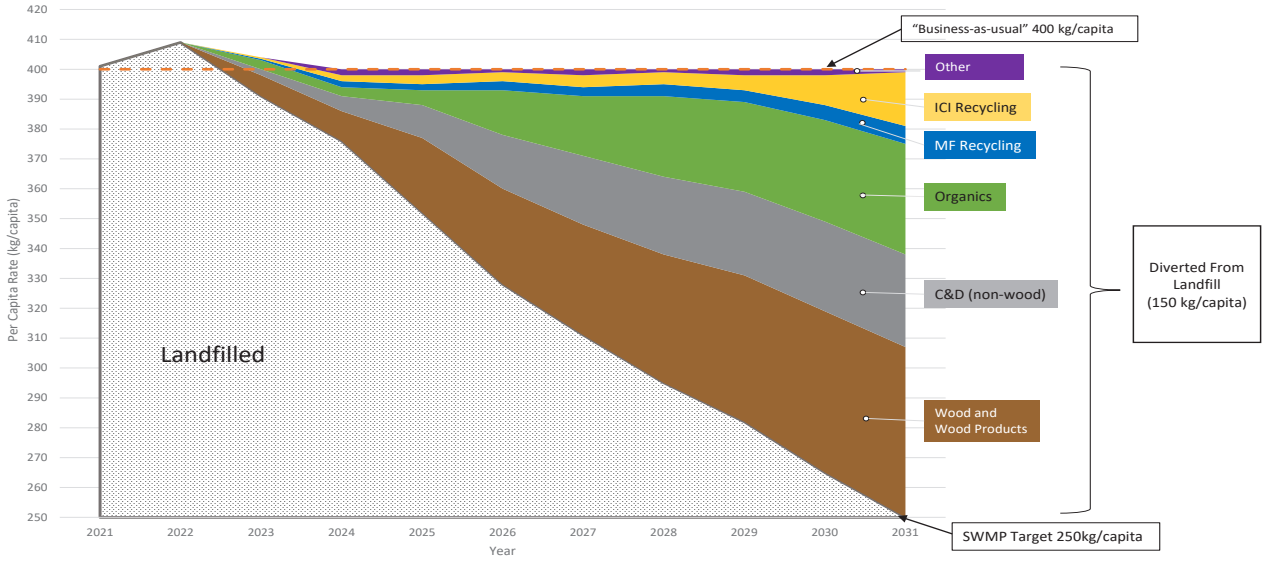
Targets and Tracking

The targets established for this plan are focused on reducing the amount of waste landfilled on a per capita basis. By the end of the 10th year of this plan, the capital region's per capita disposal rate target is 250 kg or less, surpassing the Province's long-term target of 350 kg per capita.

Below is a chart plotting one conceptual pathway to reducing the regional per capita disposal rate from 2021 levels to 250 kg per capita. The actual path taken to achieve waste reduction targets will depend on the actions the community takes to reduce waste, and the work the CRD does to support diversion activity and redirect waste material back into the economy. The chart represents an aggressive timeline to divert materials from the landfill in accordance with the strategies and actions in Appendix A: Solid Waste Management Plan Report Card.

The metrics used to track the SWMP targets in 2022 are the regional per capita disposal rates, and the Solid Waste Stream Composition Study, which provides a breakdown of categories and sectors to focus on. In 2023, in consultation with the SWAC, the CRD will develop additonal indicators associated with tracking the progress of each strategy in the SWMP.

Conceptual Pathway to Regional Waste Disposal Rate of 250 kg/capita



Per Capita Disposal

In 2012, the Province of BC began using per capita disposal rates as the standard solid waste metric. The provincial per capita disposal rate in 2020, the latest provincial numbers reported, was 499 kg per capita, while the capital region's rate in 2020 was 395 kg per capita, the third lowest in the province.

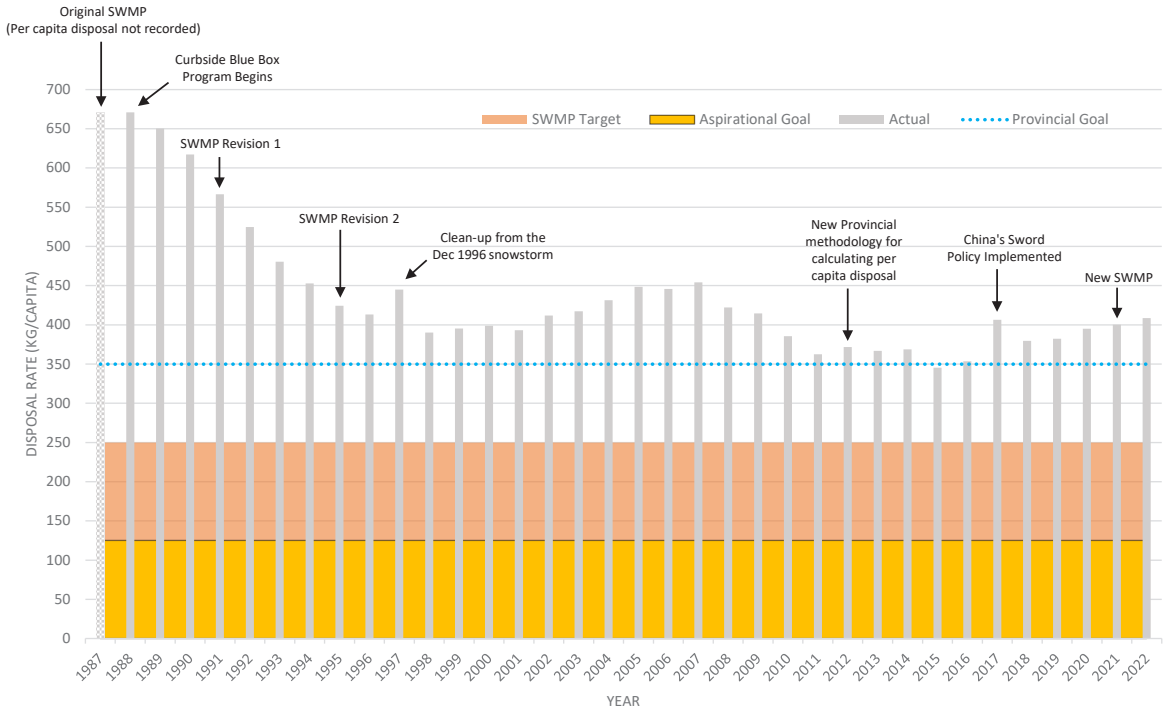
Regional districts are required to report total tonnage disposed of at all landfills operating within their boundaries. In 2008, the privately owned and operated Highwest Landfill was incorporated into the CRD's SWMP at the direction of the ENV. In 2021, this landfill reached its approved filling capacity and stopped receiving solid waste for disposal.

General Refuse Disposal - Per Capita Disposal Rate for Capital Region

Year	Population[1]	Hartland Landfill			Tervita Highwest Landfill[3]	Disposal Rate kg/ person
		Received	Beneficial Use[2]	Landfilled		
2012	368,935	129,279	n/a	129,279	7,880	372
2013	371,265	123,210	n/a	123,210	13,025	367
2014	372,463	120,942	-1,636	119,306	18,000	369
2015	377,810	114,476	-2,034	112,442	18,000	345
2016	382,645	134,167	-971	133,196	2,056	353
2017	392,046	145,285	-917	144,368	15,000	407
2018	413,406	148,551	-2,120	146,431	10,500	380
2019	418,511	146,544	-1,142	145,402	14,625	382
2020	425,503	155,014	-5,476	149,538	18,506	395
2021	432,062	167,169	-1,013	166,156	6,730	400
2022	440,456	185,111	-5,107	180,004	0	409

1 BC Stats
2 2021 tonnage decreased due to timing of material grinds and movement of material off-site
3 percentage of facility's total disposal, in recognition of out-of-region waste being landfilled at site

CRD Historic Per Capita Disposal Rate

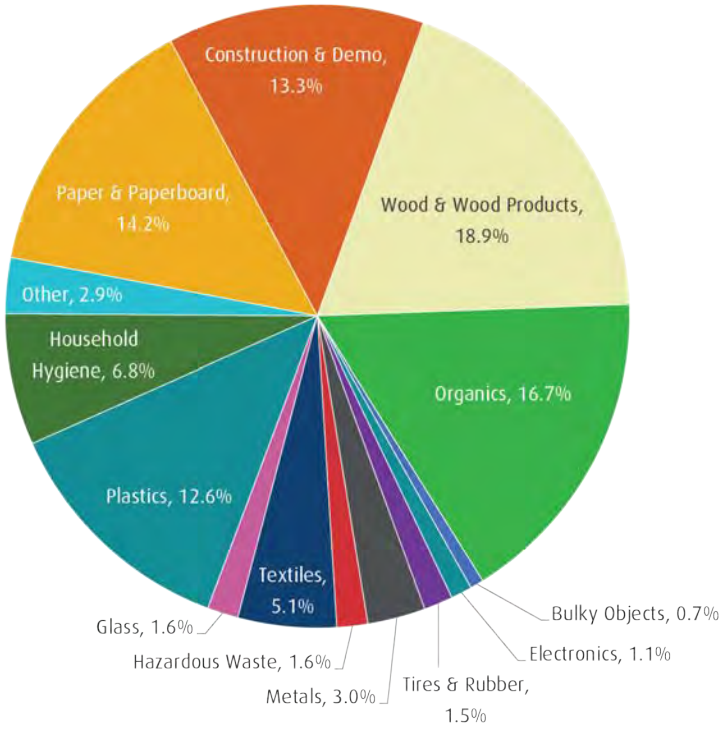


Solid Waste Stream Composition Study

Solid waste stream composition studies provide valuable benchmark data and analysis for evaluating the success of existing solid waste programs and SWMP initiatives.

Since 1990, the CRD has commissioned six studies to assess the composition of waste being landfilled at Hartland. The most recent analysis took place in 2022.

2022 Solid Waste Stream Composition Study Results



Challenges and Opportunities

As the management of unwanted materials is a shared responsibility, successful implementation of the SWMP will require involvement from the entire community, including residents, businesses, institutions, First Nations, municipalities, and non-profit associations, as well as the local waste management industry. Each of the stakeholders involved in solid waste management has a unique role to play, but there are many competing priorities.

Solid Waste Roles and Responsibilities



Hartland Landfill has the lowest general refuse tipping on Vancouver Island at $110 per tonne. In 2022, the Cowichan Valley Regional District Board passed a bylaw amendment to raise its general refuse tipping fee to $192 per tonne in 2023. Hartland Landfill does not accept waste that originates outside the region but, currently, there is limited ability for staff to validate and subsequently enforce this rule.

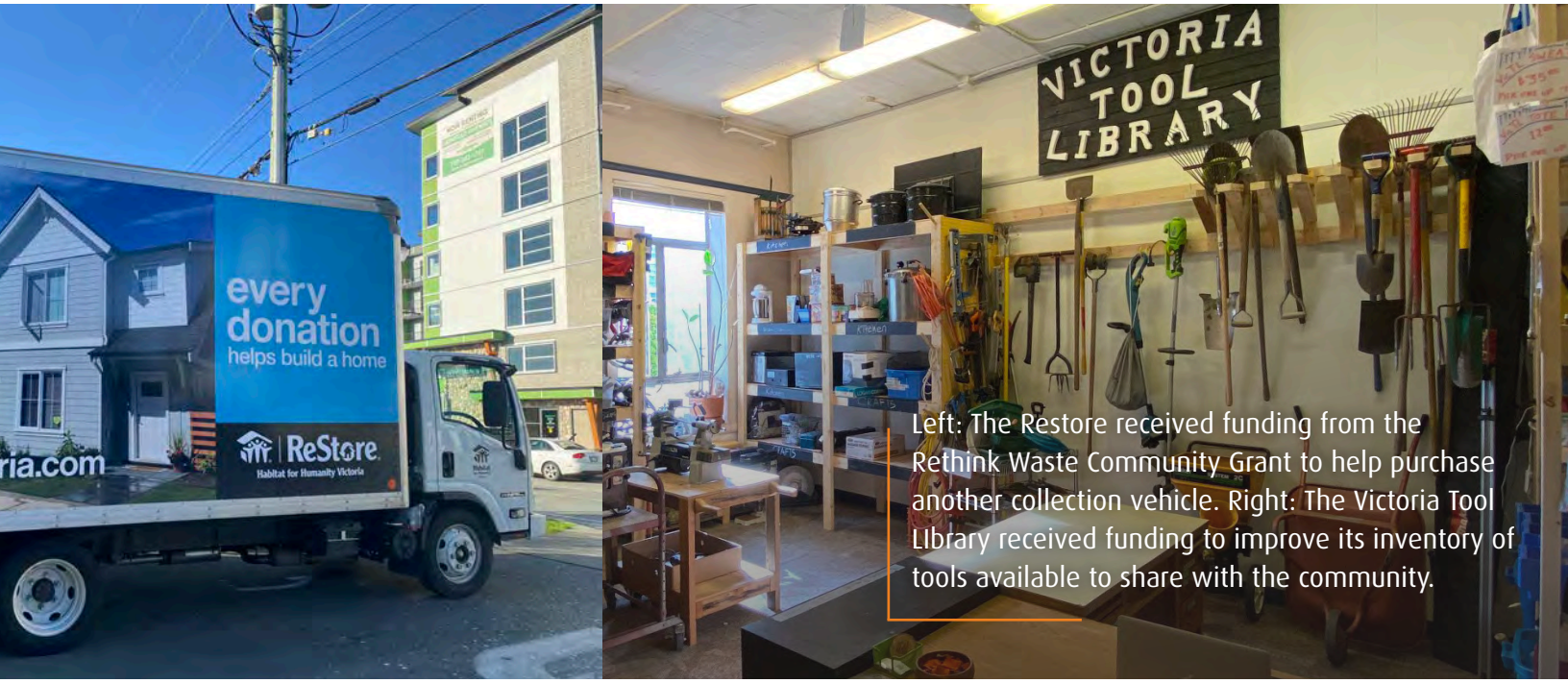
The main policy levers the CRD has over solid waste disposal are limited to what is accepted at Hartland Landfill. The CRD can drive industry to divert material from the landfill by increasing disposal fees to support diversion activity in the community, implementing waste flow management to prevent disposal of out-of-region waste, banning more material streams and broadening the scope of source-separated materials received and consolidated for off-site processing and marketing. Through implementation of the SWMP in 2023, the CRD will be reviewing the Hartland Landfill tipping fee structure and ban enforcement levels, along with investigating waste flow management.

Progress Summary

The following sections are intended to provide a high-level, easy-to-understand overview of the CRD's progress related to implementing the SWMP and summarize progress made in 2022 in the following areas:

- Reduce and Reuse
- Recycling
- Recovery and Residuals Management

For more details on the SWMP's 15 strategies, consult Appendix A: Solid Waste Mangement Plan Report Card.



Left: The Restore received funding from the Rethink Waste Community Grant to help purchase another collection vehicle. Right: The Victoria Tool LIbrary received funding to improve its inventory of tools available to share with the community.

Reduce and Reuse

Governments, residents, non-profits, and business all have an important role to play in reducing and diverting waste from the landfill. Reducing the amount of waste created, and finding ways to repurpose and reuse waste, eliminates the need to dispose of items later.

Overall Action Status
On Track

CRD Roles

Municipal collaboration

Provincial and Federal Government advocacy

Funding non-profits

Education and outreach

This focus area includes

6

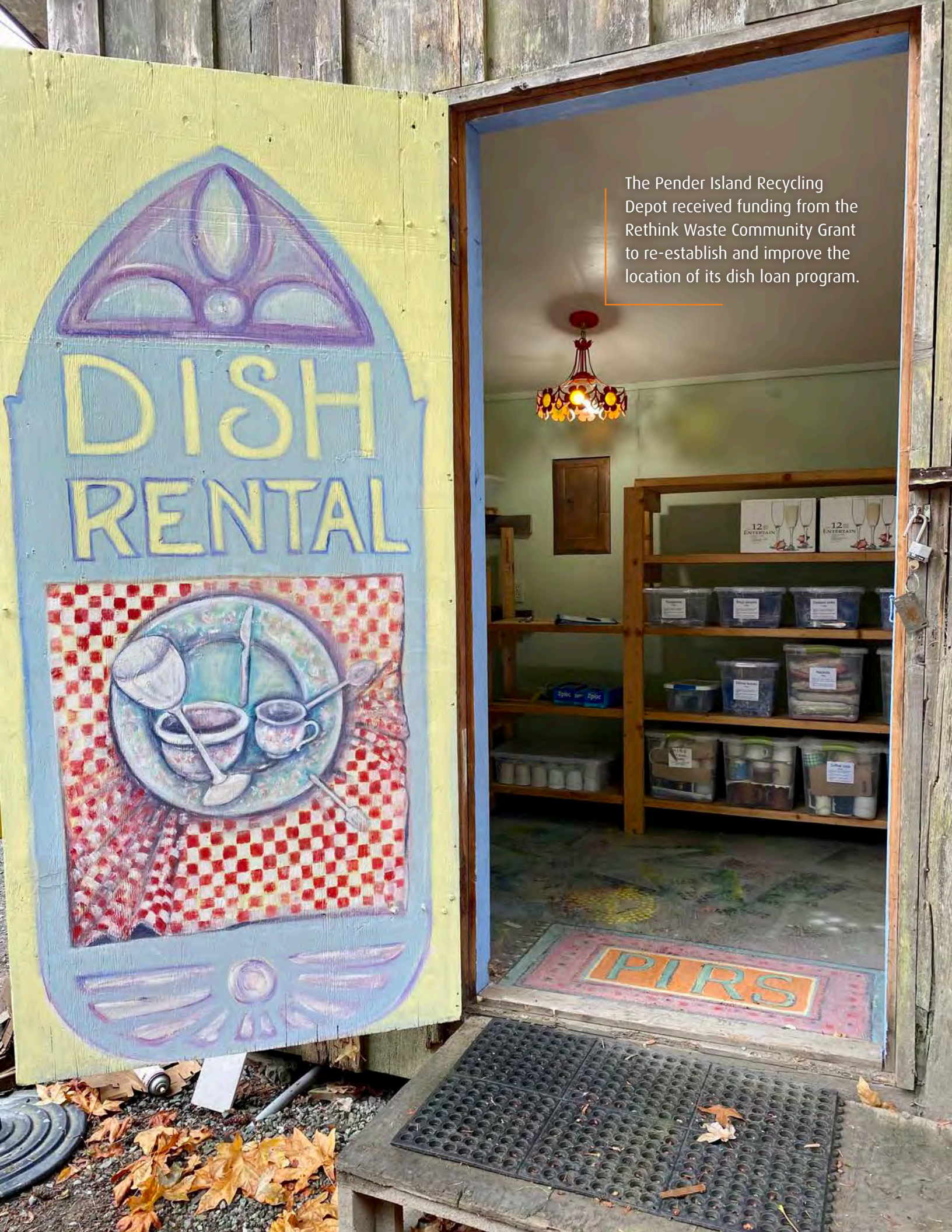
SWMP strategies



Supply Victoria

Progress Summary

- Launched the Rethink Waste Community Grant on Earth Day (April 21) to provide funding for the development and implementation of community-based projects that will reduce the amount of waste sent to Hartland Landfill. The CRD awarded 16 grants, totalling $35,000.
- Continued to provide support ($86,000) for 10 local non-profit reuse organizations to assist them in managing unusable donations, and partnered with five non-profit reuse organizations for the redistribution of 22 tonnes of usable textiles, bicycles, and large appliances collected at Hartland Depot.
- Resumed in-person educational programming and outreach events after COVID-19 restrictions lifted in April 2022. Between the Hartland Landfill Public Tours, Hartland Landfill Technical Tours, 3Rs K-12 program and public outreach events, the CRD connected with more than 2,000 residents.
- Launched the Rethink Waste Newsletter in August 2022 to communicate to residents and businesses about SWMP implementation, regional solid waste reduction opportunities and other solid waste related topics.
- Established a Local Government Waste Reduction Working Group. Eight meetings were held in 2022 (with nine participating municipalities) where items such as C&D activity, depot services, residential waste volumes, multi-family services, organics management, illegal dumping and disaster debris planning were discussed.



The Pender Island Recycling Depot received funding from the Rethink Waste Community Grant to re-establish and improve the location of its dish loan program.

Recycling

By participating in recycling programs, residents and businesses take responsibility for the products they've purchased and support a system where these materials can be used repeatedly.

Overall Action Status
On Track

CRD Roles

Hartland Depot

Landfill bans

Provincial and Federal Government advocacy

Curbside recycling contract

Recycling in Electoral Areas

Education and outreach

This focus area includes

7

SWMP strategies



Hartland Depot

Progress Summary

- Provided feedback to the ENV on implementation of its Five-Year Action Plan, and conveyed how the regulation of new products plays a key role in our region achieving its SWMP goals.
- Continued to partner with 12 EPR stewards for local collection of 20,562 tonnes of provincially-regulated recyclables through the Hartland Depot, Electoral Areas Depots and the Curbside Blue Box Program.
- Secured a collection contractor for the 2024-2029 Curbside Blue Box Program. The new contractor will be using 23 compressed natural gas vehicles and two electric vehicles.
- Continued to provide consolidation, transfer and processing services for kitchen scraps collected by municipalities and private service providers. In 2022, 9,567 tonnes of source-separated kitchen scraps were received.
- Piloted separate collection bins for clean unfinished wood and C&D material streams at Hartland Depot, and began the procurement process for processing and marketing of new source-separated materials.
- Completed the MFD Market Research, which will be used to guide the creation of communication and education materials, like consistent signage for MFD residents, property managers and the broader community.



In 2022, Hartland Depot collected 19,916 kgs of household batteries, which earned it a Leader in Sustainability award from Call2Recycle. Call2Recycle is the provincially-approved consumer battery collection and recycling program for BC.

Recovery and Residuals Management

Once material has been reduced and technology has been applied to recover as much energy as possible, residuals management provides a safe and effective way to manage materials that don't have a next and best use.

Overall Action Status

Opportunity for Improvement

CRD Roles

Landfill bans and enforcement

Hartland Landfill

Technology research

Landfill Gas Management

This focus area includes

2

SWMP strategies



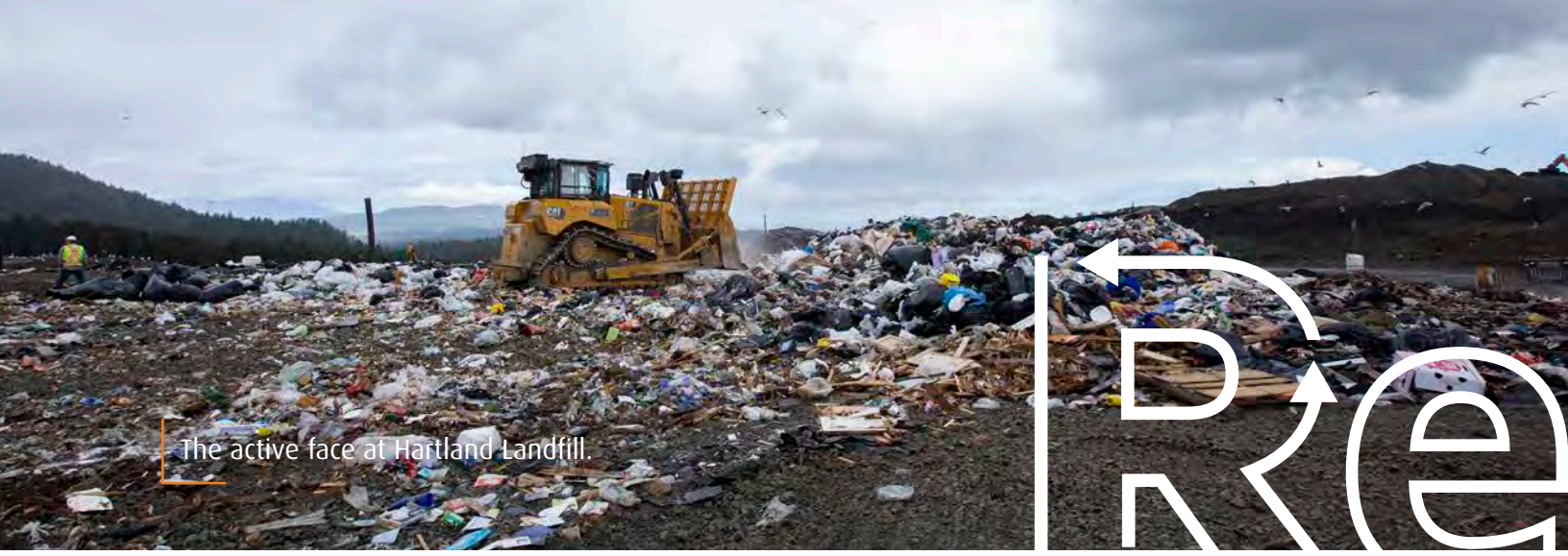
Landfill Gas Plant

Progress Summary

- Calculated a disposal rate of 409 kg/capita, an increase of 9 kg/capita over the previous year.
- Hired a technical advisor and commenced work on developing a material diversion and beneficial use strategy.
- Conducted a solid waste stream composition study to analyze materials sent to landfill.
- Issued 559 tickets and 13 warnings primarily related to banned materials in garbage.
- Conducted a shredding trial with specific material streams to manage incoming volumes and further densify material.
- Removed 30,000 m^3 of overburden and 225,000 m^3 of in-situ rock to prepare the new landfilling cell to receive future garbage.
- Contracted Waga Energy, through its subsidiary Hartland Renewable Resources Group to design, build and operate a new CRD facility that will upgrade the biogas generated at Hartland Landfill to RNG. This project is expected to reduce the capital region's GHG emissions by approximately 450,000 tonnes of carbon dioxide over the next 25 years, a 73% improvement from initial projections of 260,000 tonnes in 2019.
- Achieved a 69% gas collection efficiency based on the ENV model, and a 78% gas collection efficiency based on the UBCi model in 2021. More details can be found in the 2021 Landfill Gas Monitoring Report.



In the fall of 2022, the CRD hired a consultant to perform a solid waste stream composition study at Hartland's active face. Garbage from residential and commercial sources are sampled and materials are sorted into 94 categories.



The active face at Hartland Landfill.

Looking Ahead

The CRD will continue to show a leadership role by supporting local, municipal and federal waste diversion efforts, and continue to move waste up the 5R Pollution Prevention Hierarchy to its next and best use.

Some activities planned for 2023 include:

- **New Policies to Divert Waste from Hartland Landfill:** Actions include consideration of modifying the tipping fee structure to incent diversion, expanding landfill material bans for streams where viable alternatives exist, facilitating the diversion of material and energy recovery of diverted material and enhancing bylaw enforcement to reduce the amount of banned materials and recyclables from being sent to the landfill.
- **Waste Flow Management:** Investigate waste flow management to increase the diversion of recyclable materials, as well as prevent disposal of out-of-region MSW at Hartland Landfill.
- **MFD/ICI Sector Strategy:** Using the data and analysis from the 2022 Solid Waste Stream Composition Study, programs and strategies will be created to target materials that are banned from the landfill, such as organics.
- **Rethink Waste Communications Plan:** Develop key messages around the SWMP to consistently inform residents and businesses of the ongoing activities associated with the SWMP.
- **Plan Monitoring Performance Measures:** In consultation with the SWAC, develop metrics beyond the Solid Waste Stream Composition Study and per capita disposal rate for reporting on the four goals of the SWMP.
- **Hartland Landfill Operations:** Research and pilot new technologies to maximize the densification and compaction rate at the active face. Decrease use of raw materials (such as aggregate) for cover by increasing beneficial use of select waste material, per the ENV guidelines.



Pender Island Recycling Depot.

Appendix A: Solid Waste Mangement Plan Report Card

The SWMP Report Card is intended to provide a high-level, easy-to-understand overview of the CRD's progress related to implementing the SWMP and to summarize progress made in 2022.

Methodology

The 2021 SWMP identifies specific actions to guide the CRD's efforts over the lifespan of the Plan. These include 15 strategies with 72 sub-actions and associated timelines divided into the following focus areas:

- Reduce and Reuse
- Recycling
- Recovery and Residuals Management

Performance indicators in this report have been analyzed and assessed by CRD staff. In 2023, in consultation with the SWAC, the CRD will develop indicators associated with each strategy to complement the metrics provided by the Solid Waste Stream Composition Study and per capita disposal rate for reporting on the four goals of the SWMP.



2022 Overall SWMP Progress

On track

Focus Area



Reduce and Reuse



Recycling



Recovery and Residuals Management

Legend: Action Status



On Track



Opportunity for Improvement



Attention Required



Future Action

Legend: Indicators

Indicators will be developed in 2023, in consultation with SWAC.

Reduce and Reuse

Reducing the amount of waste created and finding ways to repurpose and reuse waste, eliminates the need to dispose of items later.

Overall Focus Area Status
On track

Status	Strategy	Update
Progress on Strategies		
⏩	1 **Continue and enhance education programs**	· Launched CRD Rethink Waste Newsletter; sent out issues in August and October · Responded to 21,769 Infoline inquiries via phone and email and received 439,309 visits to myrecyclopedia.ca · Delivered 51 3R programs to 1,431 K-12 students, and sent a spring and fall Educators Newsletter to 591 teachers · Conducted 6 public education campaigns, including advertorials, digital advertising, print advertising and bus shelter advertising · Delivered 4 public landfill tours to 84 residents, 12 community group tours to 255 residents and 13 technical landfill tours to 200 industry partners · Attended 5 events with a 3R display · Received 11,788 new RecycleCRD app installs and received 6,953 Ready, Set, Sort! game plays by residents · Added 13,731 residents to receive reminders and alerts via RecycleCRD app, email, voicemail and mobile calendar for the Curbside Recycling Program · Continued participation in Coast Waste Management Association communications/educators working group · Continued sponsorship of Ecostar awards · Completed review of solid waste webpages, identified gaps and opportunities to communicate to a broader audience (e.g., MFD, ICI) · Identified need for a broader communications plan, to be developed in 2023
⏩	2 **Encourage waste prevention**	· Launched the CRD Rethink Waste Community Grant and supported 16 projects ($35,500) in 2022 · Participated in national 2022 Waste Reduction Week · Participated in Coast Waste Management Association Single-Use Items working group, quarterly meetings in 2022 · Federal Government - single-use plastics regulation on import and manufacturing implemented in December 2022 · Town of Sidney - Adopted bylaw to regulate single-use items
⏩	3 **Support reduction of avoidable food waste**	· Conducted a fall Love Food Hate Waste (LFHW) education campaign, which featured bus shelter ads, social media, local print and digital media ads · Work in collaboration with the District of Saanich to design LFHW branded signs for its municipal garbage trucks · Partnered with the Compost Education Centre for provision of composting and conservation education
⏩	4 **Support reuse activities in the region**	· Continued to provide support ($86,000) for 10 local non-profit reuse organizations to assist them in managing unusable donations · Collected 22 tonnes of reusable goods at Hartland Depot for redistribution by local non-profit reuse organizations · Supported 8 reuse projects through the CRD's Rethink Waste Community Grant
⏩	5 **Support local governments in working towards zero waste and a circular economy**	· Established a Local Government Waste Reduction Working Group, 9 municipalities participating, 8 meetings held in 2022 · Continued work with WSANEC Leadership Council (WLC)/CRD Solid Waste Working Group to develop a partnership agreement that addresses WCL/CRD discussions regarding Hartland Landfill and the SWMP · Worked with Pacheedaht First Nation to clean up illegal dumping activity in their community
⏩	6 **Continue and enhance policy development**	· Hired technical advisor to advise on expanded material bans, tipping fee rate structure and bylaw enforcement · Began market research and procurement for the processing and marketing of new source-separated material streams · Issued Request for Expressions of Interest for processing of material diverted through potential material bans · Began investgation of regulatory mechanisms to regulate MSW and recyclable matierials · Began investigation of licensing waste management facilities in the region · Continued to administer the solid waste service for the Port Renfrew community



Recycling

By participating in recycling programs, residents and businesses take responsibility for the products they've purchased and support a system where these materials can be used repeatedly.



Overall Action Status
On Track

Status	Strategy	Update
Progress on Strategies		
	7 **Increase residential diversion**	· Partnered with Recycle BC for local collection of 19,104 tonnes of residential PPP through the Hartland Depot, the curbside single-family home recycling program and depot services for rural/island residents · Secured collection contractor for 2024-2029 for Curbside Blue Box Program · Issued Request for Expressions of Interest for local processing of materials diverted from the landfill
	8 **Increase multi-family diversion**	· Finalized MFD market research analysis · Developed waste sorting area signage for use by MFD managers to help reduce contamination and increase diversion · Prepared specific waste sorting area signs to be piloted with CRD Housing
	9 **Increase diversion from industrial, commercial and institutional (ICI) facilities**	· Provided information, resources and a landfill tour for the Department of National Defence to aid in their waste diversion initiatives · BC Government - conducted an ICI sector Waste Flow Study
	10 **Support existing and new extended producer responsibility (EPR) programs**	· Continued to partner with 12 EPR stewards for local collection of 20,562 tonnes of provincially-regulated recyclables through the Hartland Depot, Gulf Islands and Port Renfrew Depot and the Curbside Blue Box Program · Provided feedback to the Province on implementation of their Five-Year Action Plan, and conveyed how the regulation of these new products plays a key role in our region to achieve its SWMP goals · Participated in Recycle BC's 2024-2028 program plan consultation · BC Government - Province indicated through its Five-Year Action Plan the expansion of the Recycling Regulation in 2023 to include mattresses/ foundations, compressed canisters, fire extinguishers, additional battery types and electronic accessories and medical sharps. It is expected programs would be operational beginning in 2025 · BC Government - The Province is working with other jurisdictions toward national EPR consistency
	11 **Increase organics diversion and processing capacity**	· Provided consolidation, transfer and processing services for 9,567 tonnes of kitchen scraps collected by municipalities and private service providers · Provided transfer and processing services for 1,627 tonnes of yard and garden material collected at Hartland Depot · Conducted planning and design for new kitchen scraps transfer station · Provided safe disposal for invasive species · City of Victoria - launched Sustainable Takeout Guide
	12 **Increase construction, renovation and demolition (CR&D) material diversion**	· Began procurement process for processing and marketing of new source-separated material streams · Introduced separate collection bins for clean, unfinished wood and C&D material streams at Hartland Depot · Transitioned clean wood material stream from onsite beneficial use to offsite use as alternative fuel · City of Victoria - Demo and Deconstruction Bylaw - stepped impementation began September 2022 · City of Victoria - Deconstruction Industry Training sessions
	13 **Encourage proper public space waste management activities**	· Conducted an education campaign on illegal dumping/abandoned waste, highlighting how residents can dispose of items according to the 5Rs

Recovery and Residuals Management

Once material has been reduced, and technology has been applied to recover as much energy as possible, residuals management provides safe and effective ways to manage materials that don't have a next and best use.

Overall Action Status

Opportunity for improvement

Status	Strategy	Update
Progress on Actions		
⏩	**14 Optimize landfill gas management**	• Achieved a gas collection efficiency of 70% (ENV model) 81% (UBCi model), exceeding the 75% requirement • Produced 1.6 megawatts of green power, providing green power for the equivalent of 1,600 homes • Began construction of new methane to RNG facility • Implemented strategies to improve gas collection and mitigate fugitive emissions • Partnered with the University of Victoria on fugitive emissions study
!	**15 Enhance Hartland disposal capacity**	• Calculated a disposal rate of 409 kg/capita, an increase of 9 kg/capita over the previous year • Launched thermal pilot to study disposal alternatives for managing C&D material • Hired a technical advisor and commenced work on developing a material diversion and beneficial use strategy • Initiated tipping fee rate and associated fines review work for a bylaw amendement in 2023 • Conducted a solid waste stream composition study to analyze materials sent to landfill • Received Board approval to increase tipping fee for international high-risk cruise ship waste from $157 to $500 tonne beginning January 2024 • Continued to expand onsite beneficial use opportunities with 5,107 tonnes of select waste material streams processed and utilized onsite in place of virgin material as per ENV guidlines • Conducted a shredding trial, with specific material streams in an effort to manage incoming volumes and further densify material • Achieved a landfill utilization factor of 0.67 t of refuse/m^3 of airspace • Updated Design Operations Closure Plan in 2022, and submitted to ENV with 2021 SWMP submission • Removed 30,000 m^3 of overburden and 225,000 m^3 of in-situ rock to prepare the new landfilling cell to receive future garbage. • Constructed new scale building at Hartland North and installed new gate at entrance • Produced and applied biosolids growing medium as a topsoil alternative, as outlined in the approved biosolids beneficial use contingency plan • Received 17,832 tonnes of controlled waste • Measured average controlled waste trench compaction 0.93 t/m^3 • Received 4,145 tonnes of asbestos containing material • Issued 559 tickets and 13 warnings, primarily related to banned materials in garbage



Capital Regional District

625 Fisgard Street
Victoria, BC V8W 2S6
250.360.3000

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



2022 Solid Waste Management Plan Progress Report

April 19, 2023

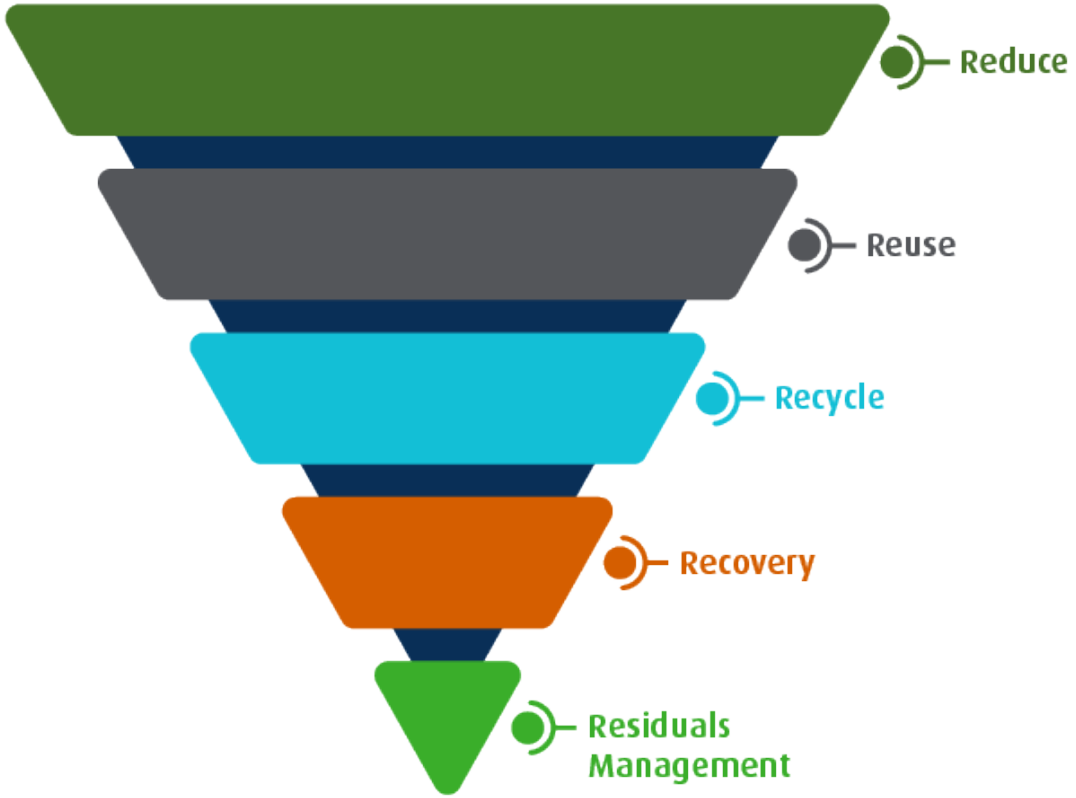
Agenda

1. Solid Waste Management Plan
2. Progress Summary
3. Looking Ahead
4. Report Card



Solid Waste Management Plan

In BC, regional districts develop SWMPs under the provincial Environmental Management Act that are high-level long-term visions of how the regional district would like to manage its solid waste in accordance with the 5R Pollution Prevention Hierarchy.



Solid Waste Management Plan

Goals			
To surpass the provincial per capita waste disposal target	To extend the life of Hartland Landfill to the year 2100 and beyond	To have informed citizens that participate effectively in proper waste management practices	To ensure that the CRD's solid waste services are financially sustainable

Focus Areas		
Reduce and Reuse *Strategies 1-6*	Recycling *Strategies 7-13*	Recovery and Residuals Management *Strategies 14-15*

Reduce and Reuse

Governments, residents, non-profits and business all have an important role to play in reducing and diverting waste from the landfill. Reducing the amount of waste created, and finding ways to repurpose and reuse waste, eliminates the need to dispose of items later.

Overall Action Status
On Track



Progress Summary

- Launched Rethink Waste Community Grant and Rethink Waste Newsletter
- Continued support for 10 local non-profits
- Resumed in-person education programming
- Established a Local Government Waste Reduction Working Group

Recycling

By participating in recycling programs, residents and businesses take responsibility for the products they've purchased and support a system where these materials can be used repeatedly.

Overall Action Status
On Track



Progress Summary

- Collected 20,562 tonnes of provincially regulated recyclables through the Hartland Depot, Electoral Areas Depots and the Curbside Blue Box Program
- Completed the Multi-family Dwelling Market Research
- Awarded the 2024-2029 Curbside Recycling Contract

Recovery and Residuals Management

Once material has been reduced, and technology has been applied to recover as much energy as possible, residuals management provides safe and effective way to manage materials that don't have a next and best use.

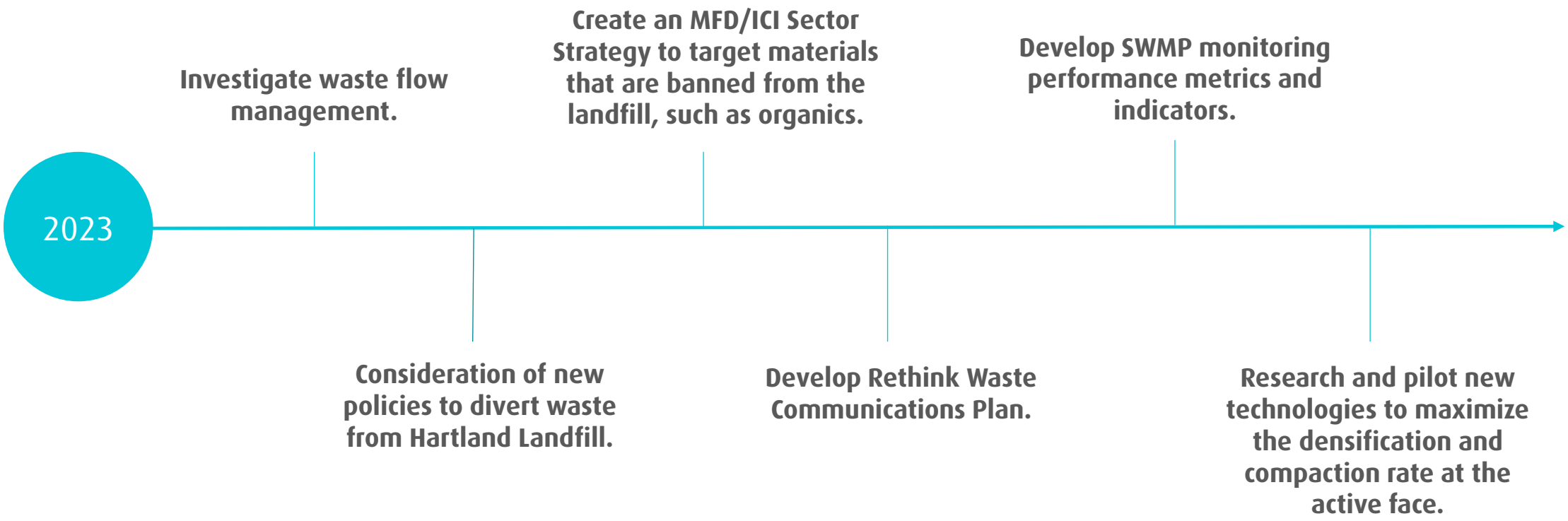
Overall Action Status
Opportunity for Improvement



Progress Summary

- Calculated a disposal rate of 409 kg/capita, an increase of 9 kg/capita over the previous year
- Conducted a solid waste stream composition study
- Hired a technical advisor and commenced work on developing a material diversion and beneficial use strategy

Looking Ahead - 2023



Report Card

2022 Overall SWMP Progress

On track

The 2021 SWMP identifies specific actions to guide the CRD's efforts over the lifespan of the Plan. These include 15 strategies with 72 sub-actions and associated timelines divided into three focus areas. Further indicators will be developed in 2023 in consultation with SWAC.

Focus Areas:

- **Reduce and Reuse**
- **Recycling**
- **Recovery and Residuals Management**



Thank you

rsmith@crd.bc.ca | 250.360.3080

@crdvictoria

Capital Regional District

CRDVictoria

crd.bc.ca

Making a difference...together

ECA 23-17

REPORT TO ENVIRONMENTAL SERVICES COMMITTEE
MEETING OF WEDNESDAY, APRIL 19, 2023

SUBJECT **Climate Action – 2022 Progress Report**

ISSUE SUMMARY

To present the Capital Regional District's (CRD) 2022 Climate Action Progress Report, which identifies progress towards the CRD's Climate Action Strategy.

BACKGROUND

The CRD has a strong history of climate action and remains committed to addressing climate change within its own operations and at the regional level. The CRD signed the BC Climate Action Charter in 2007, established a regional climate action service in 2009, embedded climate action targets and goals in the Regional Growth Strategy in 2018, and declared a climate emergency in 2019. In 2021, the Board approved a renewed CRD Climate Action Strategy and five-year action plan. The Strategy provides direction for how the CRD, under its service mandates, will show leadership on climate action, both for the CRD's corporate operations and for its community-focused services. Actions are categorized within six goal areas. The CRD has committed to annually reporting on the progress towards achieving its climate action goals.

The 2022 Climate Action Progress Report (Appendix A) provides a summary of the 2022 activities undertaken by multiple CRD services to track progress of the CRD Climate Action Strategy's corporate and regional climate commitments. The Progress Report also includes a report card that compiles self-reported progress metrics from divisions responsible for advancing each of the Strategy's 127 sub-actions. These metrics were used to produce a status indicator for overall action plan progress, corporate and community-focused actions, and the six goal areas of the strategy. This systematic evaluation provides an indication of where focused efforts need to be made or increased to achieve targeted actions and outcomes within the Strategy and meet our targets.

The overall status for the 2022 year was calculated as 'opportunity for improvement', meaning 50-75% of the yearly target of actions were progressed as envisioned within the Strategy's five-year action plan. The Progress Report also includes a list of both corporate-focused and regional indicators. These indicators are not included in the calculation of action-status but provide context and track long-term trends relevant to the organization, as well as broader regional climate action trends.

Greenhouse Gas Emissions & Climate Impacts

In 2022, CRD operations generated 2,845 tonnes of CO2e emissions, a 1% increase from 2021 and a 6% decrease from the baseline level of emissions from 2007. Emissions from vehicle travel decreased by 10% to 1,176 tonnes. Emissions from buildings, facilities and infrastructure increased by 11% to 1,669 tonnes due to McLoughlin wastewater treatment plant onboarding, and an increase in energy use in following COVID-19 protocols. The CRD continues to focus on accelerating critical actions and planning for corporate carbon reductions is on track and will be realized in future years. Emissions associated with Hartland Landfill and the Capital Region

Housing Corporation are not included in this total, as they are excluded from the provincial reporting framework.

The CRD completes regional and local government greenhouse gas (GHG) inventories every two years, following the internationally recognized Global Protocol Community-Scale GHG Inventories BASIC+ Framework. The last inventory, competed for the 2020 calendar year, indicated that the capital region emits approximately 1.8 million tonnes of CO2e annually. The CRD will produce a 2022 regional GHG inventory in late 2023.

Regardless of GHG emission reductions today, the capital region will continue to experience the impacts of climate change now and into the future. In 2021, the region experienced an unprecedented heat wave and heavy rains and flooding and, in 2022, an extended drought. The CRD and regional partners must work to reduce vulnerability in our communities and adapt to a changing climate by improving how we anticipate, respond to and recover from both extreme weather events and more gradual changes occurring over time. Climate adaptation planning and implementation will be a key aspect of future service delivery.

CRD Climate Action Service

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

To implement key initiatives within the renewed CRD Climate Action Strategy, the establishing bylaw for the maximum requisition limit for the CRD Climate Action and Adaptation service was raised in early 2022 after receiving the consent of two-thirds of the participating area municipalities and electoral areas, and approval by the Inspector of Municipalities, as required by the Local Government Act.

In 2022, the Climate Action service operated on an annual budget of approximately $1,55M, which included five full-time employees and one four-year, full-time term position. In addition, the corporation provided an annual stipend of $100,000 toward a fund to support key corporate-focused climate action planning activities. The program's core budget is provided through an annual requisition from all the region's municipalities and electoral areas, and supplemental funding from corporate services. The program also relies on external grants and partnerships to undertake corporate and community climate action programming. External sources accounted for approximately $720,000 in additional funding to support staffing and completion of key projects in 2022. Staff also submitted several grant applications for an additional $6.8M in funds to execute several projects, starting in 2023, should they be successful.

CONCLUSION

The CRD's Climate Action Strategy provides direction for how the CRD, under its service mandates, will show leadership on climate action, both for the CRD's corporate operations and for its community-focused services. The CRD's 2022 Climate Action Progress Report outlines actions the CRD has undertaken to advance the Climate Action Strategy, Board priorities, and commitments as a signatory to the BC Climate Action Charter over the past year. Overall, in 2022, the CRD progressed on several climate action initiatives, and has identified where focused efforts

need to be made or increased to achieve targeted actions and outcomes. The overall status for the 2022 year was calculated as 'opportunity for improvement', meaning 50-75% of the yearly target of actions were progressed as envisioned within the Strategy's five-year action plan.

RECOMMENDATION

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

Submitted by:	Nikki Elliott, Manager, Climate Action Programs
Concurrence:	Larisa Hutcheson, P. Eng., General Manager, Parks & Environmental Services
Concurrence:	Ted Robbins, B. Sc., C. Tech., Chief Administrative Officer

ATTACHMENT

Appendix A: 2022 Climate Action Progress Report

APPENDIX A

2022 Climate Action Progress Report

Taking Action on the Climate Emergency



Making a difference...together

April 2023

TERRITORIAL ACKNOWLEDGEMENT

The CRD conducts its business within the traditional territories of many First Nations, including but not limited to BOḰEĆEN (Pauquachin), MÁLEXEŁ (Malahat), P'a:chi:da?aht (Pacheedaht), Pune'laxutth' (Penelekut), Sc'ianew (Beecher Bay), Songhees, SȾÁUTW̱ (Tsawout), T'Sou-ke, W̱JOŁEŁP (Tsartlip), W̱SIKEM (Tseycum), and xʷsepsəm (Esquimalt), all of whom have a long-standing relationship with the land and waters from time immemorial that continues to this day.



Organizational Overview

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

Table of Contents

Overview 2

Regulations and Commitments 2

Climate Action Strategy 4

Climate Action Vision 4

Targets and Goals 4

Tracking Our Emissions 6

Community Emissions 6

Corporate Emissions 7

Adapting to Climate Impacts 9

Progress on the CRD's Five-year Action Plan 10

Goal 1: Climate-Focused Decision Making 13

Goal 2: Sustainable Land Use, Planning and Preparedness 15

Goal 3: Low-Carbon Mobility 17

Goal 4: Low-Carbon and Resilient Buildings and Infrastructure 20

Goal 5: Resilient and Abundant Nature, Ecosystems and Food Systems 22

Goal 6: Minimized Waste 24

Looking Ahead - 2023 26

Appendix A: Climate Action Report Card 27

Overview

In 2021, the CRD renewed its Climate Action Strategy and committed to annually reporting on all climate action related activities undertaken by the organization. This report summarizes all 2022 activities and other annual indicators identified in the CRD's Climate Action Strategy.

Regulations and Commitments

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

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

CRD Climate Action & Adaptation Service

Under Bylaw No. 3510, the CRD established a climate action service in 2009 to act as a resource and facilitator for the CRD, local governments, citizens and organizations in the capital region on energy and climate issues. The service hosts two inter-municipal networks, closely works with local government staff, senior governments, utilities and other stakeholders to identify other climate action opportunities and to advance initiatives in collaboration. The Climate Action Service has five main focus areas:

- provide support to local governments in developing and implementing climate action plans, programs and policies
- 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 GHG emissions and projected climate impacts
- support the CRD in fulfilling its corporate climate objectives and support execution of climate-related Board priorities

Climate Action Strategy

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

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

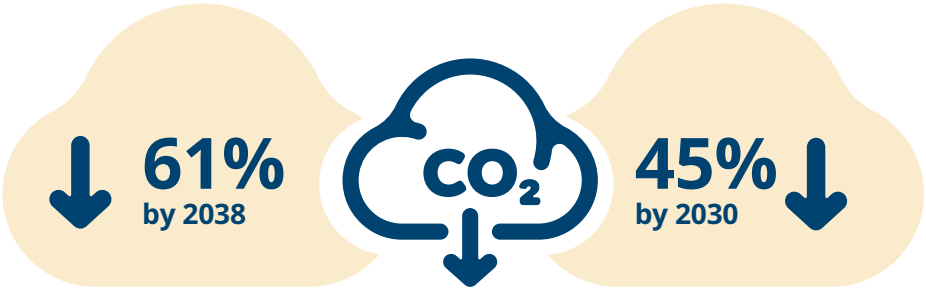


Fifth floor view from the CRD Fisgard office building

Climate Action Vision

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

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



Regional target

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

Corporate target

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

Targets and Goals

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

Climate Action Strategy Goals

- Climate-focused decision making
- Sustainable land use, planning and preparedness
- Low-carbon mobility
- Low-carbon and resilient buildings and infrastructure
- Resilient and abundant nature, ecosystems and food systems
- Minimized waste



Taking the bike lane, Wharf Street, Victoria, BC

Tracking Our Emissions

The CRD undertakes greenhouse gas accounting on a regular basis to understand our emissions portfolio.

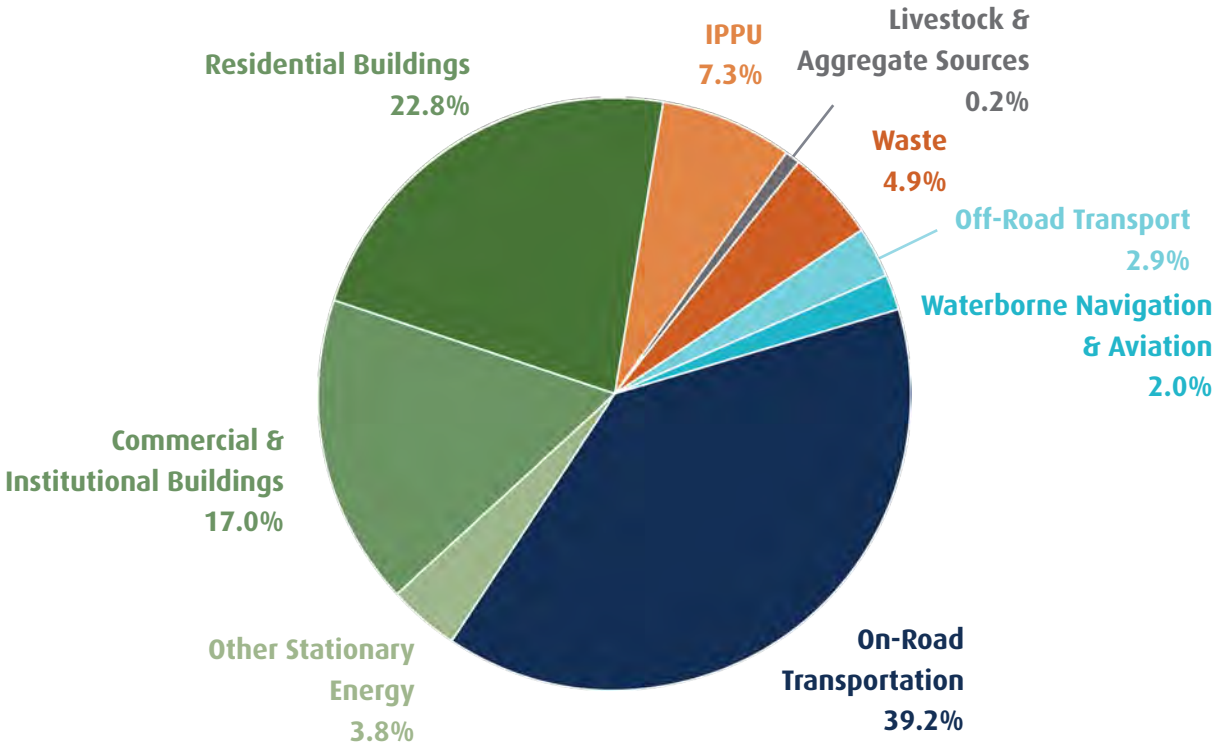
Community Emissions

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

The 2020 inventory indicated the capital region emits approximately 1.8 million tonnes of $C0_2e$ annually. This represents a 9.8% reduction from 2007 levels and a 5.2% reduction from 2018. These reductions are largely associated with the decrease in transportation-related emissions due to the early 2020 COVID-19 pandemic response. On-road transportation and the built environment remain the main sources of regional emissions, together accounting for approximately 79% of all emissions in 2020.

Energy use indicators from on-road transportation and the built environment suggest that emissions will be higher in 2022 than in 2020. CRD staff intend to produce a 2022 GHG inventory in late 2023.

2020 Capital Region Community Energy Emissions



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

- increase uptake of transit, walking, cycling and other modes of active transportation
- accelerate adoption of zero-emissions vehicles
- retrofit existing buildings, improving energy efficiency and converting fossil fuel heating systems to electric
- transition to construction of net-zero ready new buildings

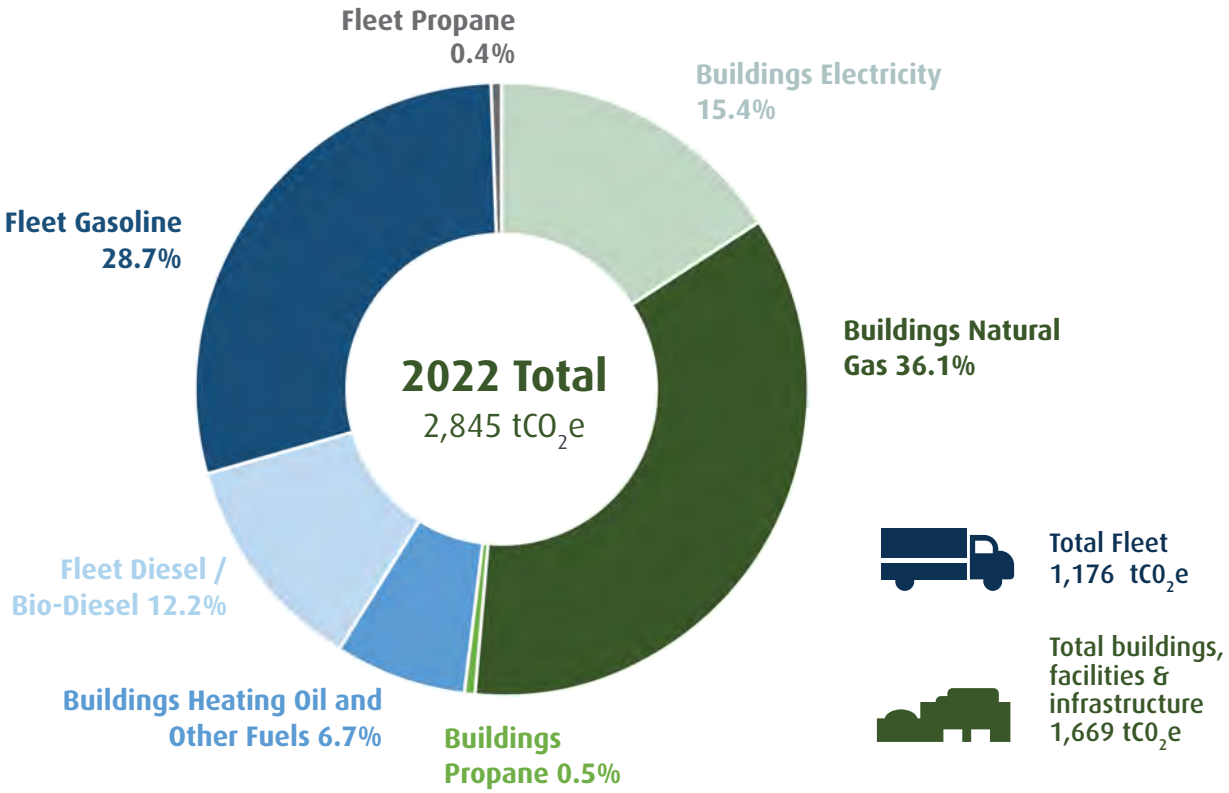
Corporate Emissions

In 2022, CRD operations generated 2,845 tonnes of CO_2e emissions, with 1,176 tonnes associated with the vehicle travel and 1,669 tonnes coming from facilities and infrastructure. Emissions associated with Hartland Landfill and the Capital Region Housing Corporation are not included in this total, as they are excluded from the provincial reporting framework. This represents a 1% increase from 2021 and a 6% decrease from the baseline level of emissions from 2007. It should be noted that the reported emissions from 2021 were reduced because of BC Hydro's emission factor being updated.

Emissions from vehicle travel decreased by 10% in 2022 compared to 2021. This is a result of reduced single-passenger vehicle travel, as this was a COVID-19 restriction, and the procurement of several electrical vehicles, including two ice resurfacers at Panorama Recreation Centre.

Overall emissions from facilities increased by 11% in 2022 compared to 2021. A significant portion of this increase is a result of fuel oil being used at the SEAPARC facility; this was required due to the natural gas boiler experiencing operational issues. A replacement high-efficiency natural gas boiler was installed and commissioned at the SEAPARC facility in February 2023. Facilities emissions also increased due to a rise in electrical consumption because of increased usage at sites that were temporarily closed due to COVID-19, an unseasonably cold November, and an increase in energy used through the full onboarding of the McLoughlin wastewater treatment plant.

2022 Operational Greenhouse Gas Emissions by Source

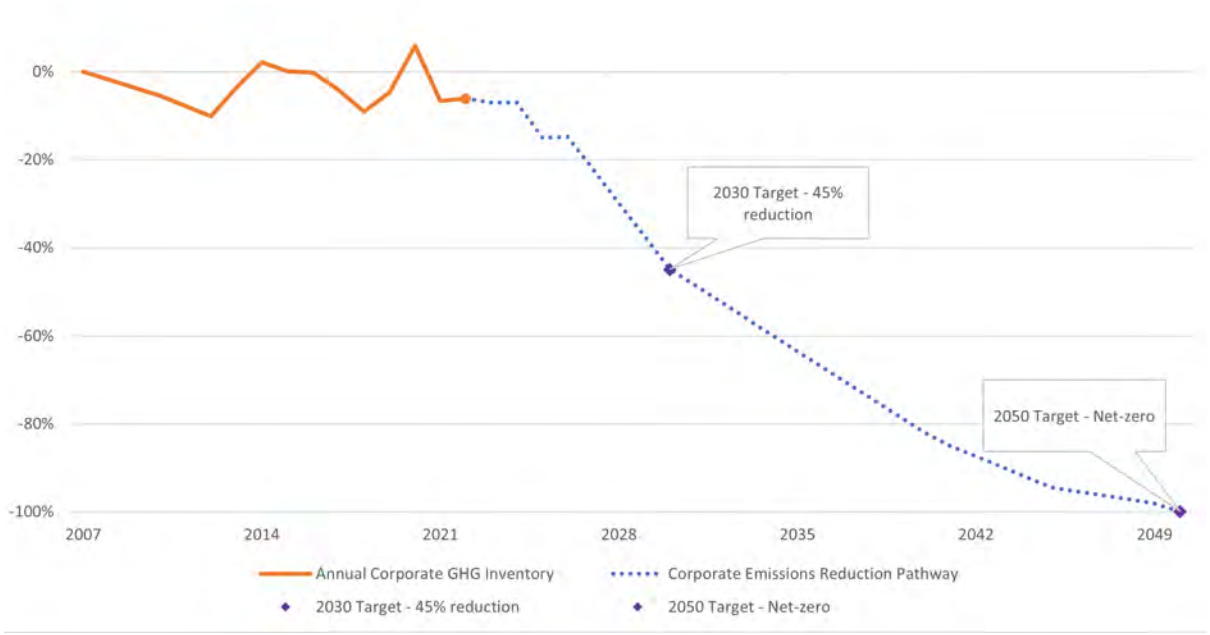


**Currently, electric vehicle charging is included in building electricity use.*

The graph below illustrates the reported 2022 emissions and the updated 2021 emissions on the corporate emission reduction pathway laid out in the Climate Action Strategy. To continue to follow the pathway and begin to decrease emissions and meet corporate GHG targets, the CRD will continue to focus on accelerating the following critical actions in upcoming years:

- procurement of electric and plug-in hybrid vehicles for the CRD fleet
- decarbonization at key CRD facilities, including Panorama Recreation Centre, SEAPARC, CRD Fisgard Headquarters, and Integrated Water Services Headquarters
- pursuing an annual 5% improvement in electricity efficiency through energy audits

CRD Corporate CO_2e Emissions (2007 to 2022) and Climate Action Strategy Pathway and Targets





View of CRD Headquarters from Centennial Square, Victoria, BC

Adapting to Climate Impacts

The changing climate has brought severe weather patterns to the capital region, all within the last two years. 2021 brought an unprecedented heat dome, as well as heavy rains and flooding, and in 2022 we experienced an extended drought. As a result of climate change, climate modelling indicates that the region will continue to experience:

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



The CRD has a number of services that support climate resilience, including: maintaining drinking water supply and wastewater services, regional planning functions, regional parks, harbours, watersheds and invasive species related programs, and supporting emergency management coordination and healthy community planning. The CRD is working to adapt to the changing climate in our service areas by identifying vulnerabilities, strategies and actions so that we can improve how we anticipate, respond to and recover from both extreme weather events and the gradual changes occurring over time.



Second floor, green roof patio, CRD Headquarters

Progress on the CRD's Five-year Action Plan

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

The following sections are intended to provide a high-level, easy-to-understand overview of the CRD's performance and progress related to climate action, and to summarize progress made in the 2022 year for each goal area. More information, including details on the scoring methodology and actions within each goal area, is contained in Appendix A: Climate Action Report Card.



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

2022 Overall Action Plan Progress

Opportunity for Improvement

The climate action strategy identifies 127 actions with specific timelines across the organization. Scores are based on the current status of each action within their goal areas.

Corporate Actions

Opportunity for Improvement

Community-Focused Actions

On Track

Goal Area

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

Legend: Action Status

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

Legend: Indicators*

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

* While indicators are not considered in the calculation of the action status, they provide context and track long-term progress.

Climate-Focused Decision Making

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

Overall Action Status
Opportunity for Improvement

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

Although good progress has been made in this goal area, the overall action status shows opportunities for improvement in areas related to procurement approaches, staff capacity building and understanding of indigenous knowledge.

Goal Progress Summary

- Integration of a climate lens into decision making was advanced with the development of a draft corporate green building policy and an internal carbon price policy (to be approved in 2023).
- A climate lens is being applied in the Asset Management Strategy, incorporating GHG emissions and climate impacts, and development of an asset management life-cycle assessment tool is underway that will support evaluations that consider the multiple priorities of the CRD.
- Internal capacity building focused on key staff and targeted introductions to the draft green building and carbon pricing policies.
- The internal Climate Action Reserve Fund, established to advance corporate climate priorities, directly supported the GHG Reduction Pathway for three recreation centres, electric vehicle charging station planning efforts and the installation of a demonstration heat pump.

CRD Roles

Operational decision making

This goal contains

15

sub-actions



- Indigenous perspectives on climate change concerns have been shared by First Nations in engagement with CRD staff in relation to wastewater treatment, food security, regional parks, heritage site management, cumulative impacts and collaborative governance arrangements. More work is needed to learn how indigenous knowledge can inform climate action in the region.

Indicators

Annual CRD corporate greenhouse gas emissions	• 2,845 tCO_2e (1% increase compared to 2021)



Cyclist along the Galloping Goose Trail

Sustainable Land Use, Planning and Preparedness

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

Overall Action Status
On Track

How land use is managed has a strong influence on regional emissions, by affecting how far we travel to daily amenities, school and work, how we choose to get to those places, as well as affecting how much land can be protected as carbon sinks. The 2018 Regional Growth Strategy sets a regional vision and high-level policies for growth management. The key provision is to contain 95% of growth in designated areas, and to concentrate growth in a way that is connected. In addition to land use, planning and preparedness efforts across the region are important to increase the resilience of the region by increasing our ability to cope with hazardous or emergency events and other impacts that result from a changing climate.

The majority of sub-actions in this goal area are well progressed, resulting in an on-track overall action status.

Goal Progress Summary

- With support from municipal partners, the Climate Action Service received a grant of $150,000 from the Union of British Columbia Municipalities to gather and analyze data to develop a Capital Region Extreme Heat Vulnerability Mapping Dashboard in 2023, supported by an inter-municipal team.
- The CRD's Community Health Network established a research partnership with UVic's School of Public Administration to explore the impact different climate events have on the health outcomes of vulnerable groups within the capital region.
- Established funding and resourcing in relation to the feasibility of mobility hub development in key locations across the region, in partnership with the Ministry of Transportation and Infrastructure.

CRD Roles

Regional planning

Juan de Fuca land use planning

Emergency management in electoral areas

Inter-municipal coordination

Data management

This goal contains

24

sub-actions



CRHC Spencer Close apartments, Langford, BC

- Continued to monitor the Regional Growth Strategy (RGS) and established a process for Regional Context statement reviews in which municipal climate policies are reviewed in relation to RGS goals.
- Advanced planning for wildfire in the Electoral Areas (EA), including work on a community wildfire resiliency plan, passing of an open burning bylaw in the Juan de Fuca and Southern Gulf Islands EAs and development of community evacuation guides for all EAs.
    - The EA FireSmart program has been markedly expanded with the successful completion of several grants and award of new grants, including the contracting of a FireSmart Coordinator to lead the local initiatives and training.
- Continued to facilitate and administer several inter-municipal networks that serve to coordinate regional climate action, set priorities and disseminate resources, including the Climate Action Task Force and Climate Action Working Group, Development Planning Advisory Commission, Local Government Emergency Program Advisory Committee, the Regional Emergency Management Partnership and the Healthy and Safe Environments Community Health Network.

Indicators

Number of net new dwelling units in areas where more than 42% walk/bike/bus to work*

- Currently, the region is not meeting the desired trend.

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



Neighbours help neighbours be FireSmart, with Salt Spring Island Fire Rescue and CRD FireSmart

Low-Carbon Mobility

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

Overall Action Status
On Track

On-road transportation is the region's largest source of GHG emissions. Not only do vehicles release significant emissions, they also lead to increased traffic congestion in peak periods. Shifting from a vehicle focus to a low-carbon mobility focus means improving the options to get more people walking, biking and taking transit. For trips that use a vehicle, rapidly switching to electric vehicles (EVs) will require building out charging infrastructure throughout the region – making sure it is accessible to those who live in all types of homes and at key locations across the region. The CRD owns and operates a fleet of approximately 300 vehicles to provide its many services across the region, and can reduce its GHG emissions by greening its fleet.

The sub-actions in this goal area are well progressed, resulting in an on-track overall action status. A key challenge is that significant supply chain delays have made EVs challenging to acquire.

Goal Progress Summary

- Implemented the new corporate Green Fleet Policy while adjusting for significant supply chain delays. Was awarded a Zero Emission Vehicle Infrastructure Program grant to enable implementation of the charging framework.
- Established a partnership with the Community Social Planning Council to look at gender equity and safety on CRD trails and received a grant to investigate the development of bike skills for equity-seeking groups that are underrepresented on CRD trails.
- Administered the Origin Destination Household Travel Survey. Collected data will be analyzed and shared in 2023 to inform decisions on future transportation options for the region.

CRD Roles

CRD fleet

Regional trail system

Regional planning

Electoral area transportation

Data management

Community programs

This goal contains

31

sub-actions



- Hired an Electric Mobility Coordinator to support the implementation of the Capital Region electric vehicle (EV) Infrastructure Roadmap. Submitted a $7 million grant to advance regional EV public charging network.
- Continued implementation of the Regional Transportation Plan and established a regional Transportation Working Group with a core mandate of working toward consistent and connected cycling facilities, per the regional transportation priorities.
- Supported acceleration of transit improvements and increased service, including approval of transportation priorities of Bus Mass Transit (RapidBus) to connect downtown and Westshore, as well as increasing the number of suburban park & rides.
- Sought grant funding for Galloping Goose Regional Trail enhancements (widening and lighting) and critical infrastructure improvements. Initiated Selkirk Trestle repairs; completed Phase 3 of the E&N Rail Trail and initiated Phase 4.
- Commenced Salt Spring Island Active Transportation Plan and continued to implement the Gulf Islands Trails Management Plan.

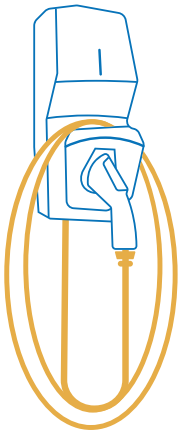
Indicators	
Regional EV Infrastructure Roadmap implementation	• Level 2 ports: 38% (296 installed) • DCFC ports: 27% (35 installed)
Percentage of the Regional Trail Network completed*	• 48% (increase of 1,000m)
Annual EV ICBC registrations (region fleet size)	• 7565, 2.51% of total registrations (0.25% increase compared to 2021)
Annual CRD corporate fleet GHG emissions	• 1,176 tCO_2e (10% decrease compared to 2021)
Number of corporate EVs purchased	• 26 EVs on order (9 previously purchased)

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



Charge Your Ride event at Camosun College, 2022

Charge Your Ride Campaign



A region-wide outreach campaign, Charge Your Ride was launched in 2022 to encourage the adoption of electric vehicles (EVs) and electric bicycles (e-bikes). The campaign directly engaged over 3,800 residents at 20 community events and three large test-drive and ride events across the region.

Charge Your Ride was made possible thanks to a $225,000 federal grant. The CRD also offered four free e-bike courses at various locations throughout the region for residents to get more comfortable with riding an e-bike safely and launched the second phase of the Charge Your Ride program, with a focus on capacity building for electricians, automotive technicians, fleet managers and strata owners.



Environmental Outreach Assistants running Charge Your Ride events, Summer 2022

Low-Carbon and Resilient Buildings and Infrastructure

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

Overall Action Status
On Track

A large portion of our regional GHGs come from energy used in buildings across the capital region, almost all of which is from fossil fuels for space heating and hot water. Shifting from relying on fossil fuels for space heating and hot water and improving the energy efficiency of our buildings are key to achieving GHG reduction targets and can support resiliency measures. As the climate changes, it is increasingly important to prepare buildings and infrastructure. The capacity of infrastructure to be resilient to climate impacts must be considered, such as increased stormwater flows, power interruptions, poor air quality and heat waves.

The majority of sub-actions in this goal area are well progressed, resulting in an on-track overall action status. Planning for corporate carbon reductions is underway and will be realized in future years.

Goal Progress Summary

- Completed a Strategic Energy Management Plan for the organization.
- Completed energy audits for seven sites in the CRD portfolio and initiated net-zero energy pathway feasibility studies for Panorama Recreation Centre, SEAPARC Leisure Complex and Rainbow Road Recreation Centre. Secured a $148,000 Federation of Canadian Municipalities grant to support this work.
- Pursuit of climate-friendly development and retrofits for Capital Regional Housing Corporation included efforts to secure grant funding for energy and GHG reductions, as well as embedded energy reductions in the design phase on new construction, including new performance targets set by the BC Housing Design Guidelines and Construction Standards. Three new housing development projects will achieve Step 4 under the BC Energy Step Code.

CRD Roles

CRD buildings and infrastructure

Building inspection in electoral areas

Data management

Community programs

This goal contains

30

sub-actions over the next five years



Seaparc Leisure Complex, Sooke, BC

- Launched the Home Energy Navigator program to support residents undertaking home energy upgrades. The program is committed for five years. 160 participants have signed up for the program as of the end of 2022.
- Supported climate leadership training workshops through the BC Sustainable Energy Association for students in the region, as well as promotion of BC's home heating fuel switch rebate program.
- Coordination of high-performance building policy support and capacity building included participation on provincial Step Code Local Government Peer Network and work with several municipalities that adopted the BC Energy Step Code to coordinate next phase Step Code industry consultation activities.
- Promotion of green infrastructure included webinars on rainwater capture and installing residential rain gardens, a green stormwater management symposium for local government and development of rural stormwater management workshops for agricultural properties.
- The 2022 Regional Water Supply Master Plan was developed and used regional climate projections to evaluate risks to future water availability.

Indicators

Regional Energy Retrofit Program implementation	• 160 participants have signed up as of the end of December 2022
Annual CRD corporate facilities greenhouse gas emissions	• 1,669 tCO_2e (11% increase compared to 2021)





McLoughlin Point Wastewater Treatment Plant, Victoria, BC (Facility interior with staff pictured right)

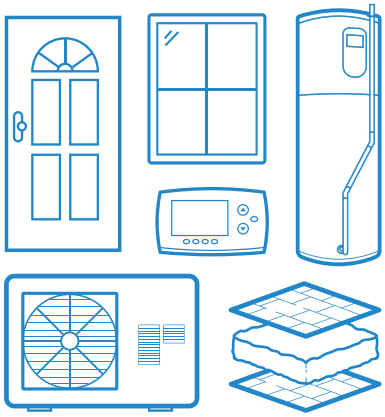


Family home in James Bay utilizing heat pumps to heat and cool their home

Home Energy Navigator

In November 2022, the Home Energy Navigator program launched to support residents in undertaking home energy upgrades. The program connects residents with an Energy Concierge to guide them through a complex process of home energy evaluation, technology comparisons, connecting with contractors, and making sure they get the most out of various provincial and federal retrofit rebates.

From November to Decemer 2022, 160 residents signed up for the program. The program is committed for five years and aims to support 400 low carbon retrofits by November 2023.







CRD resident staying cool and comfortable in his heat pump regulated home

Resilient and Abundant Nature, Ecosystems and Food Systems

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

Overall Action Status

Opportunity for Improvement

Green spaces, blue spaces and parks provide important services to store carbon in vegetation and soils, while at the same time providing ecological services that support the region's resilience to climate change. As temperatures in the region rise, natural areas can also serve to reduce the need for energy-intensive air conditioning and provide accessible areas of respite for all residents. Monitoring ecological changes over time and sharing this across all levels of government, including First Nations, as well as community organizations and citizens, can increase our collective understanding of the impacts of these changes and inform how we can collectively respond to support the health of our ecosystems.

Although a lot of work is taking place in this goal area, staff indicate opportunities for improvement in CRD land acquisition criteria, implementating adaptation strategies, and data collection on biodiversity.

Goal Progress Summary

- Climate considerations are integrated into the interim Regional Parks and Trails Strategic Plan (2022-2032), with climate action and resiliency identified as one of the five strategic goals. The plan will also guide land acquisition criteria in the upcoming Land Acquisition Strategy, incorporating climate goals.
- Advanced work on the assessment of climate vulnerability and risk and adaptation strategies for the Greater Victoria Water Supply Area. Monitored various ecosystem changes, post-wildfire sediment and debris flow potential and advanced a study with the University of Victoria regarding wildfire risk and fuel management treatments.

CRD Roles

Stewardship of CRD lands

Land acquisition

Community and inter-municipal coordination

Education and outreach

Regional planning

Data management

This goal contains

19

sub-actions



Invasive species scotch broom removal

- Provided various regional and local ecological data sets to support planning and policy efforts, including launch of intertidal and subtidal inventories of the core area harbours, land cover information, and coastal storm and sea level data.
- Continued to support efforts to monitor stream flows in the region.
- Participated in the City Nature Challenge to encourage citizen science and population of data points across the region and achieved first place in three categories out of 40 participating cities in Canada.
- Continued to coordinate the Capital Region Invasive Species Partnership, which grew to 60+ participants from a diverse range of agencies across the region. The partnership advanced management of invasive species with capacity-building workshops, an online regional invasive species forum, alert sheets on target species, treatment and monitoring of high-priority species and procurement of a mobile incineration unit for effective invasive species disposal.
- Advanced work to support indigenous-led monitoring and restoration programs.
- Advanced work on a proposed Regional Foodlands Trust, as per Board direction.

Indicators

Percentage of Sea-to-Sea Green/Blue Belt acquired*	• 92%
Hectares of regional park land	• 13,237 ha (an additional 41.2 ha was acquired in 2022)
Number of volunteer stewardship hours	• 3,961 hours by 528 volunteers

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



Mount Manuel Quimper, Sooke, BC



Go By Bike Week, 2022

Minimized Waste

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

Overall Action Status

Opportunity for Improvement

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

This goal area shows opportunity for improvement, such as advancement of the Solid Waste Management Plan initiatives. For more information, refer to the 2022 Solid Waste Management Plan Progress Report.

Goal Progress Summary

- Awarded the new curbside recycling contract for the collection of recyclables from single-family homes, which includes the use of 23 compressed natural gas vehicles and two electric vehicles. Contract to begin in 2024.
- Conducted a waste composition study at Hartland Landfill. Results will be used to target material streams for diversion and to identify sectors that need to increase diversion.
- Enforced landfill bans on yard and garden material and food waste resulted in the collection of 11,194 tonnes of source-separated organic material at the Hartland Depot for processing off-site.
- Education programs included the launch of the CRD Rethink Waste Community Grant and Rethink Waste Newsletter, workshops, landfill tours, funding for the Compost Education Centre, and development of resources to support people living in multi-family buildings.

CRD Roles

Solid waste management

Liquid waste management

Education and outreach

This goal contains

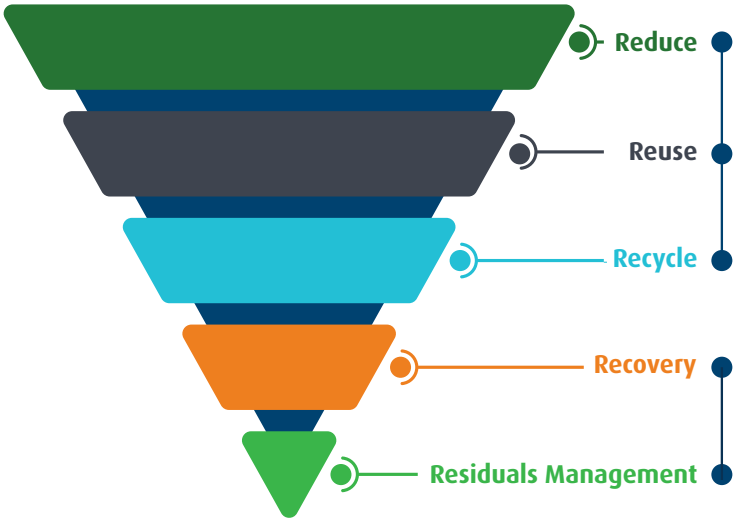
8

sub-actions over the next five years



Residuals Treatment Facility, Victoria, BC

- Awarded the contract to begin construction of a Renewable Natural Gas facility, which is expected to result in GHG emission reductions of 450,000 tonnes of carbon dioxide over the next 25 years, a 73% improvement from initial projections of 260,000 tonnes in 2019.
- Approximately 1.6 megawatts of green power was produced from landfill gas.



Decrease the amount of waste produced

Decrease greenhouse gas emissions associated with residual waste

- Optimize landfill gas collection
- Produce and use renewable natural gas

Indicators

CRD's per capita disposal rate	• 409 kgs/capita, 2.25% increase compared to 2021
Landfill Gas Efficiency*	• Achieved a 78% gas collection efficiency based on UBCi model

**This indicator is reported in the 2021 Landfill Gas Monitoring Report.*



Hartland Landfill, Victoria, BC / Waste composition study underway

Looking Ahead – 2023

The CRD will continue to show a leadership role, support inter-municipal collaborative efforts, pursue strategic partnerships and external funding sources, and respond to opportunities, as local and senior levels of governments advance their efforts. Some activities planned for 2023 include:

- **Extreme Heat Vulnerability Mapping:** In 2023, collection and analysis of key heat vulnerability data will occur and will help us to better understand the locations of both populations and buildings that should be prioritized when planning to address future extreme heat events. The data will be used to develop an interactive extreme heat vulnerability map hosted by Climate Ready BC.
- **The Home Energy Navigator Program:** The program launched in November 2022 and aims to support residents to undertake low-carbon home energy retrofits and take advantage of government and utility incentives. Additional promotions, capacity building and a homeowner support pilot are planned for 2023.
- **Implementation of the Electric Vehicle (EV) Infrastructure Road Map:** The CRD anticipates implementation of this plan through coordination and management of funding applications and deployment, and planning support through the development of public EV charging guidelines, and coordination of site selection for chargers.
- **Origin Destination Household Travel Survey:** This survey, which produces the region's transportation mode share information, was last completed in 2017. New data collection occurred in 2022, with reporting on new mode share data available in 2023. The data is used by local governments and communities to inform decisions on future transportation options for the region.
- **Hartland Renewable Natural Gas Initiative:** In 2022, the CRD awarded the contract to design, build and operate a new CRD facility that will upgrade the biogas generated at Hartland Landfill to renewable natural gas. In 2023, work to design and build the new facility and decommission the site's current landfill gas to electricity plant will begin.
- **Regional and Local Government GHG Inventory:** An inventory for the 2022 year will be produced for the region and each local government. Results will be shared in late 2023.
- **Greenhouse Gas Pathway Study for Recreation Centres:** The three recreation facilities contribute approximately 40% of the total GHG emissions produced by the CRD's owned and operated buildings. Moving forward in 2023, this project will help the CRD chart a path for these buildings to achieve 50% GHG reductions within 10 years and 80% reduction within the next 20 years.
- **Corporate Policies:** The CRD will advance a green building policy and carbon price policy, and work to strengthen other climate-focused decision-making frameworks across the organization.



CRD Headquarters, Pride Month, 2022

Appendix A: Climate Action Report Card

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

Methodology

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

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

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

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

2022 Overall Action Plan Progress
Opportunity for Improvement

The climate action strategy identifies 127 actions with specific timelines across the organization. Scores are based on the current status of each action within their goal areas.

Corporate Actions Opportunity for Improvement

Community-Focused Actions On Track

Goal Areas:

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

Legend: Action Status

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

Legend: Indicators*

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

* While indicators are not considered in the calculation of the action status, they provide context and track long-term progress.

Climate-Focused Decision Making

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

Overall Action Status
Opportunity for Improvement

Status	Action	Update
Progress on Actions		
	1-1 Integrate and standardize the climate lens framework across processes	• Integration of a climate lens into decision making continues through a combination of new corporate policy, procedures and staff capacity building. • Developed a draft corporate green building policy for approval in 2023. • Applied a climate lens in the Asset Management Strategy, incorporating greenhouse gas (GHG) emissions and climate impacts. • Advanced development of a life-cycle assessment tool by Asset Management to support evaluations that consider multiple priorities of the CRD. • Procurement and Delegation Bylaw updates continue to be developed. • Completed the annual corporate GHG emissions inventory. • Developed an annual CRD Climate Action Report Card for accountability on climate progress.
	1-2 Develop internal carbon pricing policies and procedures	• Developed an internal carbon price policy for approval in 2023. • The development of a life-cycle costing guideline is underway and will continue into 2023.
	1-3 Identify internal funding sources for climate action	• The internal Climate Action Reserve Fund directly supported the GHG Reduction Pathway for three recreation centres, EV charging station planning efforts and the installation of a demonstration heat pump.
	1-4 Support staff capacity building and coordination	• Internal climate capacity building included maintenance of an internal SharePoint hub, several presentations to work groups on specific climate action topics, and initial planning for a broader staff outreach program. • Internal climate action meetings for key staff continued and targeted introductions to the draft green building and carbon pricing policies.
	1-5 Investigate how Indigenous knowledge can inform climate action at CRD	• Indigenous perspectives on climate change concerns have been shared by First Nations in engagement with CRD staff in relation to wastewater treatment, food security, regional parks, heritage site management, cumulative impacts and collaborative governance arrangements. More work is needed to learn how indigenous knowledge can inform climate action in the region.
Additional Action Plan Indicators		
	Annual CRD Corporate GHG emissions	• 2,845 tCO_2e (1% increase compared to 2021)

Sustainable Land Use, Planning and Preparedness

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

Overall Action Status
On Track

Status	Action	Update
Progress on Actions		
⏩	**2-1 Incorporate climate hazards and vulnerabilities into corporate CRD emergency response plans**	• Climate hazards and vulnerabilities are core components of emergency response planning and are re-evaluated and adapted for on an ongoing basis. • The communication process for extreme weather events is now well established. Improved the public alert notification system for timely alerting of extreme weather events.
⏩	**2-2 Monitor Regional Growth Strategy (RGS)**	• Completed the annual RGS Indicator Report. • An established process is in place for Regional Context statement reviews in which municipal climate policies are reviewed in relation to RGS goals. Review of one context statement was completed and comments were provided on the development of three Official Community Plan (OCP) processes in the region.
!	**2-3 Integrate climate impacts into Juan de Fuca land use plans and policies**	• All Juan de Fuca OCPs have been amended to include GHG emission statements. • Initiation of Port Renfrew OCP review is anticipated for 2023.
⏩	**2-4 Collect and share pertinent energy, emissions, climate projections and vulnerability data**	• Collected emissions data from a variety of sources, including the Insurance Corporation of BC, Fortis BC, Victoria Real Estate Board, the Ministry of Finance and Climate Action Secretariat. Staff presented on these various data sets to inter-municipal staff from across the region. • Initiated planning with Pacific Climate Impacts Consortium to renew regional downscaled climate projections based on new modelling. • Received award of $150,000 UBCM grant to collect quantitative and qualitative data to develop a Capital Region Extreme Heat Vulnerability Mapping Dashboard in 2023 supported by an inter-municipal team.
•••	**2-5 Identify innovative actions to close the regional 2030 emissions reduction gap**	• Future action
⏩	**2-6 Coordinate regional climate action, collaboration and capacity building among local governments and interested First Nations**	• Staff continued to facilitate and administer several inter-municipal networks that serve to coordinate regional climate action, set priorities, and disseminate resources (including the Climate Action Task Force and Climate Action Working Group, Development Planning Advisory Commission, Local Government Emergency Program Advisory Committee, the Regional Emergency Management Partnership and the Healthy and Safe Environments Community Health Network). • Provided a climate-focused onboarding session for the newly-elected Board. • Supported local governments and First Nations in accessing climate projections and sea level rise data. • Participated in engagement sessions focused on the Intentions Paper for the Province of BC's proposed new flood strategy. • The CRD's Community Health Network established a research partnership with UVic's School of Public Administration to explore the impact different climate events have on the health outcomes of vulnerable groups within the capital region. An equity lens will be used to identify actions to better support vulnerable groups to prepare for, respond to and recover from extreme weather, beginning with extreme heat. • Established funding and resourcing in relation to the feasibility of mobility hub development in key locations across the region in partnership with the Ministry of Transportation and Infrastructure.

	Status	Action	Update
	Progress on Actions		
		**2-7 Incorporate regional climate projections into electoral area emergency planning and enhance FireSmart efforts**	• Advanced planning for wildfire and drought for 2021-2022 included work on a community wildfire resiliency plan, passing of an open burning bylaw in the Juan de Fuca and Southern Gulf Islands Electoral Areas (EA) and development of community evacuation guides for all EAs. • Climate projections are incorporated in the hazard, risk and vulnerability assessments for the EAs on an ongoing basis and will be reviewed with the upcoming overhaul of the Emergency Program Act. • The FireSmart program has been markedly expanded, with the successful completion of several grants and award of new grants in the EAs, including the contracting of a FireSmart Coordinator to lead the local initiatives and training.
		**2-8 Coordinate with emergency management stakeholders on planning and public outreach activities related to climate risks**	• Staff continued to work to coordinate extreme heat, flood and drought awareness among emergency management stakeholders and partners in the region. • Work began on extreme heat vulnerability mapping, which will inform emergency response and other planning activities. (See also 2-4.)
		**2-9 Investigate Transition Salt Spring Island 2.0 Climate Plan implementation**	• Resource and current service limitations to support Transition Salt Spring Island 2.0 Climate Plan implementation were investigated; further evaluation still required.
Regional Climate Progress Indicators and Trends			
		**Number of net new dwelling units in areas where more than 42% walk/ bike/bus to work***	• Currently, the region is not meeting the desired trend.

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



Low-Carbon Mobility

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

Overall Action Status

On Track

Status	Action	Update
Progress on Actions		
⏩	**3-1 Administer and track the new Green Fleet Policy**	• Implemented Green Fleet Policy while adjusting for significant supply chain delays. Procedures that require replacement and purchasing of vehicles include routine review of opportunities to replace combustion vehicles with zero emission vehicles.
!	**3-2 Develop electric vehicle (EV) adoption and right-sizing plan for the corporate fleet**	• Corporate Fleet Manager has ongoing reviews of market availability. • Continued to monitor EV availability and put in 26 EV orders for the replacement of combustion vehicles. • Investigated car share opportunities.
⏩	**3-3 Develop EV infrastructure plan for the corporate fleet**	• Developed initial framework for corporate EV infrastructure. • Was awarded a Zero Emission Vehicle Infrastructure Program grant to enable implementation of the charging framework. • Continued to advance design work and installation of electric vehicle chargers for the CRD fleet at several facilities.
•••	**3-4 Investigate the feasibility of bio-based diesel supply and storage**	• Future action
⏩	**3-5 Develop a region-wide approach to transportation demand management and safety policy**	• Continued with Ready, Step, Roll active school travel planning implementation with seven schools and initiated a new active travel planning pilot: Sustainable Commute Planning Initiative, working with large employers in the region. • The Traffic Safety Commission (TSC) continues to work on safety education and initiatives, e.g., impairment, distracted driving, high-impact collision zones and active transportation. • Reached agreement on a consistent definition of trail crossing treatments and have agreements-in-principle with most local governments to make the necessary bylaw amendments. • Advanced development and implementation of standardized safety protocols and treatment of active transportation infrastructure by the Transportation Working Group, e.g., detour policy. • Established a partnership with Community Social Planning Council to look at gender equity and safety on CRD trails and received a grant to investigate the development of bike skills for equity-seeking groups that are underrepresented on CRD trails. • Scoped Transportation Demand Management efforts to what can currently be delivered and supported around the region.
⏩	**3-6 Collect and distribute transportation planning data regionally**	• Collected, analyzed and distributed data through the traffic count program, volunteer bike program, permanent bike counter program, and the addition of short-duration automated bike count pilot, which uses cameras to do three, seven-day volume counts over 24 hours in locations throughout the region. Data is routinely utilized to inform decision-making at a local, regional, provincial and national level. • Administered the Origin Destination Household Travel Survey and all data has been collected. Data will be analyzed and distributed in 2023.

	Status	Action	Update
	Progress on Actions		
		**3-7 Accelerate infrastructure improvements that support active transportation**	• The CRD Board, with support from staff, has advocated to the provincial and federal governments for improved funding for active travel, including for the regional trail network, protection of the island rail corridor and transit improvements. • Continued implementation of the Regional Transportation Plan; established a regional Transportation Working Group with a core mandate of working toward consistent and connected cycling facilities, per the regional transportation priorities. • Initiated an update to the regional cycling network and the AAA facility framework, with the objective of developing a planning tool to support a consistent cycling network across jurisdictions. • CRD Parks continues to advance the widening and lighting of the most used urban segments of the regional trails. • Commenced Salt Spring Island Active Transportation Plan and completed designs for a new pedestrian path; submitted BC Active Transportation grant for construction. • Began development of the first regional trail in the Gulf Islands (Mayne Island Regional Trail), supported by grant funding and scheduled to be complete in 2023. Continued to implement the Gulf Islands Trails Management Plan. • Sought establishment of a Southern Gulf Islands Transportation Service; however, initiative did not pass voter assent via referendum of SGI voters during the General Election. • Sought grant funding for Galloping Goose Regional Trail enhancements (widening and lighting) and critical infrastructure improvements. Selkirk Trestle repairs are underway; completed Phase 3 of the E&N Rail Trail and Phase 4 is underway.
		**3-8 Lead and support regional education programs focused on zero-emission mobility**	• Executed a region-wide outreach campaign called Charge Your Ride to encourage the adoption of electric vehicles (EVs) and electric bicycles (e-bikes). Directly engaged over 3,800 residents at 20 community events and 3 large test drive and ride events across the region in summer 2022. Launched the second phase of the Charge Your Ride program, with a focus on capacity building for electricians, automotive technicians, fleet managers and strata owners—made possible thanks to $225,000 federal Zero Emissions Vehicle Awareness Initiative grant. • Provided four free e-bike safety courses at various locations throughout the region for residents, with some supported by Transportation Safety Commission. • Participated in Go by Bike Week events in the spring and fall to educate and support active transportation. • Led a trail etiquette campaign on regional trails to support active transportation. CRD park rangers continue to patrol the regional trails to ensure compliance with regional trail bylaws, public safety, and to champion trail etiquette.
		**3-9 Support acceleration of transit improvements and increased service**	• The CRD Board approved a transportation priority of Bus Mass Transit (RapidBus) with a focus on connecting downtown to Westshore. Numerous technical and working groups are established to support delivery of this priority. • Staff supported Ministry of Transportation and Infrastructure (MoTI) on mobility hub redevelopment of provincially-owned land efforts as mixed-use mobility hubs. • The CRD Board approved a transportation priority to improve transit service in suburban and rural areas and supports, increasing the number of Park & Rides in these areas. Work is supported through participation in local area transit planning processes. • Advocated to MoTI for investment to explore long-term transportation alternatives, including passenger ferry and rail-based transit options, as appropriate. • Advocated to MoTI staff, executive and Minister for protection of the island rail corridor. MoTI is currently undertaking a technical analysis of transportation needs along the corridor, preparing a freight study and supporting the Island Corridor Foundation to work with affected First Nations. • Embedded funding in 2023 capital plan to undertake an operations and maintenance facility plan with secure vehicle parking and battery electric bus charging infrastructure to facilitate delivery of the SSI Community Transit Service. • Completed the SGI Transportation Integration Plan and developed a Service Establishment Bylaw; however, it did not pass voter assent.

Status	Action	Update
Progress on Actions		
	3-10 Support a public electric vehicle charging network and encourage uptake of zero-emission vehicles	• See Item 3-8. • Hosted four webinars and an in-person event focused on EV equipment installations for strata and trades as part of the Charge Your Ride regional outreach campaign. • Submitted a comprehensive response to the first formal review of the Provincial Zero Emissions Vehicle Act and Regulation in collaboration with local governments to ensure needs of the region were reflected. • Received $60,000 in BC Hydro grant funding to initiate the development of public EV charging installation guidelines to support private landowners and businesses to install public charging stations. • Submitted a $7 million grant application under the Investing in Canada Infrastructure Program – Green Infrastructure – CleanBC Communities Fund for almost 600 priority ports at more than 70 locations across the region. To inform the application, staff conducted an EV charging station siting initiative with local governments and electoral areas. • Led a successful joint application with City of Victoria, Township of Esquimalt and Town of View Royal to the federal Zero Emission Vehicle Infrastructure Program to provide $460,000 for the installation of 110 electric vehicle chargers at 17 sites within the region, encompassing both corporate and public vehicle charging. Chargers to be installed in 2022-2023.
	3-11 Implement Regional EV Charging Roadmap	• See Items 3-8 and 3-10. • Hired CRD Electric Mobility Coordinator to support execution of the EV Charging Roadmap. • Engaged BC Hydro on infrastructure planning and is currently developing an MOU to facilitate site selection and infrastructure deployment across the region. • Developed data-sharing framework memo to inform future work around tracking and sharing usage data across the region. • Attended provincial Electric Vehicle Local Government Peer Network meetings and shared learnings with municipal staff via the CRD Climate Action Inter-Municipal Working Group.
	3-12 Improve internet access on Southern Gulf Islands	• Established a partnership proposal for last mile and transport to be provided by City West and Connected Coast on Galiano and Saturna Islands. • Work is ongoing to establish connectivity service. Pending successful grant application, the SGI Community Economic Sustainability Commission service aims to advance partnerships with independent service providers for connectivity improvements. • Broadband infrastructure to be improved on Mayne and Pender Islands by Shaw.

Additional Action Plan Indicators	
Regional EV Infrastructure Roadmap implementation	• Level 2 ports: 38% (296 installed) • DCFC ports: 27% (35 installed)
Percentage of the Regional Trail Network completed*	• 48% (increase of 1,000 m)
Annual CRD corporate fleet GHG emissions	• 1,176 tCO_2e (10% decrease compared to 2021)
Number of corporate EVs purchased	• 26 EVs on order (9 previously purchased)
Number of CRD fleet EV chargers installed	• 8 (18 to date)

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

Regional Climate Progress Indicators and Trends	
Percentage of total trips made by walking, cycling and transit in the Growth Management Planning Area*	• Showing a positive trend to date. Data collected in 2022 will be analyzed and shared in 2023
Annual EV ICBC registrations (region fleet size)	• 7565, 2.51% of total registrations (0.25% increase compared to 2021)
Victoria Transit Region fuel sales	• 216,628,758 taxable litres (insignificant decrease compared to 2021)

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

Low-Carbon and Resilient Buildings and Infrastructure

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

Overall Action Status
On Track

Status	Action	Update
Progress on Actions		
	4-1 Develop and implement a corporate Green Building Policy	• Developed a draft corporate Green Building Policy, with the final draft under review. The Policy will be finalized in 2023.
	4-2 Develop and implement a Strategic Energy Management Plan	• Completed a corporate Strategic Energy Management Plan.
	4-3 Conduct energy studies for CRD facilities to identify priority emission reduction and energy efficiency projects	• Completed ASHRAE Level 1 Energy Audits for 7 sites in the CRD portfolio. • Initiated Net-Zero Energy Pathway Feasibility studies and Level 2 ASHRAE audits for Panorama Recreation Centre, SEAPARC Leisure Complex and Rainbow Road Recreation Centre. Secured an up to $148,000 Federation of Canadian Municipalities grant to support the project. • Initiated procurement for a Saanich Peninsula District Energy System study. • Completed an energy study for CRD Headquarters building.
	4-4 Complete identified high impact retrofits to CRD facilities	• Tendered call for credentials to complete options analysis for the electrification of the Fisgard HQ HVAC system. RFP to be completed early 2023. • Evaluated energy recovery system replacement at SEAPARC. A new high efficiency natural gas boiler was installed and commissioned. • Began planning for energy recovery system at Panorama Recreation. Detailed design and tender planned for 2023.
	4-5 Pursue climate-friendly development and retrofits for Captial Region Housing Corporation and Capital Regional Hospital District facilities	• The Hospital District 10-year capital plan provides major and minor capital resources to Island Health and facilities following Island Health energy guidelines. • Continued efforts to secure grant funding to support energy and GHG savings in housing facilities. • Embedded energy reductions into the design phase on new construction projects, wherever possible. All new development projects follow Building and Energy Performance targets set by the BC Housing Design Guidelines and Construction Standards. • Initiated and completed three development projects (2782 Spencer Road), funded through the Community Housing Fund under a requirement to achieve Step 4, under the BC Energy Step Code.
	4-6 Consider climate impacts in risk assessments and infrastructure upgrades	• Continued to consider climate change impacts as part of the design criteria for water supply and wastewater systems. • Within the Greater Victoria Water Supply Area (GVWSA), considered climate change impacts in all decision-making and planning from: culvert/bridge replacement, forest health, forest resilience, fuel management, wildfire and post-wildfire preparedness to new building design. • Developed the 2022 Regional Water Supply Master Plan and used regional climate projections to evaluate risks to future water availability. • Assessed drainage structures in the Sooke and Goldstream Water Supply Areas and prioritized replacement for those that are undersized based on design flow capacity needs and climate impacts. • Eight drainage structures were replaced and 15 were deactivated/rehabilitated, as part of a plan to gradually upgrade all GVWSA infrastructure.
	4-7 Implement a Regional Energy Retrofit Program	• Developed the Home Energy Navigator program, with a launch in November 2022, to support residents undertaking home energy upgrades. The program is committed for five years and aims to support 400 low carbon retrofits by November 2023. Over 160 participants signed up since the end of December 2022. Work to develop a financing component to the program is ongoing.
	4-8 Develop, deliver and support building-related energy, emissions and water education	• Supported coordination of 68 (25 funded by CRD, 43 by municipal partners) regionally and municipally funded Cool It! Climate Leadership Training workshops through the BC Sustainable Energy Association. The workshops provide free interactive climate education to elementary and high school classes in the region and empower students and their families to reduce their energy, water and carbon consumption. • Continued to promote BC's home heating fuel-switching rebate program with municipal partners, including hosting a Group Purchase Rebate code for the region and organizing a "Considering a Heat Pump" webinar.

Status	Action	Update
Progress on Actions		
▶▶	**4-9 Support acceleration of regional building energy benchmarking and local government regulation approaches**	· Expanded work with Building Benchmark BC to disclose the building energy and emissions data for Panorama, SEAPARC and Rainbow Road recreation centres, in addition to Fisgard HQ. The aim of the program is to inform and inspire public and private sector leadership. · Participated in reviewing provincial policy options that would require the efficiency of space and hot water systems to achieve a minimum of 100%. This regulation is aimed at significantly cutting fossil fuel use in the province. · Participated in and provided feedback on the BC Building Code 2018 Emissions and Energy Efficiency Standards public review.
▶▶	**4-10 Coordinate high-performance building policy support and capacity-building activities**	· Attended provincial Step Code Local Government Peer Network meetings and shared the anticipated Carbon Pollution Standard regulations with capital region municipal staff via the CRD Climate Action Inter-Municipal Working Group (IMWG). · Worked with several municipalities that have already adopted the BC Energy Step Code voluntarily to coordinate next phase Step Code industry consultation activities, including one webinar with municipalities, and two virtual engagement sessions with the building industry. · Supported interested municipalities with the next phase BC Energy Step Code consultation relating to new provincial carbon pollution standards for new buildings. The resulting recommendations were shared through the IMWG, leading to additional municipalities adopting, or providing the mandate to adopt, a carbon regulation for new buildings.
▶▶	**4-11 Collect and share data and research on building energy use and emissions**	· Collected and provided wastewater data to the District of Saanich and City of Victoria for their 2021 greenhouse gas (GHG) inventories. · Collected the previous year's Fortis and BC Hydro data for the region's municipalities. Provided GHG and energy use data to municipalities, as requested. · Continued to collect heating systems information for all homes sold in the capital region and continued development of regional home archetyping map based on home heating fuel information.
▶▶	**4-12 Promote green infrastructure and improved stormwater management approaches**	· Hosted webinars on rainwater capture and installing residential rain gardens. · Coordinated the Gorge Waterway Initiative, BC Transit/Handy Dart sub-committee to advise on facility development, which will be the first "Salmon Safe" certified development on Vancouver Island. · Provided Green Shores training for local government and First Nations staff and technical and financial support to proposed Green Shores demonstration restoration site in Gorge Esquimalt Park. · Hosted a green infrastructure symposium for local government staff with climate projections and new climate modelling information. · Planned and contracted consultants for the delivery of Rural Stormwater Management workshops for the agricultural community in 2023.
!	**4-13 Understand climate impacts on groundwater resources in Juan de Fuca Electoral Area**	· Hosted a provincial presentation to the community regarding the nature of groundwater resources, well registration, and well protection in the Juan de Fuca Electoral Area.
•••	**4-14 Investigate regional renewable energy and storage potential**	· Future action

Additional Action Plan Indicators

Annual CRD corporate facilities GHG Emissions	· 1669 tCO_2e (11% increase compared to 2021)
Number of critical emissions reduction projects completed*	· 0
Number of site energy audits completed	· 8

**studies have been undertaken that will direct capital projects in coming years*

Regional Climate Progress Indicators and Trends

Regional Energy Retrofit Program implementation	· 160 participants have signed up as of the end of December 2022
Annual FortisBC natural gas consumption numbers	· 7,165,128 GJ (2021) (4% increase compared to 2020)
Annual FortisBC natural gas connections	· 58,939 (2021) (6% increase compared to 2019)

Resilient and Abundant Nature, Ecosystems and Food Systems

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

Overall Action Status

Opportunity for Improvement

Status	Action	Update
Progress on Actions		
!	**5-1 Integrate climate considerations into regional parks strategic and management planning**	• Updated the Regional Parks and Trails Strategic Plan (2022-2032), with Climate Action and Resiliency identified as one of the five strategic goals. The plan will guide land acquisition criteria in the upcoming Land Acquisition Strategy. • Engaged with the WSÁNEĆ Leadership Council and its designates on the development of the Mount Work Regional Park Management Plan and have sought First Nations names for the Mountain Forest Regional Park. • Invited input from T'Sou-ke Nation on preliminary work on East Sooke Regional Park. • The CRD Cultural Programmer delivered 24 cultural school programs and 32 Indigenous Perspectives public programs.
▶▶	**5-2 Monitor ecosystem health in the Greater Victoria Water Supply Area (GVWSA) and investigate expanding regionally**	• Monitored ecosystem changes within the GVWSA through an annual forest health overview and ground monitoring of forest defoliator populations. Chlorotic forest stands were investigated and reported and research is underway on the potential for climate change to increase forest vulnerability to the Douglas-fir beetle. Ecosystem and forest inventory updates are planned for 2023. • Hydrology monitoring and upgrading is underway, including soil moisture and under-canopy forest weather conditions.
!	**5-3 Undertake climate adaptation initiatives to increase the resilience of the GVWSA**	• Considerable work on the assessment of climate vulnerability and risk and adaptation strategies and actions has been completed for the GVWSA; however, final documentation of the climate adaptation strategy is still required. • Completed an assessment of post-wildfire sediment and debris flow potential for the Sooke Water Supply Area. • Made progress on fuel reduction corridors and 6 ha were treated. • Completed procurement, demonstration and trial of the new air curtain burner, which will enable treatment of woody debris through longer portions of the year. A prescribed burn plan was completed. • Advanced a study with UVic regarding forest stands at greatest risk of wildfire, currently and under future climate change conditions, as well as the potential for fuel management treatments to reduce wildfire threat. • Investigation and planning of mechanized thinning began in 2022.
!	**5-4 Provide regional and local ecological data to support planning and policy efforts**	• Advanced work to create a regional biodiversity inventory, including the acquisition and assessment of data available from federal and provincial resources. • Initiated intertidal and subtidal inventories of core area harbours that will be completed in 2023. • Engaged with Saanich staff and the Resilient Saanich committee regarding their approach to biodiversity data. Identified that more resources are needed to support development of a regional inventory. • Participated in the City Nature Challenge to encourage citizen science and population of data points across the region and achieved first place in three categories out of 40 participating cities in Canada. • Shared land cover datasets with multiple municipalities and First Nations in the region. The data shows an overall decrease in forest cover across the region. Planning and coordination took place to submit a capacity building grant for Growing Canada forests in partnership with municipalities and First Nations. • Continued to support efforts to monitor stream flows in the region, and local government staff have affirmed their interest in hydrometric data to support their development of integrated stormwater management plans.
▶▶	**5-5 Coordinate regional invasive species program**	• Coordinated the Capital Region Invasive Species Partnership, which grew to 60+ participants from a diverse range of agencies across the region. • Delivered staff capacity-building workshops on managing invasive grasses, carpet burweed, yellow flag iris, lesser celandine and shiny geranium. • Delivered an online regional invasive species forum in partnership with the Invasive Species Council of BC. • Completed new alert sheets for shiny geranium, Italian arum, gorse and tansy ragwort. • Managed a contract for the treatment and monitoring of high priority species, in which five municipalities participated. • Participated in the new Northwest Regional Invasive Species and Climate Network (US and Canada). • Completed procurement of a mobile incineration unit for effective invasive species disposal.
•••	**5-6 Support regional forest and urban tree programs**	• Future action

Status	Action	Update
Progress on Actions		
!	**5-7 Support Indigenous-led monitoring and restoration programs**	• Continued ongoing First Nations engagement into the Regional Parks and Trails Interim Strategic Plan to generate input that will inform how the CRD can partner with Indigenous Guardian programs in the future. • CRD divisions are partnering with First Nations' cultural monitors and Guardians on the protection and conservation of heritage sites. • Supported Pauquachin First Nation, in collaboration with researchers from the University of Victoria, to help assess on-reserve stormwater quality to inform restoration of marine shellfish harvesting in Coles Bay. • The Saanich Peninsula Harbours and Waterways Initiative engaged four WSÁNEĆ nations and two nations are participating in the Capital Region Invasive Species Partnership. Staff are working with T'Sou-ke Nation on a potential knotweed management program for the Sooke River T'So-uke and the WWF Canada Nature and Climate grant application. • Engaged Songhees and Esquimalt First Nations in the intertidal and subtidal harbours ecological inventory and rating project, as well as in planning a Green Shores project in Esquimalt Gorge Park.
▶▶	**5-8 Support local food and agriculture planning and programs**	• Provided administrative support to the Regional Food and Agriculture Task Force. • Progressed work to support a Regional Foodlands Trust with the review and analysis of a business case to inform decision making. The Board provided direction to identify detailed operational requirements, determine a funding strategy and confirm land use and local government participants for establishing this new initiative. There is an ongoing effort to increase partnerships with various agricultural entities and groups with interest in the project.
▶▶	**5-9 Integrate climate impacts and solutions into environmental education and outreach campaigns**	• Applied a climate lens to all new and existing outreach and education campaigns associated with drinking water, stormwater management, biodiversity, invasive species management and parks interpretive programs. • Included energy information in water use assessment reports for businesses. • Updated all education webpages to incorporate climate mitigation and adaptation messaging, where appropriate; new videos were completed for the drinking water supply area; development of Rural Stormwater Management workshops included a strong emphasis on climate impacts; and parks interpretive program messaging has been updated to include both a climate and cultural lens. • Continued promotion of biodiversity materials at public outreach events and online through social media. • Rural Stormwater Management workshops were developed with a focus on climate impacts, projections and adaptation strategies to manage and retain rainwater through high precipitation events and drought periods. • Parks interpretive programs address the role and benefits of Regional Parks, including their importance in preserving biodiversity and mitigating the effects of climate change. • Supported the UN Decade on Ecosystem Restoration with the promotion of the UN Decade's Make a Difference Week, presentations to CRD Harbours Initiatives, sharing resources through invasive species meetings and sharing the regionally-specific UN Decade logo. • Developed a Stewardship Storytelling series where local stewards are highlighted in an interview to promote residents getting involved in restoration. These interviews were completed in the fall and will be promoted in 2023.

Additional Action Plan Indicators

Hectares of regional park land	• 13,271 ha (an additional 41.2 ha was acquired in 2022)
Number of volunteer stewardship hours	• 3,961 hours by 528 Volunteers

Regional Climate Progress Indicators and Trends

Percentage of Sea-to-Sea Green/Blue Belt acquired*	• 92%
Hectares of farmland in the Growth Management Planning Area*	• Data from the 2021 census will be the first opportunity to measure progress toward this target.

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

Minimized Waste

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

Overall Action Status

Opportunity for Improvement

Status	Action	Update
Progress on Actions		
!	**6-1 Implement the Solid Waste Management Plan**	• Awarded the new curbside recycling contract for the collection of recyclables from single-family homes; includes the use of 23 compressed natural gas vehicles and two electric vehicles. Contract to begin in 2024. • Conducted a waste composition study at Hartland Landfill. Results will be used to target material streams for diversion and identify sectors that need to increase diversion. • Enforced landfill bans on yard and garden material and food waste and resulted in the collection of 11,194 tonnes of source-separated organic material at the Hartland Depot for processing off-site.
▶▶	**6-2 Develop and deliver education programs to promote a circular economy, zero waste and the 3 Rs**	• Launched the CRD Rethink Waste Community Grant in April, which resulted in 16 projects with a total value of $35,500. The Rethink Waste Newsletter was also launched. • Continued ongoing programming to deliver education workshops, landfill tours; funding for the Compost Education Centre continued. A project to better align online information on CRD services and broaden education resources for people living in multi-family buildings, as well as businesses, was developed for implementation in 2023. • Promoted the avoidance of food waste through the Love Food Hate Waste campaign.
!	**6-3 Support education and engagement on waste management to be delivered by and for First Nations communities**	• Initiated the WSÁNEĆ Leadership Council/Capital Regional District Solid Waste Working Group, established terms of reference and began regular meetings. • Began working with Pacheedaht First Nation to address illegal dumping and community clean-up and began discussions with Pacheedaht First Nation and Port Renfrew on future mutually beneficial long-term waste management for the broader Port Renfrew community.
!	**6-4 Continue to maximize and optimize the capture of landfill gas for beneficial use**	• Awarded the contract to begin construction of a Renewable Natural Gas facility, which is expected to result in GHG emission reductions of 450,000 tonnes of carbon dioxide over the next 25 years, a 73% improvement from initial projections of 260,000 tonnes in 2019. • Approximately 1.6 megawatts of green power was produced from landfill gas. • A 69% gas collection efficiency was achieved based on the BC Ministry of Environment and Climate Change model; A 78% gas collection efficiency was achieved based on the Advanced Landfill Gas Generation model in 2021. More details can be found in the 2021 Landfill Gas Monitoring Report. • Continued annual installation of landfill gas collection infrastructure and strategies were implemented to improve gas collection and mitigate fugitive emissions. • A technical advisor was procured to support the CRD in developing a material stream diversion strategy and a jurisdictional scan of emerging waste management technologies began. A trial to shred construction and demolition material to improve the landfill's compaction rate was conducted and a Request for Expressions of Interest for processing of material diverted from the landfill was initiated.
!	**6-5 Consider climate change impacts in liquid waste management**	• Initiated planning to update the Core Area and Saanich Peninsula Liquid Waste Management Plans. Staff are working to engage First Nations and integrate climate change considerations and adaptation into the plan updates. Timing for this item will be updated to 2022-2024.

Regional Climate Progress Indicators and Trends

CRD's per capita disposal rate	• 409 kgs/capita, 2.25% increase compared to 2021
Landfill Gas collection efficiency	• Achieved a 78% gas collection efficiency based on UBCi model*

**This indicator is reported in the 2021 Landfill Gas Monitoring Report.*



Capital Regional District

625 Fisgard Street
Victoria, BC V8W 2S6
250.360.3000

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

2022 Climate Action Progress Report

April 19, 2023



Agenda

1. Climate Action Strategy
2. Current Status
3. Progress Summary
4. Report Card
5. Looking ahead



Climate Action Strategy



Regional target

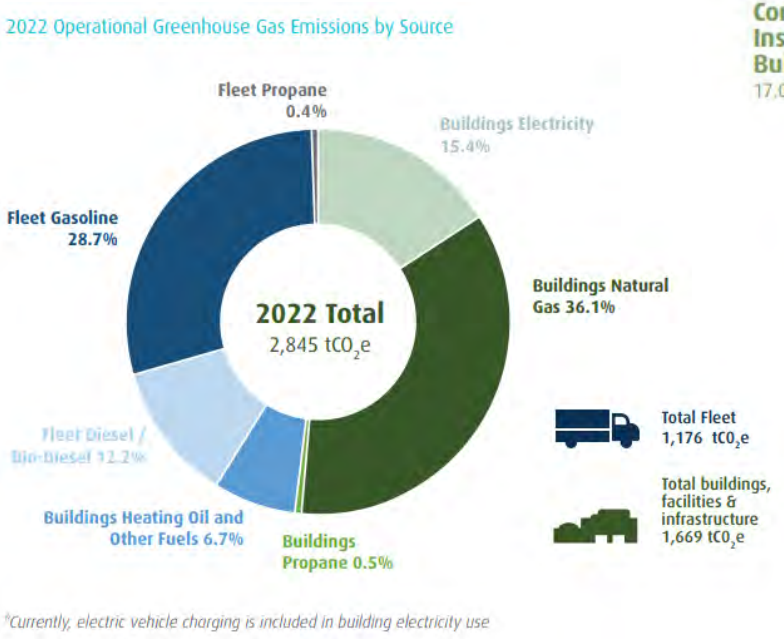
Reduce regional greenhouse gas (GHG) emissions 61% by 2038 based on 2007 levels (as per 2018 Regional Growth Strategy).

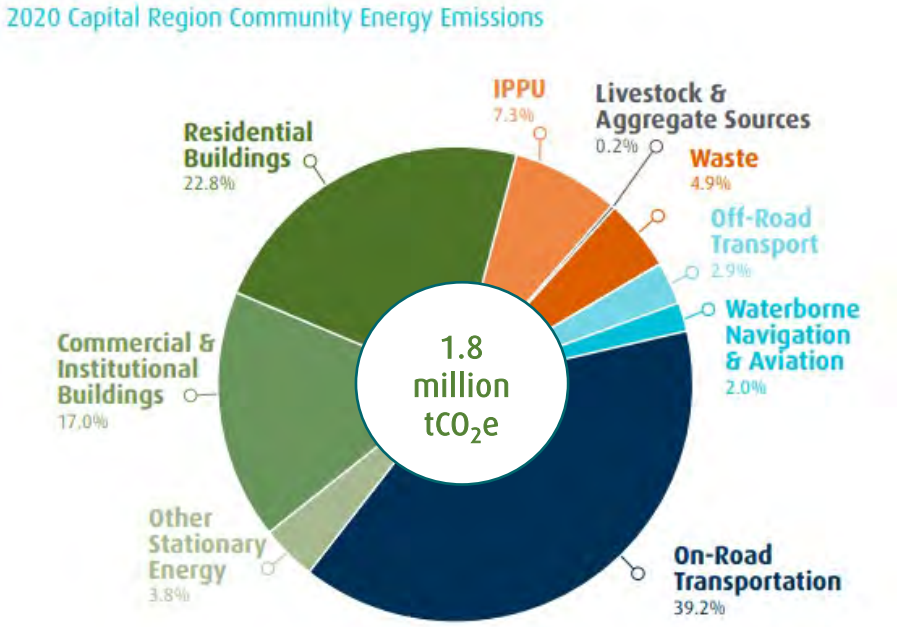
Corporate target

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

- Climate-focused decision making
- Sustainable land use, planning and preparedness
- Low-carbon mobility
- Low-carbon and resilient buildings and infrastructure
- Resilient and abundant nature, ecosystems and food systems
- Minimized waste

Current Status





Climate impacts for the capital region:

- more extreme climate events (e.g., storms, long heatwaves, heavy snow events)
- wetter winters and drier summers
- increased variability of climate within and between years
- susceptibility to sea level rise

Climate-Focused Decision Making

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

Overall Action Status:
Opportunity for Improvement



Progress Summary

- Drafted a corporate green building policy and internal carbon price policy.
- Applied a climate lens within the Asset Management Strategy.
- Undertook internal capacity-building activities with key divisional staff.
- Supported Board onboarding.
- Climate Action Reserve Fund to support corporate climate initiatives
- First Nations have shared their perspectives on climate change concerns in various areas such as wastewater treatment, regional parks, heritage site management and more.

Sustainable Land Use, Planning and Preparedness

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

Overall Action Status:
On Track



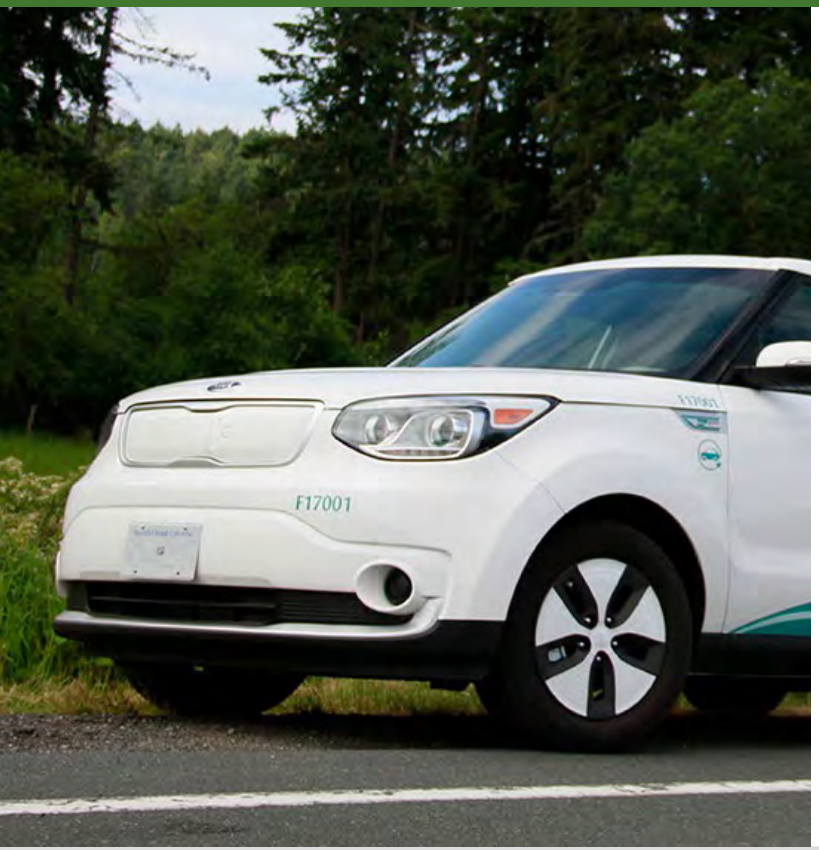
Progress Summary

- Received grant of $150,000 from Union of British Columbia Municipalities to develop Capital Region Extreme Heat Vulnerability Mapping Dashboard.
- Established research partnership with UVic to explore the impact of climate events on vulnerable groups, starting with extreme heat.
- Carried out advanced planning for wildfire in Electoral Areas.
- Established a process for Regional Growth Strategy (RGS) context reviews in which municipal climate policies are reviewed in relation to RGS goals.
- Continued to facilitate and administer several inter-municipal networks that serve to coordinate climate action and disseminate resources.

Low Carbon Mobility

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

Overall Action Status:
On Track



Progress Summary

- Implemented the new corporate Green Fleet Policy.
- Hired an Electric Mobility Coordinator to support implementation of the EV Roadmap; submitted $7M Electric Vehicle infrastructure grant.
- Administered the Origin Destination Household Travel Survey.
- Established regional transportation working group, working towards active, safe and climate friendly transportation.
- Sought grant funding for Galloping Goose Regional Trail enhancements and critical infrastructure improvements.
- Commenced Salt Spring Island Active Transportation Plan.
- Established a partnership with the Community Social Planning Council to look at gender equity and safety on CRD trails.

Low-Carbon and Resilient Buildings and Infrastructure

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

Overall Action Status:
On Track



Progress Summary

- Completed a Strategic Energy Management Plan for the organization.
- Initiated GHG reduction pathway studies for three CRD recreation centres.
- Support of climate-friendly development and retrofits in the Capital Region Housing Corporation.
- Launched regional Home Energy Navigator Program.
- Supported next phase Step Code industry engagement.
- Supported climate leadership training workshops through the BC Sustainable Energy Association for students.
- Promoted green infrastructure through webinars on rainwater capture.
- 2022 Regional Water Supply Master Plan was developed.

Resilient and Abundant Nature, Ecosystems and Food Systems

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

Overall Action Status:
Opportunity for Improvement



Progress Summary

- Integrated climate considerations in the interim Regional Parks and Trails Strategic Plan (2022-2032).
- Advanced work on the assessment of climate vulnerability, risk and adaptation strategies for the Greater Victoria Water Supply Area.
- Provided various regional and local ecological data sets to support planning and policy efforts.
- Continued to support efforts to monitor stream flows in the region.
- Participated in the City Nature Challenge to encourage citizen science.
- Continued to coordinate the Capital Region Invasive Species Partnership; grown to 60+ participants.
- Advanced work on a proposed Regional Foodlands Trust, per Board direction.

Minimized Waste

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

Overall Action Status:
Opportunity for Improvement



Progress Summary

- Awarded the new curbside recycling contract for the collection of recyclables from single-family homes.
- Conducted a waste-composition study at Hartland Landfill.
- Enforced landfill bans of yard and garden material and food waste.
- Education programs included the launch of the CRD Rethink Waste Community Grant.
- Awarded the contract to begin construction of a Renewable Natural Gas Facility.
- Approximately 1.6 megawatts of green power was produced from landfill gas.

Report Card

2022 Overall Action Plan Progress
Opportunity for Improvement

The climate action strategy identifies 127 actions with specific timelines across the organization. Scores are based on the current status of each action within their goal areas.

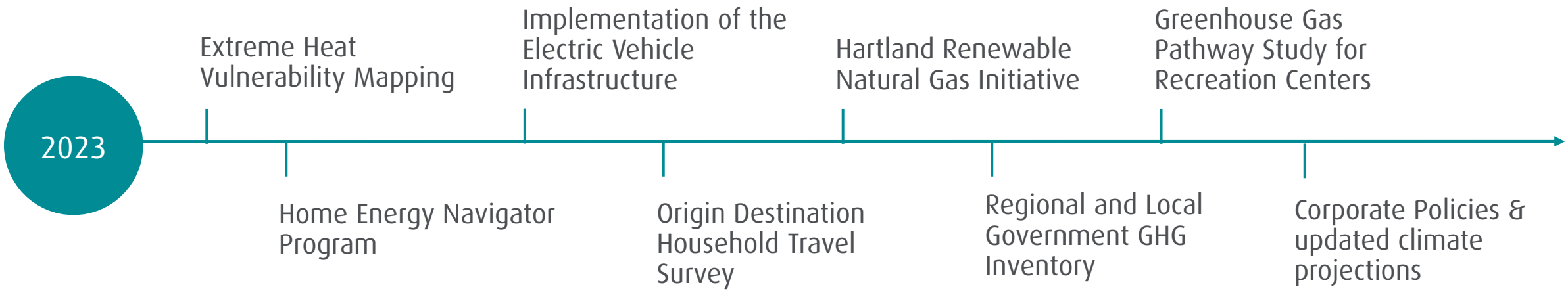
Corporate Actions Opportunity for Improvement

Community-Focused Actions On Track

Goal Areas:

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

Looking Ahead – 2023 Initiatives





Thank you

nelliott@crd.bc.ca | 250.360.3048

@crdvictoria

Capital Regional District

CRDVictoria

crd.bc.ca

Making a difference...together

ECA 23-21

REPORT TO ENVIRONMENTAL SERVICES COMMITTEE
MEETING OF WEDNESDAY, APRIL 19, 2023

SUBJECT **Overview of the Capital Regional District's Climate Action Policies**

ISSUE SUMMARY

To provide information on the Capital Regional District's (CRD) new Green Building Policy, Green Fleet Policy and Carbon Price Policy.

BACKGROUND

The CRD is committed to taking action to address climate change within its operations, as well as at the regional level, to reduce emissions and to prepare for a changing climate. Efforts to reduce emissions from the CRD's operations of buildings, infrastructure and fleet are required to achieve the corporate targets within the 2021 CRD Climate Action Strategy.

The CRD's executive leadership team recently adopted three administrative policies – Green Building, Green Fleet and Carbon Price – and these were identified within the Climate Action Strategy and are key mechanisms to support climate-focused decision-making across the organization. CRD Climate Action staff are actively working with staff across the organization to implement these policies and to advance additional efforts to reduce emissions and to prepare for climate impacts within the CRD's operations.

Green Building Policy

To ensure the CRD corporate building emissions are continually reduced through retrofits and new buildings, the Green Building Policy sets standards for energy efficiency and low-carbon construction. This policy will achieve its goals by ensuring the following are included in building projects:

- performance-based energy targets and greenhouse gas (GHG) intensity limits that align with provincial initiatives, including the BC Energy Step Code
- project design options that are selected via life-cycle costing, including a cost of carbon
- a holistic design approach, including multiple stakeholders that identify green project goals that consider correlated priorities of the CRD, such as green infrastructure, biodiversity, water conservation, waste reduction and electric vehicle (EV) charging strategies

As of April 3, 2023, the Green Building Policy (Appendix A) applies to new construction and major retrofits of buildings that are owned or financed by the CRD.

Capital Region Housing Corporation & Capital Regional Hospital District

The Capital Region Housing Corporation (CRHC) is a major provider of affordable housing in the region and continues to build new units. All new CRHC projects are subject to municipal Energy Step Code (Step Code) requirements and are mostly being built with financial support from BC Housing. BC Housing publishes rigorous Design Guidelines and Construction Standards for all

new BC Housing funded projects related to climate mitigation and adaptation, including minimum carbon pollution performance targets. The BC Housing targets are aligned with the carbon pollution targets approved in several local governments within the capital region, and BC Housing staff have indicated that they anticipate further advancing their carbon performance targets as more advanced technology becomes available to support cost-effective implementation in multi-unit buildings.

The Capital Regional Hospital District (CRHD) also oversees construction projects in the region, with recent examples including (1) the Summit at Quadra Village and (2) the Oak Bay Lodge redevelopment. Care facility occupancies are a special use case and are not subject to Step Code energy and carbon pollution performance metrics.

CRHC and CRHD developments are beholden to external funding limitations, and any additional green building requirements will require additional funding sources to achieve climate targets over and above BC Housing guidelines. As such, per the CRD's Green Building Policy, for buildings that are part of the CRHC and CRHD, external requirements (e.g., BC Housing Guidelines) may take precedence.

Provincial and Regional Buildings Policy Context

Provincially, the BC Building Code (BCBC) dictates provincial requirements, as well as potential local regulations, for new builds. The most recent revision to the BCBC makes Step Code performance mandatory as of May 1, 2023 and includes new authority for local governments to directly regulate carbon pollution from new builds. Future provincial regulations are expected for existing buildings, including new minimum 100% efficient appliance requirements, an all-new building alterations code, and time-of-sale energy labelling for existing homes. Local governments in the region are also expected to exercise their authority to require energy and emissions reporting.

The CRD, through the Climate Action service, plays a role in coordinating building policy in the region. Through capacity building and collaborative policy and planning endeavors, this includes supporting the adoption of Step Code and carbon pollution regulations for applicable occupancies, Electric Vehicle charging policies, and existing building policy and programs. There are also myriad different local policies from density to setbacks to building design guidelines that impact building construction, and these policies vary between different communities in the capital region. All CRD, CRHD and CRHC developments must adhere to municipal policies.

The CRD holds authority over buildings in the CRD Electoral Areas, including the Juan de Fuca, Salt Spring and Southern Gulf Islands. With Step Code becoming mandatory, CRD directors will have the opportunity to consider adopting some additional components of building code, such as the carbon pollution regulations for those communities in 2023.

Green Fleet Policy

In April 2022, the CRD started to enforce a Green Fleet Policy (Appendix B). The aim of the policy is to reduce corporate fleet emissions by increasing vehicle efficiencies, optimizing total fleet size, and switching to low-carbon fuels without significantly affecting service capability. It also embeds life-cycle costing and electric vehicle charging considerations within its procedures.

Carbon Price Policy

As noted above, life-cycle costing procedures are integrated within the CRD's Green Building and Green Fleet policies and are typically utilized during scoping of major infrastructure projects. To embed a climate consideration into life-cycle costing analysis during project development and procurement activities, as of April 3, 2023, the CRD's Carbon Price Policy (Appendix C) was established to set an internal corporate carbon price of $170 per tonne of carbon emissions.

CONCLUSION

The CRD Climate Action Strategy commits the CRD to undertaking numerous initiatives to achieve its climate action goals and targets. To integrate a climate lens into corporate decision making, three administrative policies have been developed and are being implemented across the organization. This includes the corporate Green Building, Green Fleet and Carbon Price policies.

RECOMMENDATION

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

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: CRD Corporate Green Building Policy
Appendix B: CRD Corporate Green Fleet Policy
Appendix C: CRD Corporate Carbon Price Policy

APPENDIX A

Making a difference...together

CAPITAL REGIONAL DISTRICT

CORPORATE POLICY

Policy Type	Administration		
Section	Facilities Management and Climate Action		
Title	CORPORATE GREEN BUILDING POLICY		
Adopted Date	April 3, 2023	Policy Number	ADM103
Last Amended			
Policy Owner	Facilities Management and Climate Action		

1. POLICY:

It is the policy of the Capital Regional District (CRD) to ensure new construction and retrofits of CRD buildings are low carbon, use energy and water efficiently, minimize waste and utilize green infrastructure.

The CRD will meet minimum requirements and design standards and targets to develop low-carbon and efficient corporate buildings that promote sustainability.

2. PURPOSE:

The CRD is committed to sustainability and climate action and strives to reduce the environmental impacts of its operations.

This policy enables the CRD to demonstrate regional sustainability leadership and further align its actions with the Board Declaration of a Climate Emergency. It is a significant and essential part of achieving the greenhouse gas (GHG) emissions reduction targets to reduce corporate GHG emissions 45% by 2030 based on 2007 levels, and reach net-zero GHG emissions before 2050.

3. SCOPE:

This policy applies to new construction and major retrofits of buildings owned or financed by the CRD. For guidance to determine whether a project is considered a major retrofit, see SCHEDULE I MAJOR RETROFIT PRE-SCREENING CHECKLIST.

External funding requirements may take precedence over this policy for buildings that are constructed or operated by the Capital Regional Housing Corporation (CRHC) and Capital Regional Hospital District (CRHD). CRHC and CRHD projects may opt-out of this policy if project requirements dictate an alternative green or sustainable building strategy.

4. DEFINITIONS:

BC Energy Step Code	An optional compliance path in the BC Building Code that local governments may use to incentivize or require a level of energy efficiency in new construction that goes above the requirements of the BC Building Code.
Buildings	Any structure intended for regular occupancy.
Green Goal Discussion	A facilitated meeting between important project stakeholders to set "green" (i.e., energy efficiency, sustainability, carbon reduction) project goals early in the project design.
Green Infrastructure	The range of measures that use plant or soil systems, permeable pavement or other permeable surfaces or substrates, stormwater harvest and reuse, or landscaping to store, infiltrate, or evapotranspirate stormwater and reduce flows to sewer systems or to surface waters.
New Construction	Construction of entirely new structures or significant extensions to existing structures.
Major Retrofit	Major upgrades or replacement of major equipment, systems or external structure of an existing building (e.g., improving or replacing ventilation and heating systems, windows, or insulation). See SCHEDULE I MAJOR RETROFIT PRE-SCREENING CHECKLIST for further information.
Declaration of a Climate Emergency	Unanimous statement from the Capital Regional District Board on February 13, 2019, declaring a climate emergency and assuming a leadership role in achieving carbon neutrality by 2030.
Part 3 Building	A building, as defined by Part 3 of the BC Building Code commonly called a *complex building*. An office building or a shopping mall are examples of Part 3 buildings. Most CRD buildings are Part 3 buildings.
Part 9 Building	A building, as defined by Part 9 of the BC Building Code commonly called a *simple building*. A single-family home is an example of a Part 9 building.
Commissioning	A quality management process of systematic verification and testing that ensures building systems and equipment are installed and operating correctly.

5. PROCEDURE:

This policy achieves its goals by ensuring the following are included in building projects:

- performance-based energy targets and GHG intensity limits that align with provincial initiatives (e.g., BC Energy Step Code).
- low-carbon energy systems and low-carbon materials selected via life-cycle costing, including a cost of carbon.
- Green project goals that consider correlated priorities of the CRD, such as green infrastructure, biodiversity, water conservation, waste reduction and corporate and public Electric Vehicle charging strategies.

For new construction projects, see SCHEDULE A REQUIREMENTS FOR NEW CONSTRUCTION. For retrofits, SCHEDULE B REQUIREMENTS FOR RETROFITS.

While this policy sets minimum standards, these can be waived if reviewed to be unfeasible for a specific project. To apply for an exemption, see SCHEDULE G WAIVER REQUIREMENTS.

6. SCHEDULES:

A. REQUIREMENTS FOR NEW CONSTRUCTION
B. REQUIREMENTS FOR RETROFITS
C. STEP CODE TARGETS
D. EMISSION LIMITS
E. CLIMATE LEADERSHIP PATHWAYS
F. DESIGN PROCESS GUIDELINES
G. WAIVER REQUIREMENTS
H. GREEN GOALS DESIGN DISCUSSION CHECKLIST
I. MAJOR RETROFIT PRE-SCREENING CHECKLIST

7. AMENDMENT(S):

Adoption Date	Description:
April 3, 2023	ELT

8. REVIEW(S)

Adoption Date	Description:
None	

9. RELATED POLICY, PROCEDURE OR GUIDELINE:

Corporate Green Fleet Policy

SCHEDULE A
REQUIREMENTS FOR NEW CONSTRUCTION

The following outlines the mandatory requirements for new construction of CRD buildings. All of these requirements should be first discussed from the initiation of the project to plan for implementation.

1. Pre-design green goals discussions

During pre-design discussions, the project team shall hold a *green goal discussion* meeting to consider requirements and opportunities to support corporate sustainability priorities, including the following:

- Pursuing climate leadership options such as a higher level of Step Code, a high Leadership in Energy and Environmental Design rating target, Passive House certification or Net-zero ready design. See SCHEDULE E CLIMATE LEADERSHIP PATHWAYS.
- How to incorporate green priorities including low-impact development principles (e.g., capital region Green Stormwater Infrastructure Common Design Guidelines), water conservation, waste reduction, biodiversity and native plants, and Electric Vehicle charging.
- Incorporating low-carbon materials (e.g., mass timber) into the design.

During this meeting, the project team must complete SCHEDULE H GREEN GOALS DESIGN DISCUSSION CHECKLIST for record-keeping and ensure key topics have been covered. To satisfy this requirement, report back to the project steering committee, if applicable, for approval. Otherwise General Manager sign-off is required.

2. BC Energy Step Code target

A project shall select a performance-based energy target from the BC Energy Step Code. This target shall be the minimum as indicated in SCHEDULE C STEP CODE TARGETS or higher as determined by the project team.

BC Energy Step Code targets ensure energy efficiency and reduce operating costs.

3. Greenhouse gas intensity limit

A project shall follow the Greenhouse Gas (GHG) intensity limits outlined in SCHEDULE D EMISSIONS LIMITS.

GHG intensity limits minimize the amount of carbon emissions produced by building operation and ensure new construction will not compromise the CRD's climate targets.

4. Life-cycle costing that includes a cost-of-carbon

Projects shall conduct life-cycle costing for evaluation of actual project costs. In option studies, life-cycle costing shall be used as a criterion for selection between options. Life-cycle costing shall include an estimate of social cost due to carbon emissions based on a cost-per-tonne of carbon. The cost-per-tonne shall be aligned with what is used in other corporate policies (e.g., Green Fleet Policy).

Life-cycle costing ensures both upfront and operational costs are considered in project decision-making. Assigning a cost to carbon emissions helps make the business case for low-carbon technologies and considers the value of reducing the negative effects of carbon pollution.

5. Electric vehicle infrastructure plan

New construction projects shall have an Electric Vehicle (EV) infrastructure plan that indicates a project's capacity to support charging of corporate EVs while considering other electrical load requirements (e.g., equipment charging). This should also include public EV charging depending on the nature of the project.

6. Energy modelling with future climate predictions

To address climate resilience, project designs shall be modelled against future climate predictions to assess the suitability of the proposed design.

Modelling with future climate predictions ensures occupant comfort and safe building temperatures in the future as extreme temperatures worsen due to a changing climate. It helps to avoid costly retrofits in the future.

7. Construction waste landfill diversion plan

Projects shall have a construction waste landfill diversion plan that maximizes landfill diversion and reduces construction waste.

8. Airtightness testing and system commissioning

To ensure construction meets the intended design quality, projects involving building envelop construction or improvement shall undergo airtightness testing that confirms design criteria have been met.

Projects involving mechanical systems shall be commissioned after installation to ensure proper operation as designed and uncover potential installation errors.

Airtightness testing and system commissioning act as quality assurance that a building or retrofit performs as designed. It prevents additional operating costs due to system inefficiencies or poor construction and holds contractors accountable for their quality of work.

9. Water management plan

Projects shall have a water management plan outlining water conservation and management strategies, including domestic water, process water, rainwater, irrigation, and stormwater. Water reduction, conservation and reuse, as well as green infrastructure and low-impact development should be prioritized

SCHEDULE B
REQUIREMENTS FOR RETROFITS

The following outlines the mandatory requirements for major retrofits of CRD buildings. All of these requirements should be first discussed from the initiation of the project to plan for implementation.

1. Pre-design green goals discussions

The project team shall hold a green goal discussion meeting during pre-design discussions to consider requirements and opportunities to support corporate sustainability priorities.

During this meeting, the project team must complete SCHEDULE H GREEN GOALS DESIGN DISCUSSION CHECKLIST for record-keeping and to ensure key topics have been covered. To satisfy this requirement, report back to the project steering committee, if applicable, for approval. Otherwise General Manager sign-off is required.

2. Greenhouse gas intensity limit

A project shall follow the Greenhouse Gas (GHG) intensity limits outlined in SCHEDULE D EMISSIONS LIMITS.

3. Life-cycle costing that includes a cost-of-carbon

Projects shall conduct life-cycle costing for evaluation of actual project costs. In option studies, life-cycle costing shall be used as a criterion for selection between options. Life-cycle costing shall include an estimate of social cost due to carbon emissions based on a cost-per-tonne of carbon. The cost-per-tonne shall be aligned with that used in other corporate policies (e.g., Green Fleet Policy).

4. Energy modelling with future climate predictions

To address climate resilience, project designs shall be modelled against future climate predictions to assess the suitability of the proposed design.

5. Construction waste landfill diversion plan

Projects shall have a construction waste landfill diversion plan that maximizes landfill diversion and reduces construction waste.

6. Airtightness-testing

To ensure construction meets the intended design quality, projects involving building envelop construction or improvement shall undergo airtightness testing that confirms design criteria have been met.

SCHEDULE C
STEP CODE TARGETS

The current BC Energy Step Code targets for the CRD Green Building Policy are outlined in Table 1 below. They set the standard that the CRD is one step-code level ahead of building code requirements for buildings defined under part 3 of building code, and two step-code levels ahead of building code for for buildings defined under part 9 of building code. This represents an 80% energy-efficiency improvement above the 2018 BC Building Code minimum requirements for Part 9, and a 40% improvement for Part 3.

Table 1: Green Building Policy Step Code Requirements 2023-2024

Building Class	**CRD Step Code Target**
Part 9	Step 5
Part 3	Step 3

In 2027, the above target for Part 3 will become standardized in the BC Building Code. To continue to drive corporate leadership in green building construction, the CRD Green Building Policy will increase its Step Code requirements in 2025 to pursue the next intended target of Step Code outlined in Table 2. It is anticipated this table will be updated upon the release of the Zero Carbon Step Code.

Table 2: Green Building Policy Step Code Requirements 2025-onwards

Building Class	**CRD Step Code Target**
Part 9	Step 5
Part 3	Step 4 or highest applicable step*

*Step 4 is not defined for all building types within the Step Code. The next highest step should be used instead.

SCHEDULE D
EMISSIONS LIMITS

New construction projects shall be designed for a maximum GHG intensity of 1.5 kg CO_2e/m^2/year.

Retrofits shall be designed for a maximum GHG intensity of 3 kg CO_2e/m^2/year.

If these targets are not feasible due to the specifics of a particular project, a waiver can be granted to increase the GHG intensity limit to 6 kg CO_2e/m^2/year or higher if necessary. This will require sign-off from Climate Action and the General Manager of the related department

(see SCHEDULE G WAIVER REQUIREMENTS).

These emission targets are according to the emissions factors given in 2020 BC Best Practices Methodology for Quantifying Greenhouse Gas Emissions published by the provincial government.

Table 3: Approximate implications of GHG intensity limits

GHG Intensity kg CO_2e/m^2/year	**Implication**
6	Space heating predominately electric, domestic hot water may remain gas
3	Space heating and domestic hot water to be electric; may have auxiliary gas for cooking, fireplaces, etc.
1.5	Nearly all building systems are electric (potential for gas backup)

SCHEDULE E
CLIMATE LEADERSHIP PATHWAYS

This section describes how a building project can demonstrate leadership by going above and beyond the policy requirements of energy efficiency and low-carbon operation. While not suitable for all projects, selecting a climate leadership pathway can demonstrate the values of the CRD, set an example for future projects, and support the growth of the local green building industry.

Deciding if a leadership pathway is a reasonable option for a project should be completed in the earliest stages of a project, during the conceptual design. To help frame this discussion, several possible pathways are presented below, these pathways are listed in a prioritized order, based on the CRD's climate targets. Individual projects should select the pathway that best suits both the ambition and reality of that project. **The CRD project lead will make the final decision as to which Climate Leadership Pathway is chosen, with the support of stakeholders and consultants.**

The pursuit of a leadership pathway will have an impact on the capital cost of a new construction project, this impact will vary drastically per project, and can range from 2-20% cost increases. It should be noted that the increase of capital cost is often recovered throughout the operation of the building. The use of lifecycle costing is required to quantify this cost impact.

This schedule is subject to change based on updates to these benchmarking systems.

Zero Carbon Building Standard

- A framework that guides the design of low-carbon, highly-efficient buildings, and sets a strong foundation for achieving zero carbon once the building is in operation.
- Buildings seeking certification under the standard must meet a number of additional requirements related to health, wellness, and resilience, as well as requirements related to occupant engagement and education.
- This pathway can be pursued as a Zero Carbon Building Standard (ZCB) Design v3 program, which is a one-time certification for new buildings and major renovations; and additionally the ZCB-Perfomance v2 certification can be pursued for an annual certification to ensure operational carbon stays below threshold values.

Leadership in Energy and Environmental Design

- Widely-used green building rating system, prioritizes diverse aspects of sustainability (including water efficiency, responsible material use, air quality, responsible land use, and innovation)
- Pursuing Leadership in Energy and Environmental Design (LEED) certification can achieve broader sustainability goals, shows commitment to a holistic approach to sustainability, and is a recongizable building certification program.
- Pursuing LEED Gold was shown to increase project costs by 2-5% in a Canadian study at Dalhousie University (Adamson, Ames, Odland, Robertson, & Taylor, 2016).

Passive House

- Strict high-performance building standard, focuses on maximizing energy efficiency, encourages low-carbon energy systems.
- Pursuing Passive House certification demonstrates climate leadership by committing to a very high international energy efficiency standard, indicating a willingness to go above-and-beyond common approaches.
- A study in Vancouver indicated Passive House design resulted in a 2-7% increase in project costs for a single-family home compared with minimum requirements in Vancouver (RDH Building Science Inc., 2016).

BC Energy Step Code: Higher Levels / Net-Zero Ready

- New projects can choose to target a higher level of Step Code than the CRD Green Building Policy requirements. The highest Step Code level is considered “Net-Zero Ready,” meaning the building is so energy efficient that it would be possible to generate enough electricity on-site to power the building. However, generating the power is not required to meet the target.
- Pursuing higher levels of Step Code demonstrates climate leadership by showing commitment to future provincial goals for building efficiency and paving the way for future projects in the community.
- A BC Housing report estimated that all levels of Step Code could be achieved, for Part 3 buildings in Climate Zone 4 (includes the CRD), for a less than 4% increase in capital cost (Morrison Hershfield; e3 Eco Group; Integral Group, 2018)

SCHEDULE F
DESIGN PROCESS GUIDELINES

The Green Building Policy is designed to integrate with existing project management processes at the CRD and to ensure the design team establishes the key goals and objectives for building performance as part of the regular design process.

The following design process guidelines are non-mandatory and are presented as an example to be referenced in developing a project's management plan.

These guidelines consist of five phases to ensure key deliverables, processes and outputs are completed from project inception to post-occupancy related to green buildings. While all projects are unique, this process provides a useful guide to defining the goals and expectations for the project overall and each phase separately.

These guidelines have been developed for the traditional design-bid-build approach. However, as the CRD's construction project approach evolves in alignment with industry patterns, alternative approaches such as design-build or construction management may be employed. In the event that a design-build or construction management approach is used, this process should be modified to suit the specific approach and embed the green building policy within its process.

Phase 1 – Initiation (Pre-Design)

Process:

- Define the project team, including all required consultants and project manager;
- Develop a fee schedule or contract that ensures or incentivizes consultants to optimize energy efficiency and minimize emitted and embodied carbon; and
- Host key meetings, such as project vision & preparation workshop, green goals discussion, building programming, facilities management, etc.

Key deliverables and outputs:

- Project Charter that includes project scope, objectives and targets; and
- Preliminary project budget that includes green initiatives.

Phase 2 – Planning (Schematic & Detailed Design)

Process:

- Hold stakeholder meetings as necessary to brainstorm, develop concepts and design;
- Add energy specialists to project team, as necessary;
- Assess feasibility of green initiatives and technologies; and
- Complete energy modelling.

Key deliverables and outputs:

- Energy modelling report; and
- Detailed cost estimate (capital & operating).

Phase 3 – Execution (Construction)

Process:

- Ensure green building aspects are included in Construction Documents; and
- Hold pre- and post-tender meetings to discuss green design intent.

Key deliverables and outputs:

- Procurement documents that clearly explain the responsibilities for contractors and sub-trades for green building documentation, training and supervision; and
- Develop a commissioning plan.

Phase 4 – Monitoring & Controlling (Commissioning)

Process:

- Train maintenance & operations staff and occupants; and
- Establish tools and processes for monitoring building performance.

Key deliverables and outputs:

- Commissioning reports for green technologies; and
- Training for maintenance staff on green technologies;

Phase 5 – Closing (Building Start-up & Post Occupancy)

Process:

- Educate staff about green building initiatives;
- Establish a building performance evaluation team to monitor ongoing energy performance; and
- Put monitoring equipment and methods in place.

Key deliverables and outputs:

- Measurement and monitoring data; and
- Continuous monitoring & evaluation of building performance, including energy costs.

SCHEDULE G
WAIVER REQUIREMENTS

While it is understood that certain requirements of the Green Building Policy may not be feasible for certain projects, it is important that the CRD's corporate climate goals are carefully considered before allowances are given.

A specific policy requirement can be waived for individual projects by providing the following:

(1) A clear statement of reasons for seeking a waiver of a requirement.
(2) A detailed description of the impact of the waived requirement as compared to following policy, including an estimated increase of corporate climate emissions.
(3) General Manager approval and report to Executive Leadership Team.

Green Building Policy Requirement Waiver - Example

Project	
Requirement	
Rationale for waiving requirement	
Description of the impact of the waived requirement	
Estimated increase of corporate GHG emissions	

Additional Notes

Sign-offs

_____ _____

General Manager Date

Report to ELT Date: _____

SCHEDULE H
GREEN GOALS DESIGN DISCUSSION CHECKLIST

Project Name _____

Date of Green Goals Meeting(s) _____

Facilitator _____

Attendees _____

_____

_____

_____

_____

_____

_____

_____

_____

Instructions

This checklist ensures that new construction projects identify requirements and consider opportunities to support corporate sustainability priorities of the CRD. Check off each topic as they are discussed in the green goals meeting. Indicate if participants will choose to make each topic a project priority. If a topic is not selected as a priority, provide a brief rationale for this decision. To satisfy the requirements of the corporate Green Building Policy, this checklist must be signed off by the General Manager of the related department.

Green Building Policy Requirements

Requirement	Achievable	Comments
☐ **BC Energy Step Code target***	☐ Yes ☐ No	
☐ **Greenhouse Gas intensity limit**	☐ Yes ☐ No	
☐ **Life-cycle costing that includes a cost-of-carbon**	☐ Yes ☐ No	
☐ **Electric Vehicle infrastructure plan***	☐ Yes ☐ No	
☐ **Energy modelling with future climate predictions**	☐ Yes ☐ No	
☐ **Construction waste landfill diversion plan**	☐ Yes ☐ No	
☐ **Airtightness testing**	☐ Yes ☐ No	
☐ **Water management plan***	☐ Yes ☐ No	

**optional for retrofit projects*

Additional Notes

Green Priorities

Voluntary

Topic	Project Priority?	Comments / Rationale
☐ **Correlated priorities of the CRD**	☐ Yes ☐ No	
☐ • Increased Water Conservation	☐ Yes ☐ No	
☐ • Green Stormwater Management	☐ Yes ☐ No	
☐ • Increased Waste Reduction	☐ Yes ☐ No	
☐ • Biodiversity Support and Native Plants/Xeriscaping	☐ Yes ☐ No	
☐ • Other:	☐ Yes ☐ No	
☐ **Public Electric Vehicle Charging**	☐ Yes ☐ No	
☐ **Climate Leadership Pathway**	☐ Yes ☐ No	
☐ • Increased Step Code Target	☐ Yes ☐ No	
☐ • Leadership in Energy and Environmental Design Gold/Platinum	☐ Yes ☐ No	
☐ • Zero Carbon Building Standard	☐ Yes ☐ No	
☐ • Passive House	☐ Yes ☐ No	
☐ • Net-Zero Ready	☐ Yes ☐ No	
☐ • Other:	☐ Yes ☐ No	
☐ **Low-carbon materials**	☐ Yes ☐ No	

Topic		Project Priority?	Comments / Rationale
☐	• Mass Timber Construction	☐ Yes ☐ No	

Additional Notes

Project Steering Committee / General Manager Sign-off

I understand that the project team discussed the topics above and I accept and support the selection of sustainable priorities selected by the project team above.

General Manager Date

SCHEDULE I
MAJOR RETROFIT PRE-SCREENING CHECKLIST

This information serves to help determine if a project is considered a major retrofit and should be subject to the CRD Green Building Policy.

A “major retrofit” can generally be considered a significant upgrade or replacement of major equipment, systems or external structure of an existing building (e.g., improving or replacing ventilation and heating systems, windows, or insulation).

To classify a specific project, a major retrofit likely satisfies one or more of the following criteria:

- ❑ Does this retrofit involve replacing the majority of a building’s **exterior insulation** or **windows**?
- ❑ Does this retrofit involve replacing **the primary mechanical equipment** of a building system (e.g., air handling unit, boiler, domestic hot water tank)?
- ❑ Does this retrofit involve replacing or improving **multiple aspects of a building** that affect the performance of one another?
- ❑ Does this retrofit require **engineering design**?
- ❑ Does this retrofit significantly impact the amount of **heating or cooling energy** required for the building?
- ❑ Does this retrofit present an opportunity to significantly **reduce the amount of fossil fuels** required to operate the building?

If a project meets any of the above criteria, but the project team does not believe it should follow the CRD Green Building Policy, the team should complete a waiver form as found in SCHEDULE G WAIVER REQUIREMENTS.

Making a difference...together

CAPITAL REGIONAL DISTRICT

CORPORATE POLICY

Policy Type	Administrative		
Section			
Title	CORPORATE GREEN FLEET POLICY		
Adopted Date	29 April 2021	Policy Number	ADM89
Last Amended			
Policy Owner	EPro (Climate Action) & IWS (Fleet Services)		

1. POLICY

It is the policy of the Capital Regional District (CRD) to transition to and operate a low-carbon "green" fleet in order to reduce corporate greenhouse gas (GHG) emissions.

The CRD will reduce fleet emissions by increasing vehicle efficiencies, optimizing total fleet size, and switching to low-carbon fuels without significantly affecting service capability.

Fleet managers, building managers, and Climate Action Team members will work together to achieve these goals.

2. PURPOSE

The purpose of this policy is to decrease the carbon intensity of the CRD corporate fleet to align with corporate GHG emission reduction targets.

This policy will support achieving the corporate commitment to reduce operational GHG emissions, as emphasized by the 2019 Capital Regional District Board declaration of a Climate Emergency.

3. SCOPE

This policy applies to the CRD, CRHC and CRHD.

4. PROCEDURE

This policy incorporates the following criteria into fleet procurement decision-making:

1. Lifecycle costing
2. Fleet rightsizing (i.e. optimization)
3. Fuel preference hierarchy
4. Internal carbon pricing
5. NPV variance threshold

See Schedule A for complete details.

5. SCHEDULE:

The following schedules are attached at the end of this document. Schedules may be revised and optimized, independent of overarching policy revisions, as determined by Fleet Services and Climate Action.

A. PROCEDURE
B. FLEET ASSET ACQUISITION PROCESS
C. CRD VEHICLE REQUEST
D. CRD MOBILE EQUIPMENT REQUEST
E. CRD FIRE/RESCUE VEHICLE REQUEST
F. FLEET ASSET ACQUISITION FORM

6. AMENDMENT(S):

Adoption Date	Description:
April 29, 2021	ELT

7. REVIEW(S)

Review Date	Description:
None	(Insert date of scheduled review; results of review; and dates of next review in new table entry)

8. RELATED POLICY, PROCEDURE OR GUIDELINE:

Corporate Fleet Policy

SCHEDULE A: PROCEDURE

A1. Principles

Fleet procurement decision-making will implement the following:

1. *Net Present Value (NPV) Lifecycle Costing*: Decision criteria includes fuel consumption, maintenance, carbon pricing, depreciation and other costs over the expected timeframe the fleet asset will be in operation, not just lowest purchase cost.

2. *Rightsizing*: Optimizing and increasing fuel efficiency of fleet assets, and rightsizing the total number of fleet assets by requirements sharing.

3. *Fuel Hierarchy*: Internal Combustion Engine fleet assets are only considered when all zero/low emissions alternative fuel options are unable to meet requirements, and rightsizing practices have been unable to provide an alternative to share those requirements.

4. *$150/tonne Carbon Pricing*: An internal carbon price used in financial decision making to quantify the benefits of reducing tailpipe emissions of fleet asset. This price would only be applied to business case analysis, with no transfer of funds occurring. $150/tonne CO_2e will be the initial price point, with potential price revisions assessed every three years at minimum.

5. *10% NPV Variance*: Carbon pricing and NPV life cycle costing used to determine the cost-effective threshold of 10% over in-kind replacement. If the price variance is less than 10%, the low carbon option is purchased. When outside of these parameters, a conventional ICE fleet asset may be considered.

A2. Key Performance Indicators

The following Key Performance Indicators (KPIs) will be used to assess requesting department adherence to and impact of this policy.

- Percentage of fleet assets purchased at each level of vehicle fuel hierarchy
- Percentage of fleet asset purchases postponed awaiting near-term green vehicle market availability
- Tonnes CO_2e reduced per fleet asset (as per carbon modelling)
- Total tonnes CO_2e reduced (as per carbon modelling)
- $/tonne of CO_2e reduced (as per carbon modelling) based on NPV and purchase price

KPI analysis will be completed in conjunction between Fleet Services and Climate Action.

Policy review is to occur upon the earlier of two years or completion of the overarching Fleet Policy.

A2. Definitions

Atlas Fleet Procurement Analysis Tool – a Microsoft Excel-based tool that provides decision-relevant information on the financial viability and environmental impact of light-duty vehicle fleet procurements. It was developed in partnership with the U.S. Department of Energy and is supported by Plug-in BC. The tool compares procurements side-by-side on a cost-per-distance-traveled basis and provides an analysis of cash flows and location-specific lifecycle emissions.

BEV – Battery Electric Vehicle. A type of electric vehicle that exclusively uses electric motors and motor controllers instead of internal combustion engines for propulsion.

Carbon Pricing – An internal carbon price used in financial decision making to quantify the benefits of reducing tailpipe emissions of fleet asset. This price would only be applied to business case analysis, with no transfer of funds occurring.

Charging Infrastructure – Infrastructure required to support BEV charging, including but not limited to Level 1 or Level 2 charging stations, electrical conduit, transformers, and other parking requirements.

Circuit Sharing – Multiple Level 2 chargers supplied from a single branch circuit, with demand controlled to ensure circuit rating is not exceeded.

CO_2e – Carbon dioxide equivalent.

Facility Manager – The individual(s) in charge of maintenance and capital projects at a given facility with required technical authority with respect to electrical charging infrastructure upgrades. In the majority of cases, this will be the Facilities Management department, but may be an equivalent representative at an individual facility.

Fleet Asset – All vehicles, as well as mobile light and heavy equipment, including, but not limited to: passenger vehicles, trailers, backhoes, tractors, service trucks, buses and fire trucks.

Fleet Asset Request Form – Form to request new fleet asset. May refer to CRD Vehicle Request form, CRD Mobile Equipment Request form, or CRD Fire/Rescue Vehicle Request form.

Fuel Hierarchy – A hierarchy of preferred fuel types used in fleet assets scaled for low emissions, with ZEVs at the top, PHEV and HEVs in the middle, and ICE vehicles at the bottom.

Hierarchy is as follows:

I. Zero Emission Vehicle (ZEV), such as Battery Electric or Hydrogen Fuel Cell
II. Plug-in Hybrid Electric Vehicle (PHEV)
III. Regenerative Hybrid Electric Vehicle (HEV)
IV. High Efficiency Diesel/Gasoline Internal Combustion Engine (ICE)

GHG – Greenhouse Gas.

HEV – Regenerative Hybrid Electric Vehicle. These vehicles are primarily powered by internal combustion engines, with greater efficiencies than conventional vehicles, due to batteries charged by regenerative braking.

ICE – Internal Combustion Engine (fuelled by gasoline or diesel).

KPI – Key Performance Indicators.

Level 1 Charging – BEV charging using conventional 120V wall sockets. This is the slowest form of charging.

Level 2 Charging – BEV charging using specialized 240V connections. Level 2 infrastructure charges BEVs three to seven times faster than Level 1 chargers.

Lifecycle Costing – All costs of an asset incurred over its lifespan, including upfront investment, operating costs, ongoing maintenance, fuel costs and less salvage value.

NPV – Net present value (NPV) is the value of all future cash flows (positive and negative) over the entire life of an investment, discounted by the time value of money to the present. This policy incorporates lifecycle costing and shadow carbon pricing to determine the most full cycle cost-effective option while also considering climate impact.

PHEV – Plug-in Hybrid Electric Vehicle. These vehicles are powered with a battery primarily charged from the electrical grid, but also contain an internal combustion engine.

Rightsizing of Fleet – Optimizing and increasing fuel efficiency of fleet assets, and rightsizing the total number of fleet asset by requirements sharing.

Telematics – is a method of monitoring an asset (car, truck, heavy equipment, etc.) by using GPS and/or onboard diagnostics to record data regarding movements, fuel use, and performance.

ZEV – Zero Emission Vehicle, such as Battery Electric or Hydrogen Fuel Cell.

A3. Description of Procedure

The following outlines the fundamental steps of the procedure for fleet asset procurement under this policy.

See Schedule B – Fleet Asset Acquisition Process for flowchart.

It is noted that the details of this procedure may be optimized and adjusted with time.

1 Fleet Asset Request form submitted to Fleet Services

Upon identifying a need for a new or replacement fleet asset, requesting department completes *Fleet Asset Request*s of the following types:

- CRD Vehicle Request (Schedule C) – relates to conventional passenger vehicles, as well as service trucks, vans and buses.
- CRD Mobile Equipment Request (Schedule D) – relates to mobile equipment used for construction, forestry, trail, garden, etc.
- CRD Fire/Rescue Vehicle Request (Schedule E) – relates to emergency response vehicles, such as firetrucks or other rescue equipment.

1.1 Make and Model

Fleet assets will be assessed on requirements listed in the Fleet Asset Request form, and carbon emissions measures in this policy. Specific fleet asset models may only be requested if requirements cannot be met with other models.

1.2 Facility Manager consultation and charging infrastructure

Facilities Management must be consulted to complete the Fleet Asset Request form to ensure parking and potential ZEV charging requirements are gathered.

An electrical panel load analysis and/or comprehensive engineering study must be performed at the facility to identify capacity for charging installation unless the new fleet asset will not require charging (i.e., specialized equipment with no ZEV/PHEV options). Older studies are acceptable, pending no major electrical equipment has been installed since the date of analysis.

2 Fleet Services Evaluations

Fleet Services assesses Fleet Asset Request form, ensuring rightsizing considerations have been taken into account, and identifying the appropriate level of the fuel hierarchy the requested vehicle will sit within based on the process described below and shown in Figure 2.

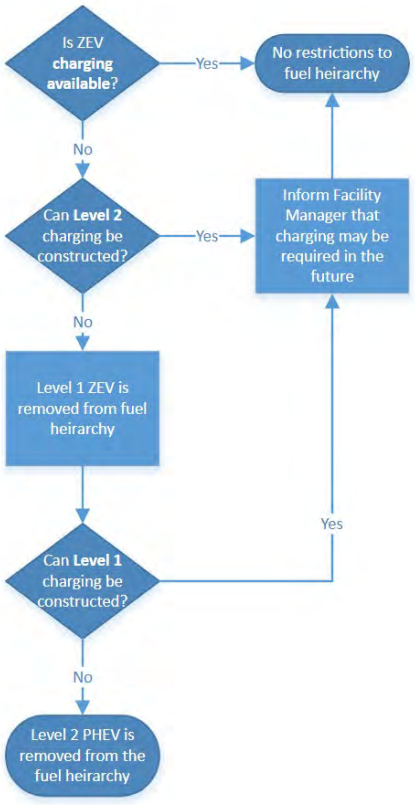


Figure 1: Fleet Services Evaluation Process

- If access to ZEV charging at facility is available currently or in the near future, no restrictions on fuel hierarchy are required.
- If access to ZEV charging at facility is unavailable, but no significant limitations to construction are identified, no restrictions on fuel hierarchy are required. Fleet Services informs Facility Manager that charging may be required in near future.
- If access to Level 2 charging is unavailable and cannot be constructed, Level 1 ZEV is removed from fuel hierarchy.
- If access to Level 1 charging is unavailable and cannot be constructed, Level 2 PHEV is removed from fuel hierarchy.

2.1 Engine Idle Limiters

The installation of engine idle limiters on all new PHEV, HEV and ICE fleet assets is required to save fuel, reduce engine run hours and decrease emissions. Where necessary, idle-limiting technologies able to bypass idle limitation for accessory equipment use, (i.e. service cranes), are to be installed. For staff using their vehicle to stay warm or cool during offsite work, suitable equipment can be installed that does not require idling the engine (eg. Electric cab heaters).

3 Climate Action evaluates the requirements and discusses with fleet

Climate Action reviews Fleet Asset Request form and initial fleet recommendations.

3.1 Emerging Technologies

Fleet Services and Climate Action assess additional technologies and operational changes to reduce emissions, including, but not limited to telematics, and implement when operationally and financially viable.

3.2 Purchase Delay

As ZEV technology matures, new vehicle types and classes are being added to the market. For fleet asset types with currently limited low carbon options, delaying purchasing may allow a purchase to move up the fuel hierarchy (e.g., from an ICE to a PHEV or ZEV).

Fleet Services and Climate Action will identify relevant opportunities to delay if new technologies are on the immediate horizon (e.g. within a year), which will be discussed during rightsizing conversations. Short-term leases may be included as stop-gap options.

It will be ultimately a decision of the requesting General Manager or other signing authority to weigh operational requirements as to whether the fleet asset purchase may be delayed.

4 Revisions Required

If issues are identified during 5.2 and 5.3, revisions are made to vehicle requirements in consultation with requesting department, Fleet Services and Climate Action.

If no revisions required, continue to 5.5.

5 Fleet Asset request is sent out for procurement

Fleet Services initiates procurement process based upon requirements gathered and scoped.

6 Fleet Services reviews the submissions and identifies appropriate fleet assets to undergo carbon modelling

Upon receiving procurement submissions, Fleet Services reviews proposals, initially populates Fleet Asset Acquisition form (Schedule C), and identifies potential fleet assets to undergo carbon modelling. Recommendations sent to Climate Action.

7 Climate Action performs carbon modelling, lifecycle costing and NPV analysis

Climate Action performs carbon modelling using Atlas Fleet Procurement Analysis Tool. NPV lifecycle costing and carbon pricing determines the cost-effective threshold of 10% over in-kind replacement. If the price variance is less than 10%, the low carbon option is purchased.

Differences in vehicle class lifespan are incorporated into NPV analysis using depreciation ratios, as per Atlas Fleet Procurement Analysis Tool.

When outside of these parameters, further procurement or selecting a fleet asset lower on the fuel hierarchy may be considered.

Climate Action populates relevant sections of the Fleet Asset Request form for Fleet review and provides and signs off on recommendation through the Fleet Asset Acquisition form.

8 Selected vehicle and associated cost is sent for review to requesting department for General Manager approval

Fleet Services finalizes Fleet Asset Request form and sends to requesting department for General Manager approval.

8.1 If new charging infrastructure will be required, facility manager is included in review

Inform Facility Manager of recommendation of vehicle and associated charging infrastructure requirement.

9 Revisions needed?

If no revisions are required, continue to 5.10.

In the event selected fleet asset is denied, discussions between the requesting department, Fleet Services and Climate Action will identify and rectify concerns.

- If concerns can be addressed with other received procurement documents, which fit within climate scope, redirect to section 5.8.
- If concerns can be addressed by going back out for procurement, redirect to section 5.2.
- If concerns cannot be addressed, fleet asset request is terminated.

10 Fleet asset acquisition and charging installation

Fleet asset and related parking arrangements are purchased and installed.

10.1 Fleet asset is ordered and purchased

Fleet Services orders/purchases fleet asset.

10.2 Facility Manager constructs appropriate charging infrastructure

Facility Manager makes parking arrangements, including construction of appropriate charging infrastructure, funded by that facility's capital budget.

If sufficient load capacity is unavailable, the electrical service is to be upgraded to allow for requested vehicle and futureproofed for future additional installs. If location and infrastructure costs are lower than upgrading existing equipment, additional dedicated electrical grid connections may also be considered.

The installation of Level 2 chargers is preferred. Level 1 charging may be substituted when facility budgets are restricted. Level 1 charging is insufficient for charging BEVs.

Circuit sharing across chargers is encouraged to address limited load capacity concerns, pending analysis showing operational requirements of vehicle will not be impacted.

11 Upon delivery, vehicle is internally outfitted with corporate logo, and when applicable, additional equipment and/or options are installed

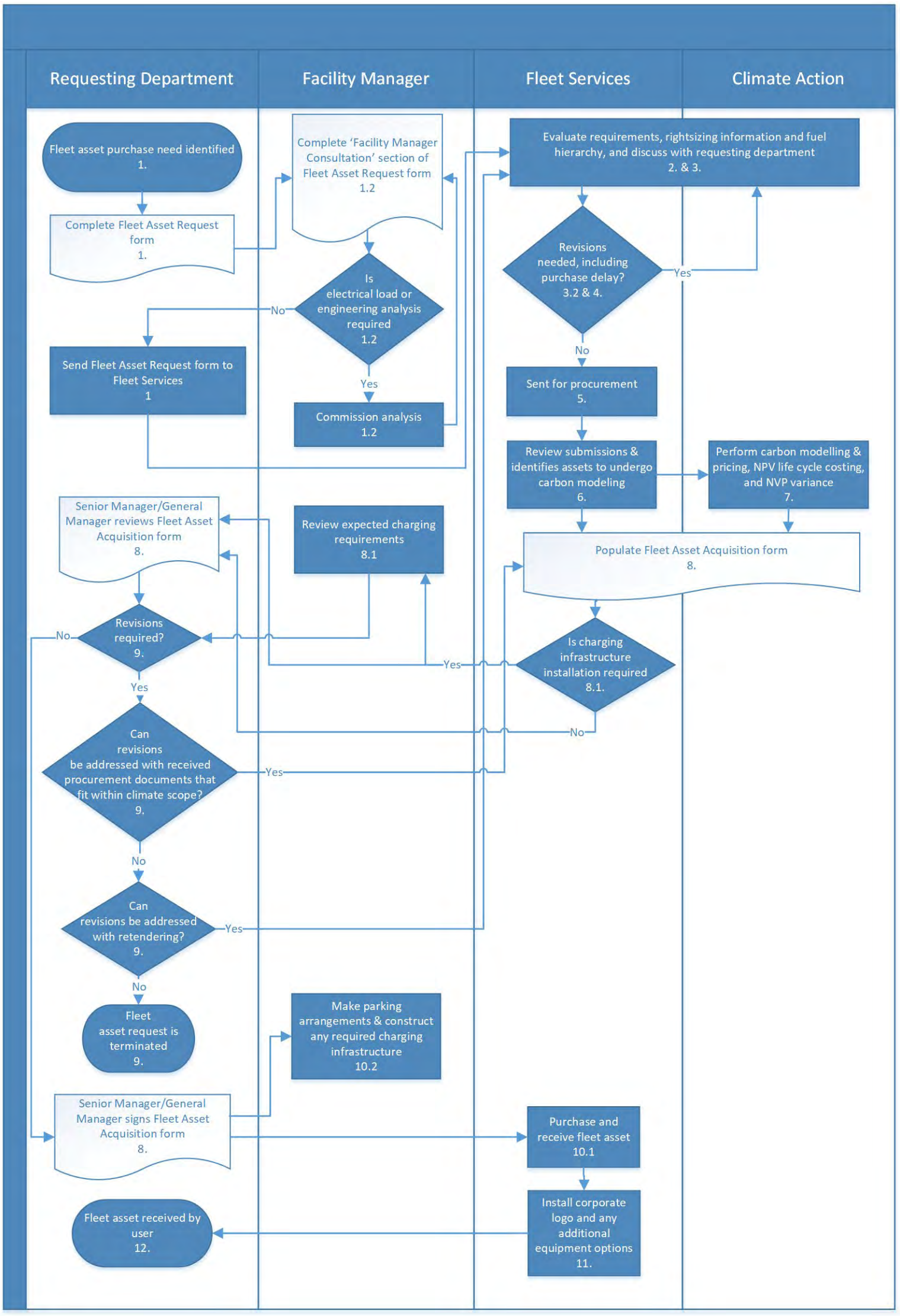
Fleet Services coordinates decals and equipment installation.

12 Fleet Asset is received by user

Vehicle is picked up from corporate fleet facility by end-user or arrangements are made for delivery to location.

Any necessary operator or mechanic familiarization and training will be offered at this time.

SCHEDULE B: FLEET ASSET ACQUISITION PROCESS



SCHEDULE C: CRD VEHICLE REQUEST

Purpose:

To assess and meet the requirements of new or replacement vehicles in accordance with their intended use throughout their life cycle in a fiscally responsible fashion, simultaneously supporting CRD's climate action goals.

Planning:

Before requesting a new vehicle, a requester should consider whether a new requirement could be met using the existing fleet. They should examine current vehicle utilization to determine whether pooling is feasible, particularly if some vehicles are being underutilized. For example, if two vehicles with low annual kilometres or low daily use are parked near each other, perhaps one of them could be pooled and the other one disposed of.

Similar considerations should be made for specialized vehicle requirements such as tow capacity or off road use. For example, if a passenger vehicle can suffice for the majority of usage, efforts should be made to purchase a passenger vehicle and share a medium or heavy duty vehicle when necessary. Similarly, high efficiency or alternative fuel vehicles of the same vehicle class should be prioritized when functionality requirements are not adversely impacted.

Background:

With a Corporate vision of achieving exemplary environmental stewardship and carbon neutrality, Fleet Services must exercise due diligence through a systematic evaluation process to ensure appropriate vehicles are selected for the task at hand.

As vehicle's account for over half of the corporation's Greenhouse Gas Emissions (GHG), it's essential we prioritize the deployment of zero-emission vehicles (ZEVs); ZEVs vehicles include pure battery plug-in electric, plug-in hybrid electric, and hydrogen fuel cell. Only when such technology is not available, inadequate or non-financially viable, low emission technologies is to be sourced where operationally feasible including regenerative breaking hybrid electric.

Funding:

Funding for a replacement or new acquisition must take into consideration the vehicle cost, along with the acquisition and installation of additional equipment. And when applicable, the revenues from the vehicle being disposed/replaced of. Financial Advisor should be consulted to ensure availability of funds.

Charging:

If not already complete, electrical panel load analysis must be performed at the facility at which the charging infrastructure is to be installed. If sufficient capacity is unavailable, the electrical service is to be upgraded to allow for requested vehicle and futureproofed for future additional installs. Additional dedicated electrical services may also be considered if location and infrastructure costs are lower than upgrading existing equipment.

Similar to conventional parking infrastructure, the facility at which the vehicle will be parked is responsible for the installation, maintenance and related costs of charging infrastructure via capital and operating budgets.

Requested By: _____ Date requested: _____

Department: _____ Division: _____

Section: _____

Is this a new entitlement: Yes ☐ No ☐

If No; Unit#: _____

Make Model: _____

Year: _____

Odometer Reading: _____

Distance Traveled over Prior three years: _____

Current Vehicle condition; what may cause excessive down time in the next six months:

Budget:

How much is budgeted for this vehicle: _____

New Vehicle Requirements:

What role is the vehicle intended for:

In addition to the driver, on average how many passengers will be travelling?: _____

Based on 160 hours/month what percentage is the expected use: _____

Average kilometers per month: _____

Average daily kilometers travelled: _____

Maximum distance travelled for a single trip (Km): _____

Average numbers of daily trips: _____

Location and or area of use - Geographical boundaries travelled:

The amount of “road” to “off road” monthly use (%): _____

Is there potential for sharing usage with existing fleet vehicles to meet the needs noted above?:

Yes ☐ No ☐

If no; why not. If yes, how and which vehicle(s):

Vehicle required to carry equipment and tooling: Yes ☐ No ☐

If yes; identify what type of equipment and approximate weight & size:

Vehicle required to tow a trailer: Yes ☐ No ☐

If yes; what are the trailer(s) in question? List unit number(s):

What percentage of time will equipment & towing be required?: _____

Is there potential for sharing equipment/off road/towing requirements with other vehicles:

Yes ☐ No ☐

If no; why not. If yes, how and which vehicle(s):

Adaptive / Assistive Technology for persons with disabilities: Yes ☐ No ☐

If yes; specify the requirements:

Other operational consideration for this vehicle not mentioned above:

Safety Options		**General Options**	
Emergency Braking	☐	Flashing amber light	☐
Collision Avoidance	☐	Directional light bar	☐
Rear Cross - Traffic monitoring	☐	2 Way radio	☐
Blind Spot Monitoring	☐	Seat Covers	☐
Bumper Proximity Sensors	☐	12V / 120V Power Inverter	☐
Backup Camera	☐	What electrical item(s) are going to be used:	
Backup alarm	☐	_____	
Bluetooth Hands Free	☐		

List any other special requirements and/or options:

When a pickup truck is a preferred option

Cab Type (select only one)		**Cargo Box size** (select only one)	
2 Doors (1 row of seating)	☐	5.5’ box	☐
Extended cab (rear doors - ½ size)	☐	6’ box	☐
Crew Cab (rear doors - full size)	☐	8’ box	☐
Headache rack	☐	Bed Slide	☐
Canopy		Running boards	☐
With side storage compartment	☐	Rear Flood lights	☐
No Side storage compartment	☐		

Facility Manager Consultation:

What facility (address) will the vehicle be located at overnight (if multiple, identify % parking expected at each facility):

What parking lot will the vehicle be located at overnight (if multiple, identify % parking expected at each lot):

What is the expected timeframe the vehicle will be not in service, and parked at above location (ex. 6 PM-8 AM):

At the above location, is there access to an electric vehicle charging station: Yes ☐ No ☐

If no charging station; has a load analysis or engineering study been completed to identify potential for charging infrastructure installation: Yes ☐ No ☐

If yes; what is the potential capacity and cost of a charger install (if available)

If no charging station; is charging infrastructure planned for the near future: Yes ☐ No ☐

If yes; identify plans including # of chargers and expected timeline below.

If no; identify significant limitations to installing a charging station (ex. load capacity, conduit locations):

Are there maximum height or length restrictions for vehicles parked at this location: Yes ☐ No ☐

Max. Height: _____ Max. Length: _____

Has Facility Manager identified other parking limitations or concerns: Yes ☐ No ☐

If yes; identify limitations or concerns:

Facility Manager Review Print Sign Date

Approvals

Manager	Print	Sign	Date
Senior Manager	Print	Sign	Date

You are agreeing to allow Fleet Services to solicit tenders for a new / replacement vehicle. By no means is this request intended to authorize the expenditures toward the acquisition of a vehicle.

Additional Comments:

Climate Action Comments:

Climate Action Reviewer	Print	Sign	Date

SCHEDULE D: CRD MOBILE EQUIPMENT REQUEST

Purpose: To assess and meet the requirements of new or replacement equipment (construction, forestry, trail, garden, etc.) in accordance with their intended use throughout their life cycle in a fiscally responsible fashion, simultaneously supporting CRD's climate action goals.

Note: For regular vehicle requests (cars, buses, trucks), use the CFS Vehicle Request form.

Requested By:		Date requested:	
Department:		Division:	
Section:		Parking Location:	

Existing Asset Information

Is this request for a replacement of an existing asset? Yes ☐ No ☐ If Yes:

Unit number:		Year:	
Meter Reading:		Make & Model:	

Existing equipment condition; what may cause excessive down time in the next six months:

New Asset Funding

ERF-E Order ☐		Capital Projects ☐		Cost Center ☐	
Settlement Cost Center:		Purchase Budget:			

New Asset Requirements

Briefly describe the new equipment requirements:
New auxiliary equipment to be purchased with the new asset:
Existing auxiliary equipment for which the new asset should be compatible:

List any other special requirements or options for the new asset:

Facility Manager Consultation:

Is there 120v electricity at this location which could be used for light equipment charging?:

Yes ☐ No ☐

If no; identify limitations (e.g. location is off-grid, limited plug availability etc.):

Has Facility Manager identified other limitations or concerns: Yes ☐ No ☐

If yes; identify limitations or concerns:

Facility Manager Review Print Sign Date

Approvals

Manager	Print	Sign	Date
Senior Manager	Print	Sign	Date

You are agreeing to allow Fleet Services to solicit tenders for a new / replacement vehicle. By no means is this request intended to authorize the expenditures toward the acquisition of an asset.

Additional Comments:

Climate Action Comments:

Climate Action Reviewer	Print	Sign	Date

SCHEDULE E: CRD FIRE/RESCUE VEHICLE REQUEST

Purpose: To assess and meet the requirements of new or replacement emergency response vehicles in accordance with their intended use throughout their life cycle in a fiscally responsible fashion, simultaneously supporting CRD's climate action goals.

Note: For regular vehicle requests (cars, buses, trucks), use the CFS Vehicle Request form.

Requested By:		Date requested:	
Department:		Division:	
Section:		Parking Location:	

Existing Asset Information

Is this request for a replacement of an existing asset? Yes ☐ No ☐ If Yes:

Unit number:		Year:	
Meter Reading:		Make & Model:	

Existing vehicle condition; what may cause excessive down time in the next six months:

New Asset Funding

ERF-E Order ☐		Capital Projects ☐		Cost Center ☐	
Settlement Cost Center:		Purchase Budget:			

New Fire/Rescue Vehicle Requirements

Briefly describe the new requirements:
New auxiliary equipment to be purchased with the new asset:
Existing auxiliary equipment for which the new asset should be compatible:

List any other special requirements or options for the new asset:

Facility Manager Consultation:

What facility (address) will the vehicle be located at overnight (if multiple, identify % parking expected at each facility):

What parking lot will the vehicle be located at overnight (if multiple, identify % parking expected at each lot):

At the above location, is there access to an electric vehicle charging station: Yes ☐ No ☐

If no charging station; has a load analysis or engineering study been completed to identify potential for charging infrastructure installation: Yes ☐ No ☐

If yes; what is the potential capacity and cost of a charger install (if available)

If no charging station; is charging infrastructure planned for the near future: Yes ☐ No ☐

If yes; identify plans including # of chargers and expected timeline below.

If no; identify significant limitations to installing a charging station (ex. load capacity, conduit locations):

Are there maximum height or length restrictions for vehicles parked at this location:

Yes ☐ No ☐

Max. Height: _____ Max. Length: _____

Has Facility Manager identified other parking limitations or concerns: Yes ☐ No ☐

If yes; identify limitations or concerns:

Facility Manager Review Print Sign Date

Approvals

Manager	Print	Sign	Date
Senior Manager	Print	Sign	Date

You are agreeing to allow Fleet Services to solicit tenders for a new / replacement vehicle. This request does not authorize the expenditure toward the acquisition of a vehicle.

Additional Comments:

Climate Action Comments:

Climate Action Reviewer	Print	Sign	Date

SCHEDULE F: FLEET ASSET ACQUISITION

Fleet

Requested By:		Date requested:	
Department:		Division:	
Section:		Vehicle Location:	
☐ New Vehicle ☐ Replacement Vehicle			
Background and Rightsizing:			

New Vehicle/Equipment Recommendation

Is the lowest carbon option being recommended: ☐ Yes ☐ No ☐ N/A			
Year, Make, Model:		Type:	
Purchase Price:		☐ Standard vehicle specification	☐ Custom build
Recommendation notes:			

(1) Pricing includes taxes and delivery and applicable government incentive programs:

Vehicle Being Replaced

Unit number:	N/A
EMR #:	N/A
Asset #:	N/A

Year, Make & Model:	N/A
Odometer:	N/A

New Vehicle/Equipment Funding

ERF-E Order ☐		Capital Projects ☐		Cost Center ☐	
Disposal: ☐ Transfer ☐ Auction ☐ Trade In				Estimated Value:	N/A
Settlement Cost Center:		Monthly Charge out rate:			

Tender Information

Tender Date:			Tender #:			Zero Emission Vehicle Bids received:	Yes ☐ No ☐
Bids received:		Low:		High:		Delivery from Order date:	

(1) Pricing includes taxes and delivery and applicable government incentive programs:

Life Cycle Assessment:

Proponent	Description	Price	Lifecycle Cost		Lifecycle GHG Emissions	
			NPV*	% from Baseline**	Tonnes CO2e*	% from Baseline***
	Option 1 - Baseline					
	Option 2					
	Option 3					

(1) Pricing includes taxes and delivery and applicable government incentive programs

* Values obtained from Atlas Fleet Procurement Analysis Tool

** Baseline vehicle is MRSP of an equivalent gasoline vehicle. May not be the lowest NPV cost. Negative values indicate price is lower than baseline.

***Negative values indicate carbon savings. Positive values indicate vehicle emits more carbon than baseline.

Concurrences

Print

Manager Signature Date

Corporate Fleet

Print

Senior Manager Signature Date

Environmental Protection

Print

Requesting Manager Signature Date

Purchase Approvals

Print

Senior Manager	Signature	Date
Requesting Division		

Print

General Manager	Signature	Date
Requesting Department		

You agree to allow Fleet Services to purchase the above vehicle on your behalf.

Maintenance Management

Unit number (F Order): _____

Equipment Master Record #: _____

Equipment Master Record Description: _____

Finance

E Order: _____

RF Order: _____

Asset #: _____

Making a difference...together

CAPITAL REGIONAL DISTRICT
CORPORATE POLICY

Policy Type	Administrative		
Section			
Title	CORPORATE CARBON PRICE		
Adopted Date	April 3, 2023	Policy Number	ADM101
Last Amended			
Policy Owner	Parks & Environmental Services (Climate Action)		

1. POLICY:

It is the policy of the Capital Regional District (CRD) to apply an internal price per tonne of carbon emissions to represent the social, environmental and economic benefits of carbon pollution reduction.

This carbon price will be considered in life-cycle cost analyses for project or procurement option analyses that fall within the scope of this policy and provide a consistent dollar value to be used in related policies and procedures.

2. PURPOSE:

Applying the carbon price to life-cycle cost analyses for CRD projects and procurement will help prioritize energy efficiency and carbon-mitigating projects while aiding the CRD in achieving its greenhouse gas reduction targets and climate action priorities.

3. SCOPE:

The carbon price policy applies to all options analyses that use Life-cycle Cost Analysis (see definitions) involving the following assets and operations:

1. Fleet Purchases
2. New Buildings
3. Building Retrofits
4. Fuel-burning Equipment
5. Energy Purchases

This policy applies to all CRD entities, including hospital and housing districts. The carbon price outlined in this policy may be used outside of this scope if determined to be useful for a specific project or procurement process.

4. DEFINITIONS:

Carbon Dioxide Equivalent (CO_2e)	The standard metric used to quantify and compare the effects of different types of greenhouse gas emissions expressed in equivalent tonnes of carbon dioxide over a 100- year timeframe.
Carbon Price	The dollar value assigned by the CRD to one tonne of CO2e emissions.
Life-cycle Cost Analysis	The process of assessing the total costs of an asset, project, or process (including upfront, operation and maintenance, and disposal costs) to inform decision making.
Options Analysis	A process in project design or purchasing where a shortlist of options is assessed against a range of criteria in order for project decision-makers to choose or recommend an option for implementation within a project (e.g., selecting a building

	heating system type) or a purchase (e.g., purchasing a new fleet vehicle).
Building Retrofits	Upgrades or replacement of major equipment, systems or external structure of an existing building (e.g., improving or replacing ventilation and heating systems, windows, or insulation).

5. PROCEDURE:

If a project or procurement process requires a life-cycle cost assessment and falls within the scope of this policy, then the cost assessment must apply the cost of carbon, as defined in Schedule A, for the estimated carbon emissions of each option over the defined assessment period. This cost of carbon should be used instead of the federal carbon tax for these assessments to prevent double-counting (e.g., adding the cost of carbon on top of the federal carbon tax). Schedule B presents a recommended process for decision making when using a carbon price, noting that final decisions will be subject to a review of all criteria including service and budgetary requirements.

6. SCHEDULE:

A. CARBON PRICE SPECIFICATION

B. DECISION MAKING PROCESS GUIDANCE

C. EXAMPLE LIFE-CYCLE COST ASSESSMENTS WITH A CARBON PRICE

7. AMENDMENT(S):

Adoption Date	Description:
April 3, 2023	ELT

8. REVIEW(S):

Review Date	Description:
None	(Insert date of scheduled review; results of review; and dates of next review in new table entry)

9. RELATED POLICY, PROCEDURE OR GUIDELINE:

Green Fleet Policy

Green Building Policy

SCHEDULE A: CARBON PRICE SPECIFICATION

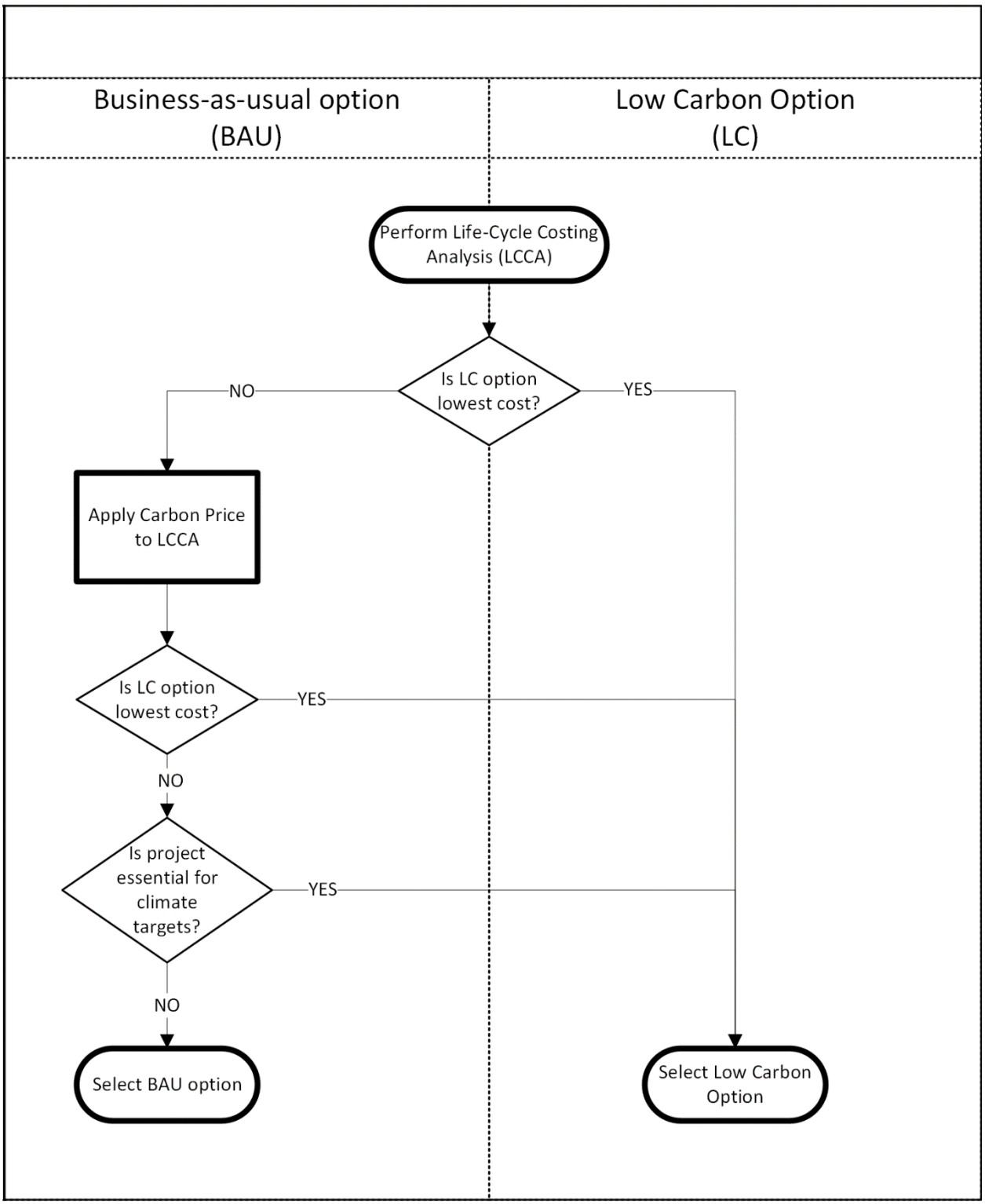
The internal carbon price used by the CRD is $170 per tonne of CO_2e emissions.

This price is in line with the federal carbon tax level to be applied in 2030. This price may be amended, acting reasonably, considering provincial or federal equivalents, by the CAO.

SCHEDULE B: DECISION MAKING PROCESS GUIDANCE

The flowchart below presents a recommended process to use a carbon price in an options analysis using life-cycle costing to select the best-value choice.

Final decision making is still subject to staff review of all decision making criteria as well as funding limitations. Low carbon options must still meet all of the minimum functional and service requirements.


Business-as-usual option (BAU)
Low Carbon Option (LC)
Perform Life-Cycle Costing Analysis (LCCA)
Is LC option lowest cost?
NO
YES
Apply Carbon Price to LCCA
Is LC option lowest cost?
YES
NO
Is project essential for climate targets?
YES
NO
Select BAU option
Select Low Carbon Option

SCHEDULE C: EXAMPLE LIFE-CYCLE COST ASSESSMENTS WITH A CARBON PRICE

Example 1: Selecting a heating source for a detached home (Gas furnace versus electric heat pump)

The following example shows a simple application of a carbon price policy. The table shows a life-cycle costing option evaluation for a new heating system for an average-sized detached home in Victoria and applies a carbon price of $170 per tonne. It considers full life-cycle costs including equipment, installation and disposal, maintenance, and energy costs. A similar process would be applied to commercial buildings.

If a cost of carbon is excluded, the analysis shows the gas furnace costing less overall ($18,187 versus $20,300). However, the electric heat pump costs approximately 25% less when a cost of carbon is incorporated ($20,994 versus $26,668), which considers the overall benefits of reducing carbon pollution. Therefore, in this option analysis with a carbon price policy of $170 per tonne, the electric heat pump would be selected as the option that provides the best value.

			OPTION 1 **Gas furnace**	OPTION 2 **Electric Heat Pump**
Criteria	Lifetime*	years	15	15
	Heating Load[1]	kWh	17000	17000
	Efficiency*	%	92%	250%
	Annual Energy Use	kWh	18478	6800
	Energy Unit Cost*	$/kWh	$0.04	$0.10
	GHG intensity[2,3]	kg CO2e/kWh	0.18	0.04
	Annual GHGs	tCO2e	3.33	0.272
	Internal Carbon Price	$/tCO2e	$170.00	$170.00
Fixed Costs	Equipment & Installation*		$5,000.00	$14,000.00
	Government Rebates		$0.00	-$6,000.00
	End of Life Disposal*		$300.00	$300.00
Annual Costs	Annual Cost of Carbon		$565.43	$46.24
	Annual Energy Costs		$739.13	$680.00
	Annual Maintenance*		$120.00	$120.00
	TOTAL Annual Costs		**$1,424.57**	**$846.24**
	TOTAL Without Cost of Carbon		$859.13	$800.00
Total Cost	Lifetime of Annual Costs		$21,368.48	$12,693.60
	Sum of Fixed Costs		$5,300.00	$8,300.00
	TOTAL Life-cycle Cost		**$26,668.48**	**$20,993.60**
	TOTAL Without Cost of Carbon		$18,186.96	$20,300.00

* Estimated values

References

1 https://www.nrcan.gc.ca/sites/www.nrcan.gc.ca/files/energy/pdf/energystar/Heating_with_Electricity.pdf
2 https://www2.gov.bc.ca/gov/content/environment/climate-change/industry/reporting/quantify/electricity
3 2020 B.C. Methodological Guidance for Quantifying Greenhouse Gas Emissions

Example 2: Purchasing a Fleet Vehicle (Electric Vehicle versus Internal Combustion Engine)

The following outlines an example of the application of the carbon price policy to a vehicle purchase decision between an electric vehicle and an internal combustion engine vehicle of the same type, a 2021 Kia Soul. The analysis is a summary of the output from Atlas, a fleet vehicle life-cycle costing tool. The analysis includes full life-cycle costs including retail price (MSRP), fuel, maintenance, and resale value at the end of the eight-year period.

The results of the analysis show that the electric vehicle costs the least over the total ownership period, even without the carbon price included ($38,537 versus $47,768). Including the cost of carbon indicates even better value for the electric vehicle when considering life-cycle cost ($38,585 versus $49,832). This option analysis would therefore recommend that the electric vehicle be purchased.

			Internal Combustion Vehicle	**Electric Vehicle**
Criteria	Vehicle Model		2021 Kia Soul	2021 Kia Soul EV
	Lifetime	years	8	8
	Annual Vehicle Mileage	km	15,000	15,000
	Fuel Consumption	L/100km	8	2.02
	GHG intensity	kg CO2e/kWh	2.88	0.03
	Annual GHGs	tCO2e	3.3	0.1
	Internal Carbon Price	$/tCO2e	$170.00	$170.00
Fixed Costs	MSRP		$21,195.00	$42,995.00
	Rebates		$0.00	-$8,000.00
	Resale Value		-$4,587.00	-$8,194.00
Annual Costs	Annual Cost of Carbon		$258.00	$6.00
	Annual Fuel Costs		$1,633.00	$336.00
	Annual Maintenance		$2,262.00	$1,131.00
	TOTAL Annual Costs		**$4,153.00**	**$1,473.00**
	TOTAL Without Cost of Carbon		$3,895.00	$1,467.00
Total Cost	Lifetime of Annual Costs		$33,224.00	$11,784.00
	Sum of Fixed costs		$16,608.00	$26,801.00
	TOTAL Life-cycle Cost		**$49,832.00**	**$38,585.00**
	TOTAL Without Cost of Carbon		$47,768.00	$38,537.00

References

Atlas Fleet Procurement Analysis Tool v1.20
https://www.atlasevhub.com/resource/fleet-procurement-analysis-tool/

Making a difference...together

REPORT TO FINANCE COMMITTEE
MEETING OF WEDNESDAY, MAY 03, 2023

SUBJECT **Capital Regional District 2022 Audit Findings Report and Statement of Financial Information**

ISSUE SUMMARY

To approve the Capital Regional District (CRD) 2022 Statement of Financial Information (SOFI) and receive the 2022 Audit Findings Report for information.

BACKGROUND

The *Local Government Act* and the *Community Charter* require local governments to prepare financial statements each calendar year in accordance with Generally Accepted Accounting Principles and Canadian Public Sector Accounting Board (PSAB) standards. In addition, the statements must be independently qualified by an auditor.

The financial statements, along with the annual filing of the Local Government Data Entry (LGDE) form, must be submitted to the Inspector of Municipalities and available for public viewing by May 15. The Consolidated Statement of Financial Information and the annual report must be completed by June 30 annually.

With the annual audit complete, and in alignment with PSAB regulations, management has prepared the required five statements with explanatory notes:

1. Consolidated Statement of Financial Position
2. Consolidated Statement of Operations
3. Consolidated Statement of Change in Net Debt
4. Consolidated Statement of Remeasurement Gains and Losses
5. Consolidated Statement of Cash Flows

In addition, the Statements of Financial Information (Appendix A) includes:

1. Schedule of Remuneration and Expenses – Employees
2. Schedule of Remuneration and Expenses – Directors and Alternate Directors
3. Schedule of Remuneration and Expenses – Committee and Commission Members
4. Statement of Severance Agreements
5. Schedule of Payments to Suppliers for Goods and Services
6. Schedule of Guarantee and Indemnity Agreements

To complete the financial package the following appendices are also included:

Appendix B - Unaudited statements that present long-term debt, reserves and financial statements for each service

Appendix C - Analysis of the Consolidated Statement of Change in Net Debt, Consolidated Statement of Remeasurement Gains and Losses and Consolidated Statement of Cash Flows

Appendix D - Canadian Municipal Governments Credit Rating Methodology
Appendix E - Financial indicator analysis on the 2022 CRD results
Appendix F - The 2022 Audit Findings Report from KPMG

The Audit Findings Report summarizes responsibilities of the auditor, scope of work and audit results. The report also confirms there were no significant changes in the audit approach from the Audit Planning Report presented to the Board on January 11, 2023, and the audit findings confirm the financial statements present fairly, in all material respects, the financial position of CRD as at December 31, 2022.

ALTERNATIVES

Alternative 1
The Finance Committee recommends to the Capital Regional District Board:
That the Capital Regional District 2022 Statement of Financial Information be approved.

Alternative 2
That the Capital Regional District 2022 Statement of Financial Information be referred back to staff for additional information.

IMPLICATIONS

Financial Implications

Audit Findings Report

The Auditor's opinion is included as part of the Independent Auditors' Report within the financial statements (Appendix A).

The Audit Findings report (Appendix F) provides the results of their audit, and further discusses areas of focus identified in the Audit Planning Report presented to Board on January 11, 2023. Also included in the report is a summary of uncorrected adjustments on page 9. Adjustments made during the course of audit field work are a result of both findings by management and KPMG through various reconciliation and testing activities.

Adjustments may remain uncorrected when an element of uncertainty exists and/or the adjustment has a material impact on accounting activities in a defined period but not considered to have an impact on decision making. All uncorrected adjustments are below the materiality threshold determined by the auditor. KPMG concurs with management's assessment of year-end adjustments.

Financial Statements

The Consolidated Statement of Financial Position and the Consolidated Statement of Operations form the basis of the audited financial statements and are similar to the Balance Sheet and Income Statement in private organizations.

The Capital Region Housing Corporation (CRHC) financials are consolidated in the CRD financial statements, as required by PSAB Standards.

HIGHLIGHTS

1. Consolidated Statement of Financial Position

The Statement of Financial Position highlights the following four key elements that together describe the financial status of the organization:

a. Financial Assets and Liabilities (cash resources and obligations)
b. Net Debt Position (calculated as the difference between financial assets and liabilities)
c. Non-Financial assets that are held for service provision (such as tangible capital assets) and
d. The accumulated surplus (referred to as equity in private organizations)

Financial Assets

Financial assets are non-physical assets whose value is derived from a contractual claim. The financial assets as of year-end consist of cash, investments, accounts receivable and debt recoverable from member municipalities. Total financial assets were $606.3 million as of year-end, an increase of $3.3 million or 1% from prior year. Table 1 summarizes financial assets as of December 31 with comparative changes year over year:

Table 1 – Change in Financial Assets Year over Year ($ millions)

Description	2022	2021	$ Change	% Change
Cash and Cash Equivalents	56.6	144.1	(87.5)	(61%)
Investments	344.4	213.5	130.9	61%
Accounts Receivable	24.8	55.8	(31.0)	(56%)
Member and Third-Party Debt	176.4	185.5	(9.1)	(5%)
Municipal Finance Authority (MFA) Debt Reserve Fund	4.1	4.1	0.0	0%
Total Assets	**$606.3**	**$603.0**	**$3.3**	**1%**

Cash and cash equivalents include cash on hand and bank deposits. The balance decreased in 2022 by ($87.5) million primarily as more funds held in investments with market interest rates on investments higher than those on deposits. Further detail on changes in cash are discussed in Appendix C: Other Financial Statement Analysis, under Consolidated Statement of Cash Flows.

Investments include short-term holdings of $96.7 million and long-term holdings of $247.7 million. The increase in investments of $130.9 million over 2021 is the result of higher levels of cash held

in reserve for future use and higher levels of cash held to fund operations as a result of higher short-term rates of return on investments over cash deposits.

Accounts receivables are due through the normal course of business. The balance at year-end will vary as a result of the timing of invoicing and payments. The decrease of ($31.0) million, or 56% from prior year, was due to a 2021 federal grant for $35.8 million relating to the Residuals Treatment Facility that was collected during the year, offset by a $2.5 million increase in accrued Guaranteed Investment Certificate (GIC) and term deposit interest receivable and a $1.2 million increase in construction holdback receivable for grants relating to the construction of affordable housing projects.

In the financial statements, debt recoverable from member municipalities and other entities represents the amount due from third parties to the CRD for debt borrowed through MFA on their behalf. Payments received are in turn owed to the MFA, so a liability equal to the receivable is also recorded, the two offset for no impact on CRD's net debt position. Member municipalities and other entities debt decreased by ($9.1) million or 5%, consisting of $5.4 million in new borrowing offset by ($14.5) million of repayments.

The debt reserve fund is the amount held by the MFA as security for debt obligations issued to the district. These amounts are refundable, with interest upon debenture maturity. Cash deposits of $4.1 million (excluding member municipalities) are presented as a receivable on the financial statements. This balance changes in alignment with debt issues and maturities.

Liabilities

Liabilities are obligations or debt that will be settled through financial assets. These obligations represent the costs for goods and services consumed and owed by the CRD. Liabilities are used to finance operations and capital construction or acquisitions. As of December 31, 2022, liabilities totaled $681.6 million, a decrease of ($20.4) million or 3% from prior year. Table 2 provides balances and year over year changes:

Table 2 – Change in Liabilities Year over Year ($ millions)

Description	2022	2021	$ Change	% Change
Accounts Payable and Accrued Liabilities	37.4	31.0	6.4	21%
Deferred Revenue	48.1	49.0	(0.9)	(2%)
Short-Term Debt	23.0	25.7	(2.7)	(11%)
Long-Term Debt	559.0	582.9	(23.9)	(4%)
Landfill Closure and Post-Closure Liability	12.7	11.9	0.8	7%
Other Liabilities	1.4	1.5	(0.1)	(7%)
Total Liabilities	**$681.6**	**$702.0**	**($20.4)**	**(3%)**

Accounts payable increased by $6.4 million or 21% compared to 2021. This can be attributed to a general increase in operating expenses of 12%, $0.8 million for the Hartland biogas upgrading facility, a $0.5 million Wastewater Treatment Plant (WTP) performance incentive payment relating to the facility operating as guaranteed by the builder over the performance period and a $2.0 million increase in CRHC construction payables relating to the Michigan Square and Caledonia

projects. Trade payables fluctuate year over year based on operational needs and timing of vendor invoicing.

The decrease in deferred revenue of ($0.9) million is primarily due to the recognition of ($1.6) million of deferred revenue relating to the construction of the Rocky Point Water System.

Short-term debt details are disclosed in Note 4 to the financial statements. In 2022 the balance decreased by ($2.7) million. This was due to $26.5 million of new borrowing of which $21.0 million was for construction financing relating to the Michigan Square and Twenty-Seven Eighty-Two housing projects. The new borrowing was offset by a ($13.0) million net repayment of short-term debt relating to managing the timing of significant WTP cash flows, ($9.0) million converted to long-term debt and a ($2.2) million forgivable loan relating to the Caledonia housing project.

Long-term debt includes balances for CRD, CRHC and member municipalities, details are disclosed in Note 5 of the financial statements. Of the $559.0 million in long-term debt, the CRD and CRHC portion is $382.6 million, a decrease of ($20.8) million or 5%. The decrease is primarily driven by principal debt repayments and sinking fund earnings of ($30.2) million offset by new borrowing of $9.4 million. New borrowing consisted of a CRHC mortgage of $4.5 million for Michigan Square, $3.0 million in transfers from short-term debt, $1.0 million sewer capital for Magic Lake Estates and $0.5 million for regional parks. The remaining $176.4 million is debt borrowed on behalf of member municipalities and other entities which decreased by ($3.1) million in the year.

Landfill closure and post-closure liability increased by $0.8 million, representing an additional year of capacity usage.

Non-Financial Assets

Non-financial assets are resources held for service delivery over one or more future periods. Examples include tangible capital assets, inventories of supplies and prepaid portions of land leases. Table 3 lists balances of non-financial assets and changes from the previous year:

Table 3 – Change in Non-Financial Assets Year over Year ($ millions)

Description	2022	2021	$ Change	% Change
Tangible Capital Assets	1,987.9	1,949.4	38.5	2%
Other Non-Financial Assets	3.6	3.4	0.2	6%
Total Non-Financial Assets	**$1,991.5**	**$1,952.8**	**$38.7**	**2%**

Non-financial assets increased by $38.7 million to $1.99 billion in 2022. This was mainly driven by an increase in tangible capital assets of $38.5 million where acquisition and contributions were valued at $101.8 million offset by ($61.3) million in amortization and ($1.9) million in disposals.

Significant asset acquisition or contributions include:

- $34.0 million for affordable housing projects such as Twenty-Seven Eighty-Two building, Michigan Square Redevelopment and Caledonia Redevelopment affordable housing projects
- $4.7 million Rocky Point Water Systems project

Accumulated Surplus

The accumulated surplus or net book value of equity for the CRD is $1.92 billion, where the organization has assets (financial and non-financial) of greater value than what it owes (liabilities). Table 4 below summarizes accumulated surplus by category.

Table 4 – Accumulated Surplus Categories ($ millions)

Description	2022	2021
Equity Invested in Tangible Capital Assets	1,582.4	1,526.4
Capital and Operating Reserves	174.5	170.3
Net Operating Funds	165.9	158.2
2022 Accumulated Surplus	**$1,922.8**	**$1,854.9**

2022 CRD net operating funds of $165.9 million represents 8.6% of accumulated surplus. The remaining 91.4% of accumulated surplus is equity invested in tangible capital assets ($1,582.4 million) and capital and operating reserves ($174.5 million). All balances have increased over the prior year reflecting equity growth in line with growth of the organization to meet community needs. Equity along with appropriate levels of debt is key to funding sustainable service delivery.

Operating Reserve Funds enable each service area to set aside funds to mitigate fluctuations in revenue driven by cyclical expenditures, unforeseen expenses and special one-time operating projects. Capital Reserve Funds accumulate resources for future capital expenditures. Periodically, services transfer either budgeted or operating surplus funds to their respective capital reserve. Reserve health directly correlates to the resiliency of a service to maintain services levels overtime while withstanding challenges.

2. Consolidated Statement of Operations

The Statement of Operations identifies results of financial activities for the fiscal year by presenting revenues less expenses on an accrual basis. Under accrual accounting and the matching principle, the CRD records economic events regardless of when cash is actually received or used, with the objective of matching period revenues with incurred costs.

As required by PSAB reporting standards, the budget authorized by bylaw is included on the Statement of Operations and has been adjusted to exclude reserve transfers and principal repayment to better align budget to actual revenue and expense. Note 15 to the financial statements provides more information about budget data within the financial statements.

Other differences from budget exist where accounting standards require recognition of transactions different than legislative requirements of budget. Budget is established to determine revenue requirements and set expenditure authority, differences such as labour allocations, inter-service recoveries, grant revenue, deferred revenue, donations and amortization expense are all differences that exist or are not reflected in budget.

Revenue

2022 Revenue was $327.2 million, a decrease of ($77.7) million or (19%). Revenue totals by type and changes from the previous year are summarized in Table 5.

Table 5 – Change in Revenue Year over Year ($ millions)

Description	2022	2021	$ Change	% Change
Government Transfers	174.2	258.4	(84.2)	(33%)
Sale of Services	92.1	87.8	4.3	5%
Affordable Housing – Rental Income	22.5	19.4	3.1	16%
Other Revenue	17.1	21.6	(4.5)	(21%)
Investment Income	8.8	4.5	4.3	96%
Actuarial Adjustment of Long-Term Debt	5.8	5.5	0.3	5%
Grants in Lieu of Taxes	4.0	3.6	0.4	11%
Developer Contributions	2.7	4.1	(1.4)	(34%)
Total Revenue	**$327.2**	**$404.9**	**$(77.7)**	**(19%)**

Primary drivers for changes in revenue are:

- Government transfers decreased by ($84.2) million. This was largely due to receiving large one-time ($97.8) million federal and provincial grants for the construction of the WTP and Residuals Treatment Facility in 2021. This is offset by an increase of $10.6 million in provincial housing grants received in 2022 for the construction of affordable housing.
- $4.3 million increase in sale of services due to a $2.1 million increase in Hartland landfill revenue, a $1.1 million increase in recreation center revenue and a $0.7 million increase in water sales due to higher demand for services year over year.
- $3.1 million increase in affordable housing revenue was due to a full year of occupancy in the new West Park and Hockley House buildings.
- ($4.5) million decrease in other revenues due to a decrease of ($3.7) million in revenues for donated assets.
- $4.3 million increase in interest earnings due to increased interest rates resulting in favourable returns from term deposits and GICs through 2022.
- $0.3 million increase in actuarial adjustment of long-term debt also due to interest rate increases. The actuarial adjustment of long-term debt is the estimated return on the invested balance of MFA principal repayments.
- $0.4 million increase in grants in lieu of taxes is a result of an increase in federal payments in lieu of taxes.
- ($1.4) million decrease in revenue recognized relating to developer contributions for water infrastructure assets and household water connections in the Juan de Fuca Water Distribution service.

Expenses

Expenses in 2022 increased by $27.1 million or 12% to $259.3 million. As shown in the segmented reporting, Note 20 in the consolidated financial statements, the change by expense type over the previous year is summarized in Table 6:

Table 6 – Change in Expenses Year over Year ($ millions)

Description	2022	2021	$ Change	% Change
Salaries, Wages and Benefits	83.2	74.5	8.7	12%
Contract for Services and Consultants	28.8	23.4	5.4	23%
Amortization of Tangible Capital Assets	61.3	58.5	2.8	5%
Interest on Debt	23.1	21.7	1.4	6%
Other Expenses	62.9	54.1	8.8	16%
Total Expenses	**$259.3**	**$232.2**	**$27.1**	**12%**

Expense changes were driven by:

- $8.7 million increase in salaries, wages and benefits related to contractual agreements within new collective agreement and an increase in staff resources.
- $5.4 million increase in contract for services and consultants can be attributed to $1.2 million relating to the optimization of operations at the WTP, $1.4 million for the Rocky Point Water System project with the Department of National Defence and general inflationary cost pressures.
- $2.8 million increase in amortization on tangible capital assets due to a full year of amortization for the Residuals Treatment Facility and other new asset additions for the year.
- $1.4 million increase in interest on debt was driven by member municipality interest costs increasing by $0.8 million and $0.5 million due to a full calendar year of interest on the Residuals Treatment Facility debt.
- $8.8 million increase in other expenses is driven by an increase of $1.4 million in housing grants-in-aid payments, an increase of $1.5 million in municipality debt principal repayments, a one-time non-cash accounting adjustments totalling $2.1 million and general inflationary cost pressures.

2022 Annual Surplus

The net difference between revenues and expenses for 2022 is an annual surplus of $67.9 million. Summarized in Table 7 on the next page are the change in accumulated surplus as a result.

Table 7 – Surplus Reconciliation ($ millions)

Description	2022	2021
Increase in Capital Equity	56.0	85.3
Increase in Capital and Operating Reserves	4.2	28.9
Increase in Operating Funds	7.7	58.5
2022 Annual Surplus	**$67.9**	**$172.7**

The surplus of $67.9 million is lower than the 2021 surplus of $172.7 million, by ($104.1) million or (60%). The change is primarily attributable to lower grant revenue due to significant one-time grants received in 2021 for the WTP.

The increase in equity, reserves and operating funds represent the intended use of surplus to fund future capital, reserves and annual operating costs.

3. Other Financial Statement Analysis

Summaries and analysis of the remaining three statements can be found in Appendix C:

- Statement of Changes in Net Debt
- Statement of Remeasurement Gains and Losses
- Statement of Cash Flows

Financial Indicators

As in prior years, the consolidated financial health of the organization is monitored and reported through financial indicators (Appendix E). These measures demonstrate a consistent, healthy financial position based on operational needs, market conditions and debt servicing costs.

Emerging Accounting Issues

Asset Retirement Obligations

As identified in Appendix 4 and page 24 of the Audit Findings Report (Appendix F), the upcoming asset retirement obligation change is a significant accounting standard that will take effect for the year ending December 31, 2023. The new standard addresses the recognition, measurement, presentation and disclosure of legal obligations associated with the retirement of tangible capital assets. It will require the CRD to record a liability in the financial statements related to future costs of any legal obligations to be incurred upon retirement of controlled tangible capital assets. Inventory and valuation work is currently underway for next year, early work suggests there will be a significant adjustment to both the liabilities and assets of the organization.

In particular, it is expected the introduction of the new accounting standards for asset retirement obligations will result in a significant revaluation of the landfill liability and recognition of all closure and post-closure costs. The standard will require the entire post-closure liability to be recorded upfront rather than over time as is currently done. The change in standard does not address or direct how the liability will be funded.

As staff prepare to implement the standard across all services, scope, timing and financial implications will be reported to the Board through Committee.

Public Private Partnerships

As identified on page 8 of the Audit Findings Report (Appendix F), PSAB has developed a new accounting standard PS 3160 *Public Private Partnerships* that provides requirements for recognizing, measuring and classifying infrastructure procured through a public private partnership (P3). The standard is effective for the year ending December 31, 2024, with an option to early adopt.

The Residuals Treatment Facility P3 agreement is within scope of PS 3160. The CRD has elected to adopt the standard early and has applied it retroactively as disclosed in Note 2 of the consolidated financial statements (Appendix A). No prior period adjustments were required in adopting the standard.

CONCLUSION

Board approval of the CRD 2022 Statement of Financial Information is required under the *Local Government Act*, *Community Charter* and *Financial Information Act*. As noted in the Audit Findings Report, it is the auditor's opinion that these financial statements present fairly the consolidated financial position of the CRD as of December 31, 2022 and the results of financial activities for the year then ended in accordance with Canadian Public Sector Accounting Standards.

RECOMMENDATION

The Finance Committee recommends to the Capital Regional District Board:
That the Capital Regional District 2022 Statement of Financial Information be approved.

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

ATTACHMENTS

Presentation: 2022 Statement of Financial Information
Appendix A: 2022 Statement of Financial Information
Appendix B: 2022 Unaudited Financial Statements
Appendix C: Other Financial Statement Analysis
Appendix D: DBRS Rating Methodology
Appendix E: Additional Financial Analysis
Appendix F: Audit Findings Report
Appendix G: Management Letter

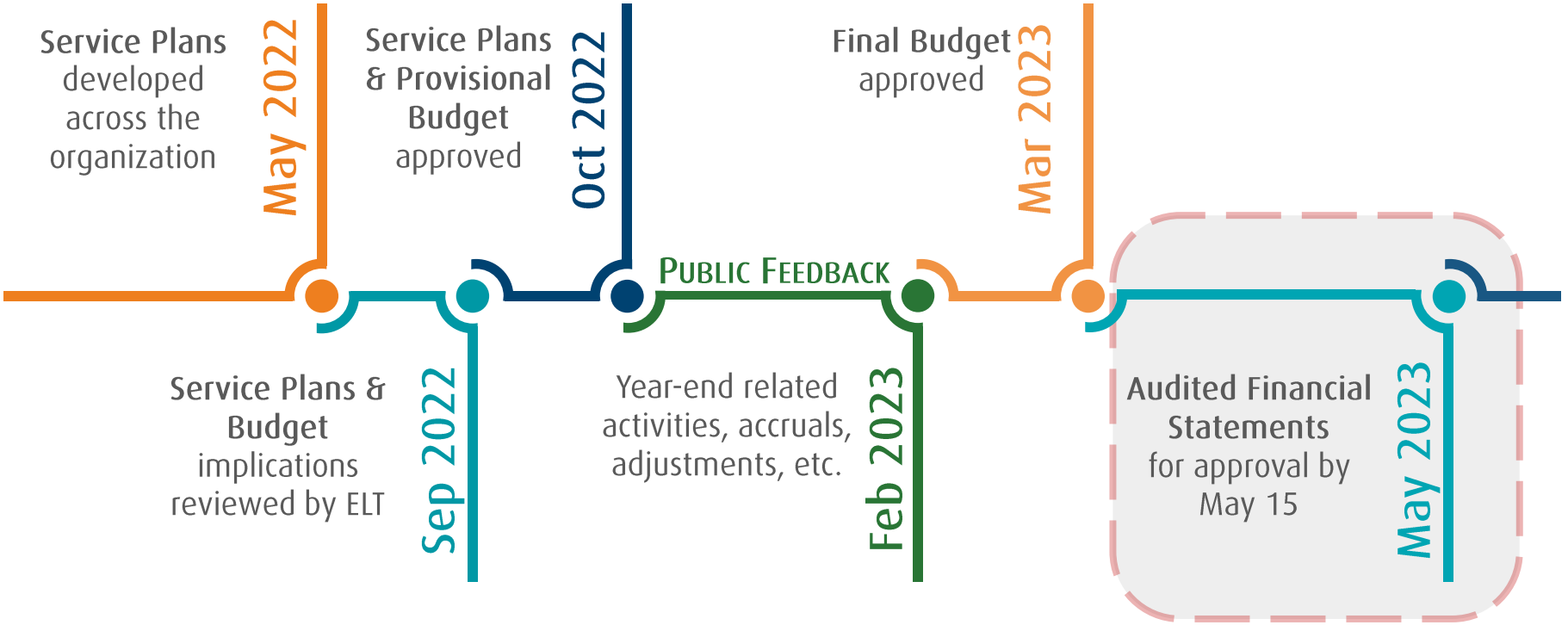


Capital Regional District 〉 2022 Statement of Financial Information

Presentation to the Finance Committee

Wednesday May 3, 2023

Conclusion of the 2022 Planning & Reporting Process



CRD Audited Financial Statements

- Legislation requires statements be approved and submitted to the Ministry of Municipal Affairs and Housing by May 15
- Financial Statements are prepared on an accrual basis (as required by PSAB)
- Consolidated statements include all CRD services and CRHC

What are the 5 Required Financial Statements?



Financial Position — The overarching statement that summarizes CRD's financial position at a point in time

Operations — Explains the change in the overall financial position during the accounting period

Change in Net Debt — Reconciles the change in debt for the current and prior year

Remeasurement Gains and Losses — Change in specific financial assets and liabilities recorded at fair value

Cash Flows — Reconciles cash and equivalents and the ability to meet cash requirements

How do the 5 Required Financial Statements relate?

Statement of Financial Position	2022	2021
Financial Assets		
Cash & Cash Equivalents	XXX	XXX
Other Assets	XXX	XXX
	XXX	XXX
Financial Liabilities		
Accounts Payable	XXX	XXX
Other Liabilities	XXX	XXX
	XXX	XXX
Net Financial Assets (Debt)	XXX	XXX
Non-Financial Assets		
Tangible Capital Assets	XXX	XXX
Other Non-Financial Assets	XXX	XXX
	XXX	XXX
Accumulated Surplus is comprised of;		
Accumulated Operating Surplus	XXX	XXX
Accumulated Remeasurement Gains/Losses	XXX	XXX

Explaining Changes in Financial Position

Statement of Cash Flow	2022	2021
Operating Transactions	X	X
Capital Transactions	X	X
Investing Transactions	X	X
Financing Transactions	X	X
	X	X
Cash & Equivalents at Beginning of Year	X	X
Cash & Equivalents at End of Year	X	X

Statement of Net Debt	2022	2021
Annual Surplus	X	X
Acquisition of Tangible Capital Assets	X	X
	X	X
Net Debt at Beginning of Year	X	X
Net Debt at End of Year	X	X

Statement of Operations	2022	2021
Revenue	X	X
Expenses	X	X
	X	X
Accumulated Surplus Beginning of Year	X	X
Accumulated Surplus End of Year	X	X

Statement of Remeasurement Gains	2022	2021
Accumulated Remeasurement Opening	X	X
Net Remeasurement Gains (Losses)	X	X
Accumulated Remeasurement Close	X	X

Main Takeaways from the Financial Statements



1 Delivering Services

In 2022, the Capital Regional District continued focus on supporting Regional Priorities identified in the Corporate and Strategic Plan

2 Investments for the Future

Capital investments were 2x the rate of depreciation

The CRD manages nearly $2B in assets in support of service delivery

3 Managing Cost of Debt

11% of total revenue was used to service long-term debt

The generally accepted upper benchmark from lending authorities is 25%

4 Diversified Revenue

44% of total revenue was acquired through sale of services, 8% was through government grants, and less than 25% through requisition

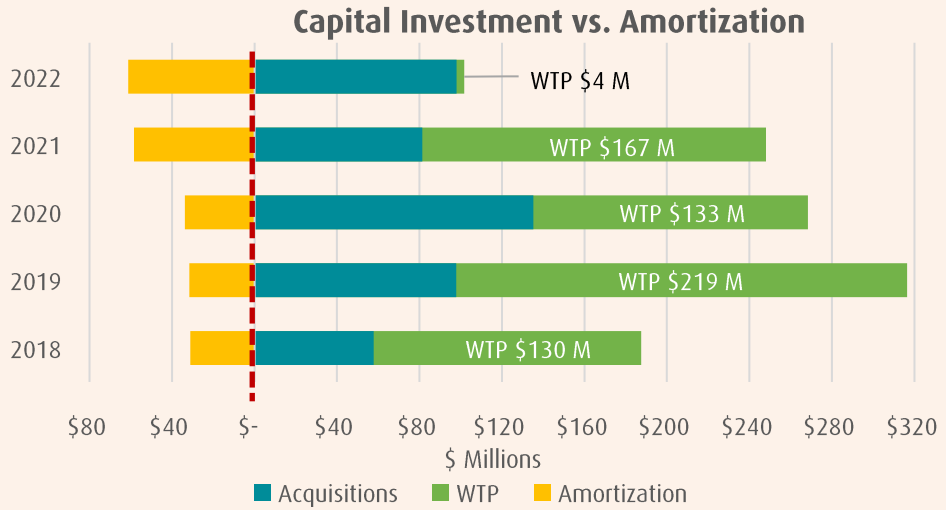
Investments for the Future – Analysis

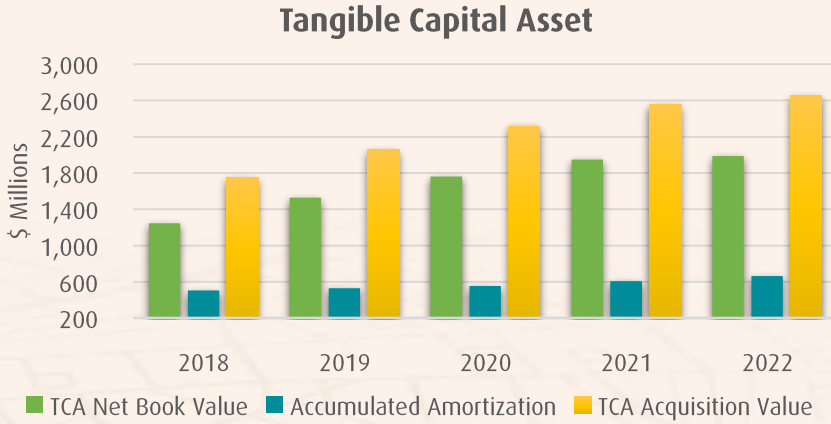
Investments made for the Future

2022 capital investment was 1.7x the rate of depreciation

2022 net book value of tangible capital assets is $2.0 billion

The 2023-2027 5 year financial plan includes TCA additions of $714 million



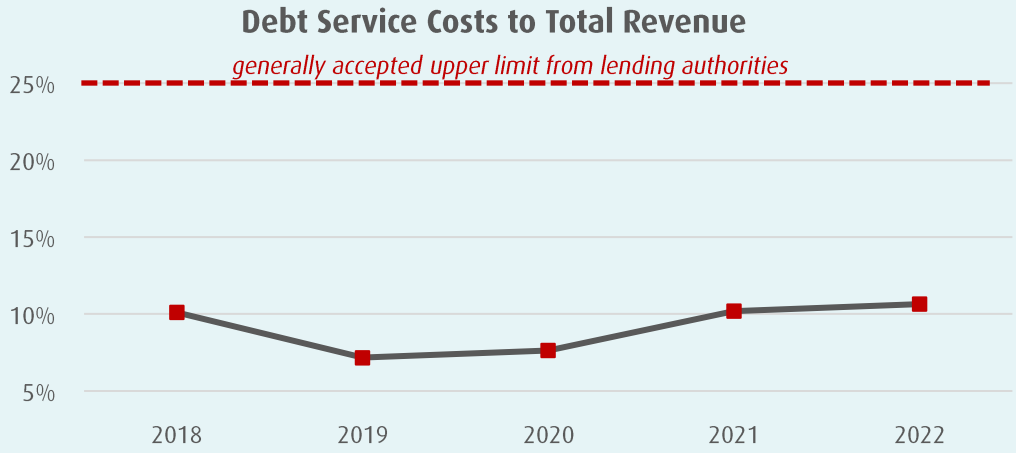


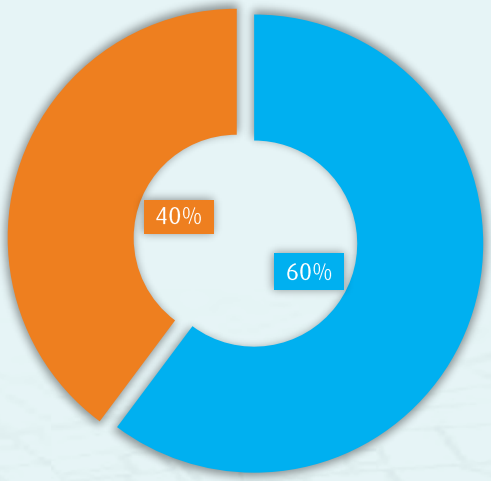
Managing the Cost of Debt – Analysis

Managing the Cost of Debt

10.5% of total revenue was spent on long-term debt payments

In 2022, CRD debt on average has matured to where principal payments are 60% of debt servicing costs, while interest payments are 40%





Debt Servicing Costs

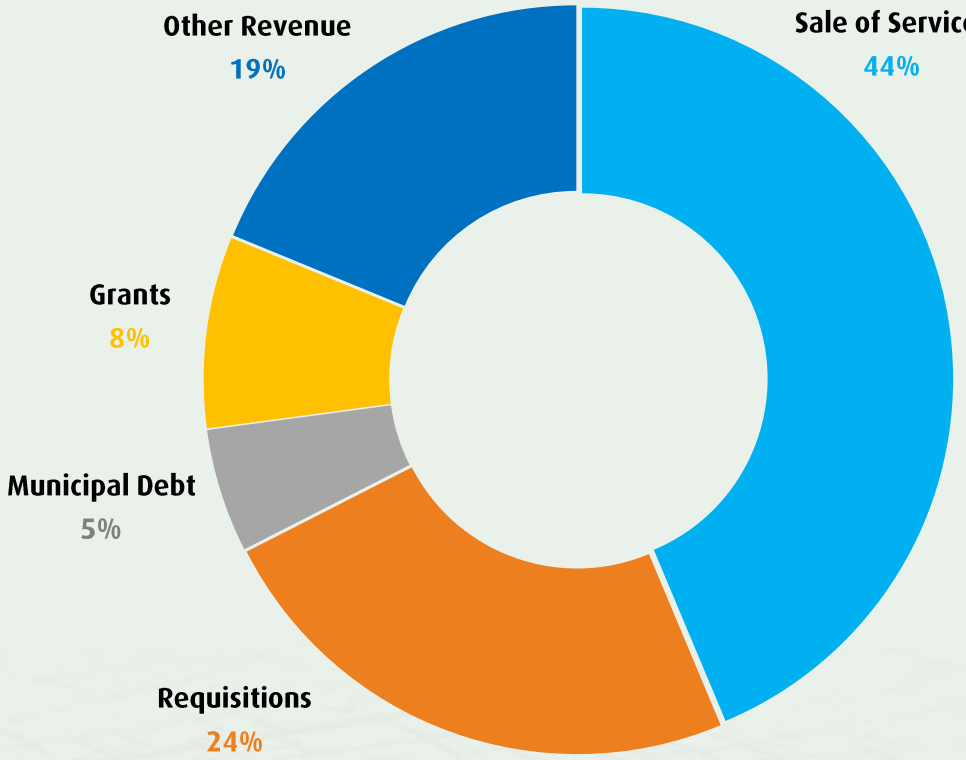
Principal Portion of Payment
Interest Portion of Payment

Diversifying Revenue Streams – Analysis

Diversifying Revenue Streams

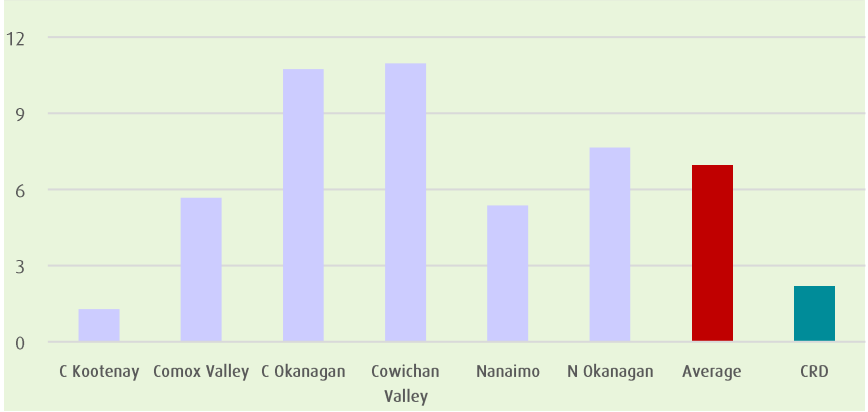
Less than 25% of revenue raised was funded from requisition

44% of revenue was raised through the sale of services and 8% came through various external granting programs

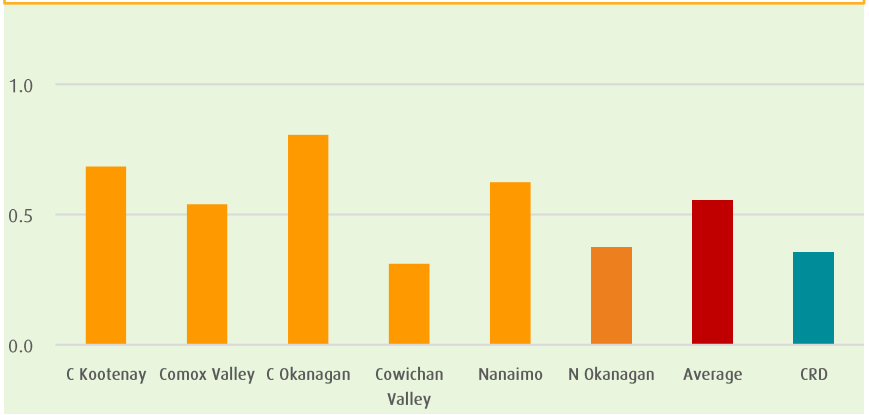


Regional District Benchmarking – Analysis

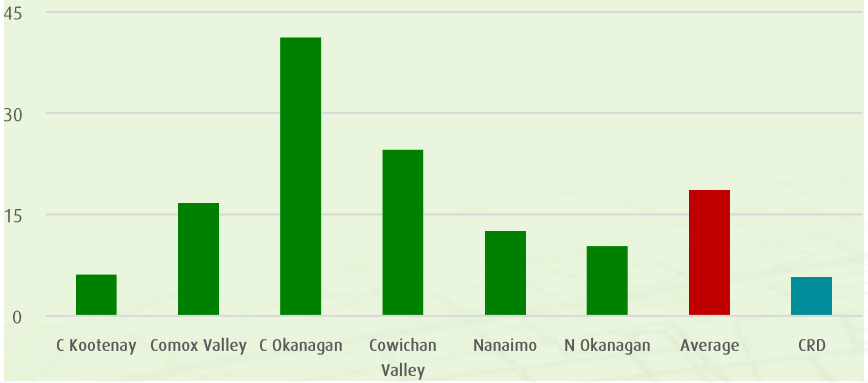
Quick Ratio: Measure of short-term liquidity or the ability to pay immediate financial obligations (greater than 1 is ideal)



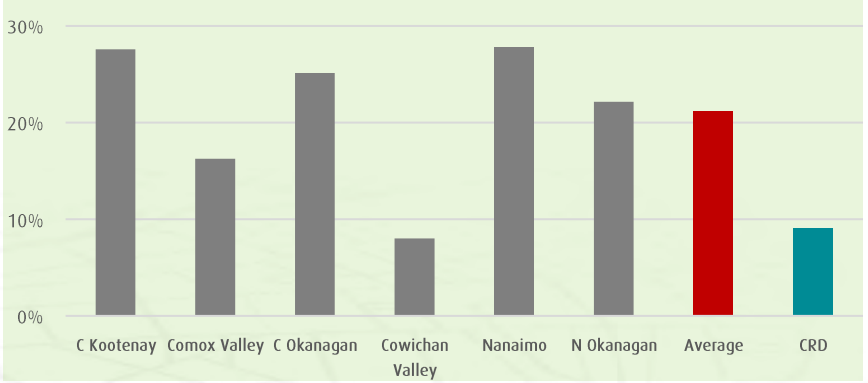
Debt-to-Equity Ratio: Measure of financial leverage, or using debt to increase value (essential public service utilities average 1.2)



Interest Coverage Ratio: Measures how easily a company can pay interest on outstanding debt (greater than 2 is ideal)



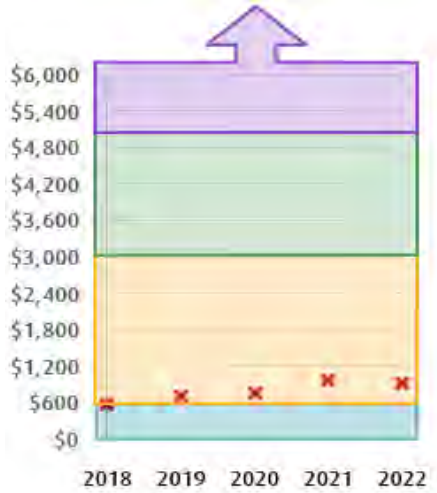
Capital Reserve Health: Measure of ability to finance long-term investment projects, also acts as buffer during financial hardship



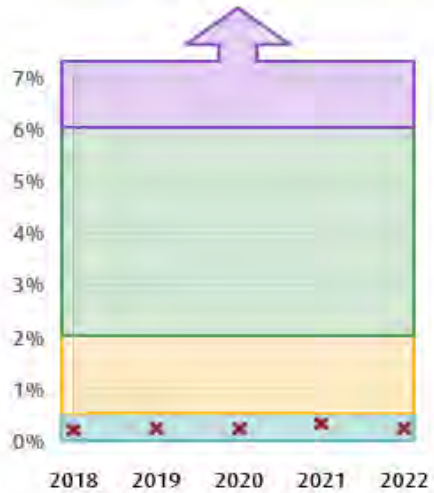
CRD from 2022 Audited Financial Statement, Source for Rest: Local Government Statistics 2021, by Ministry of Municipal Affairs and Housing, https://www2.gov.bc.ca/gov/content/governments/local-governments/facts-framework/statistics/regional-district-general-financial-statistics, March 2023.
Excluded from comparison due to size of region (less than $10M or greater than $300M in costs); Central Coast, Metro Vancouver, Mount Waddington, North Coast, Peace River.

CRD Credit Rating through DBRS

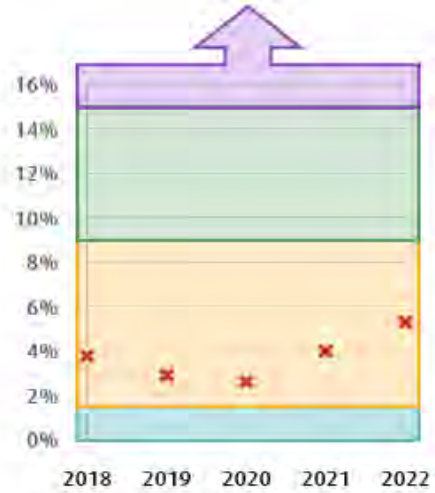
DBRS is the largest rating agency in Canada and fourth largest in the world. Using the rating methodology for municipal government, CRD results are shown below.



Net Tax-Supported Debt Per Capita



Net Tax-Supported Debt as a Percentage of Assessment



Interest Costs as a Percentage of Revenue

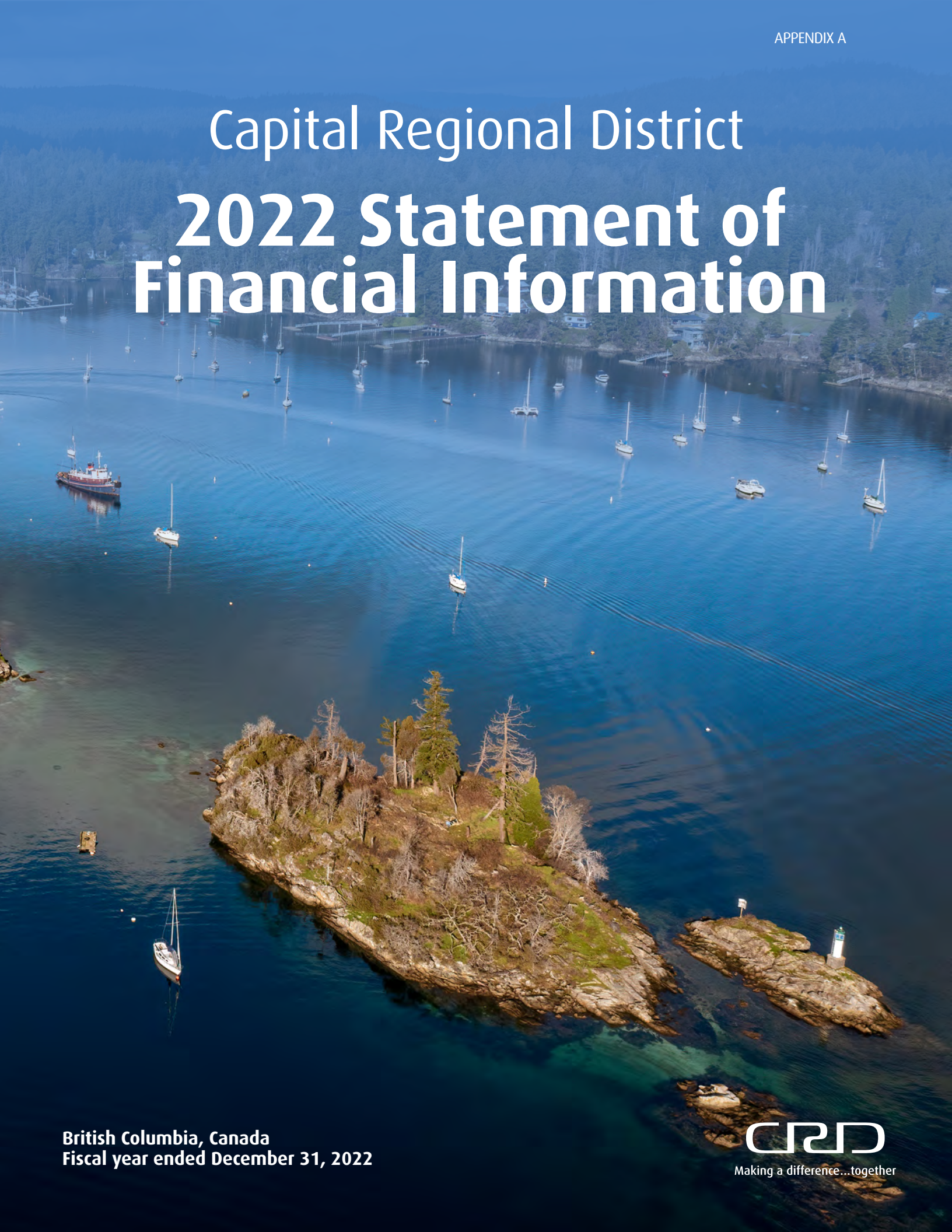
AAA	AA	A	BBB
The capacity for the payment of financial obligations is exceptionally high and unlikely to be adversely affected by future events.	The capacity for the payment of financial obligations is considered high. Differs from AAA only to a small degree. Unlikely to be significantly vulnerable to future events.	The capacity for the payment of financial obligations is substantial. May be vulnerable to future events, but considered manageable.	Adequate credit quality. The capacity for the payment of financial obligations is considered acceptable. May be vulnerable to future events.

Rating Canadian Municipal Governments: Canadian Municipal Government Financial Risk Metrics, by DBRS (Dominion Bond Rating Service), May 2021

APPENDIX A

Capital Regional District

2022 Statement of Financial Information



British Columbia, Canada
Fiscal year ended December 31, 2022

Making a difference...together

This page left intentionally blank

!"#$%&' (&)*%)*+

Consolidated Financial Statements

,*"*%-%)* &' ./)")0/"$ 1)'&2-"*/&) 3442&5"$6666666666

Making a difference...together

Capital Regional District
Capital Region Housing Corporation

STATEMENT OF FINANCIAL INFORMATION APPROVAL

The undersigned, as authorized by the Financial Information Regulation, Schedule 1, subsection 9(2), approves all the statements and schedules included in this Statement of Financial Information, produced under the *Financial Information Act*.

_____

Nelson Chan, MBA,) CPA,) CMA
Chief Financial Officer
May 10, 2023

_____

Colin Plant
Chair, CRD Board
On behalf of the Board of Directors
May 10, 2023

*Prepared pursuant to the Financial Information Regulation, Schedule 1, section 9

DRAFT

KPMG LLP
St. Andrew's Square II
800-730 View Street
Victoria BC V8W 3Y7
Canada
Telephone 250-480-3500
Fax 250-480-3539

INDEPENDENT AUDITOR'S REPORT

To the Chair and Directors of the Capital Regional District

Opinion

We have audited the consolidated financial statements of the Capital Regional District (the District), which comprise:

- the consolidated statement of financial position as at December 31, 2022
- the consolidated statement of operations for the year then ended
- the consolidated statement of change in net debt for the year then ended
- the consolidated statement of remeasurement gains and losses for the year then ended
- the consolidated statement of cash flows for the year then ended
- and notes to the consolidated financial statements, including a summary of significant accounting policies

(hereinafter referred to as the "financial statements").

In our opinion, the accompanying financial statements present fairly, in all material respects, the consolidated financial position of the District as at December 31, 2022, and its consolidated results of operations, its consolidated change in net debt, its consolidated remeasurement gains and losses, and its consolidated cash flows for the year then ended in accordance with Canadian public sector accounting standards.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the "Auditor's Responsibilities for the Audit of the Financial Statements" section of our auditor's report.

We are independent of the District in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada and we have fulfilled our other ethical responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

DRAFT

KPMG LLP is a Canadian limited liability partnership and a member firm of the KPMG network of independent member firms affiliated with KPMG International Cooperative ("KPMG International"), a Swiss entity. KPMG Canada provides services to KPMG LLP.

Other Information

Management is responsible for the other information. Other information comprises:

- the information, other than the financial statements and the auditor's report thereon, included in the Annual Report.

Our opinion on the financial statements does not cover the other information and we do not and will not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information identified above and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit and remain alert for indications that the other information appears to be materially misstated.

We obtained the information, other than the financial statements and the auditor's report thereon, included in the Annual Report as at the date of this auditor's report.

If, based on the work we have performed on this other information, we conclude that there is a material misstatement of this other information, we are required to report that fact in the auditor's report.

We have nothing to report in this regard.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the District's ability to continue as a going concern, disclosing as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the District or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the District's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

DRAFT

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit.

We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion.

  The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the District's internal control.

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.

- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the District's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the District to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

- Communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the group entity to express an opinion on the financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

Chartered Professional Accountants

Victoria, Canada
_____ 2023

DRAFT

Making a difference...together

Capital Regional District
Capital Region Housing Corporation

MANAGEMENT REPORT

The Financial Statements contained in this Statement of Financial Information under the Financial Information Act have been prepared by management in accordance with Canadian public sector accounting standards. The integrity and objectivity of these statements are management's responsibility. Management is also responsible for all the statements and schedules, and for ensuring that this information is consistent, where appropriate, with the information contained in the financial statements.

Management is also responsible for implementing and maintaining a system of internal controls to provide reasonable assurance that reliable financial information is produced.

The Board of Directors are responsible for approving the financial statements and for ensuring that management fulfills its responsibilities for financial reporting and internal control.

The external auditor, KPMG LLP, conduct an independent examination, in accordance with Canadian public sector accounting standards, and express their opinion on the financial statements. Their examination does not relate to the other schedules and statements required by the *Financial Information Act*. Their examination includes a review and evaluation of the District's system of internal control and appropriate tests and procedures to provide reasonable assurance that the financial statements are presented fairly. The external auditor haV full and free access to staff and management. The Independent Auditor'V Report outlines the scope of the audit for the year ended December 31, 2022.

On behalf of Capital Regional District and Capital Region Housing Corporation,

_____

Nelson Chan, MBA, FCPA, FCMA
Chief Financial Officer
May 10, 2023

* For municipalities, the officer assigned responsibility for financial administration signs
* Prepared pursuant to Financial Information Regulation, Schedule 1, Section 9

DRAFT

D+&'+0.5#"$5!"#"$%$&" +, -.&#&/.#0G+'.".+&

3+ "* G%0%-#%2CT JDJJ TK/*E 0&-4"2"*/5%/)'&2-"*/&) '&2JDJC

	2022	2021
Financial Assets		
Cash and cash equivalents (Note 3)	**$ 56,632,693**	$ 144,126,555
Investments (Note 3)	**344,417,801**	213,517,810
Accounts receivable	**24,683,384**	55,719,978
Debt recoverable: member municipalities and other entities (Note 5)	**176,433,255**	185,542,697
Restricted cash: MFA Debt Reserve Fund (Note 6)	**4,095,849**	4,130,157
	606,262,982	603,037,197
Liabilities		
Accounts payable and accrued liabilities	**37,409,213**	30,960,239
Deferred revenue (Note 7)	**48,088,692**	48,963,240
Short-term debt (Note 4)	**22,957,445**	25,661,025
Long-term debt (Note 5)	**559,040,879**	582,907,668
Landfill closure and post-closure liability (Note 8)	**12,695,022**	11,936,637
Other liabilities (Note 9)	**1,405,838**	1,571,396
	681,597,089	702,000,205
Net Debt	**(75,334,107)**	(98,963,008)
Non-financial Assets		
Tangible capital assets (Note 10)	**1,987,929,841**	1,949,398,153
Inventory of supplies	**1,294,554**	1,062,177
Prepaid expenses	**2,262,629**	2,331,038
	1,991,487,024	1,952,791,368
Accumulated Surplus	**1,916,152,917**	1,853,828,360
Accumulated Surplus consists of:		
Accumulated surplus (Note 11)	**1,922,770,978**	1,854,880,497
Net Remeasurement Gains (Losses)	**(6,618,061)**	(1,052,137)
Accumulated Surplus	**$ 1,916,152,917**	$ 1,853,828,360

Contractual obligations (Note 12)

Contractual rights (Note 13)

Contingencies (Note 14)

Subsequent events (Note 23)

The accompanying notes are an integral part of the consolidated financial statements.

Nelson Chan, MBA, FCPA, FCMA
Chief Financial Officer

D+&'+0.5#"$5 !"#"$%$&" +, (:$*#".+&'

.&2 *E%Q%"2%)8%&G%0%-#%2CT JDJJ TK/*E 0&-4"2"*/5%/)'&2-"*/&) '&2JDJC

	Budget (Note 15)	2022	2021 Recast (Note 22)
Revenue			
Government transfers (Note 16)	$ 140,198,575	**$ 174,158,953**	$ 258,402,172
Sale of services	95,369,891	**92,062,213**	87,772,749
Affordable housing rental income	22,145,908	**22,548,539**	19,361,012
Other revenue	14,938,408	**17,065,787**	21,628,217
Investment income	620,204	**8,832,047**	4,498,405
Actuarial adjustment of long-term debt (Note 5a)	-	**5,782,984**	5,546,660
Grants in lieu of taxes	3,994,404	**3,994,408**	3,600,276
Developer contributions	-	**2,740,207**	4,135,620
Total Revenue	277,267,390	**327,185,138**	404,945,111
Expenses (Note 20)			
Sewer, water, and garbage services	101,995,774	**136,019,902**	125,249,907
Recreation and cultural services	31,081,821	**34,386,206**	29,190,339
General government services	28,571,001	**28,885,743**	23,420,515
Affordable housing rental expense	15,288,159	**19,361,673**	18,354,102
Debt payments: member municipalities & other entities (Note 5)	15,430,601	**17,731,457**	15,393,133
Protective services	10,642,730	**11,823,227**	11,069,164
Other	6,613,064	**6,892,130**	5,323,025
Planning and development services	4,750,471	**2,897,945**	2,852,825
Transportation services	822,230	**938,479**	901,586
Grants in aid	1,735,971	**357,895**	465,152
Total Expenses	216,931,822	**259,294,657**	232,219,748
Annual Surplus	60,335,568	**67,890,481**	172,725,363
Accumulated Surplus, beginning of year	1,854,880,497	**1,854,880,497**	1,682,155,134
Accumulated Surplus, end of year (Note 11)	$ 1,915,216,065	**$ 1,922,770,978**	$ 1,854,880,497

The accompanying notes are an integral part of the consolidated financial statements.

D+&'+0.5#"$5!"#"$%$&"+, D)#&C$.&L$" E$M"

.&2*E%Q%"2%)8%&G%0%-#%2CTJDJJ TK/*E 0&-4"2"*/5%/)'&2-"*/&) '&2JDJC

	Budget (Note 15)	2022	2021
Annual surplus	$ 60,335,568	**$ 67,890,481**	$ 172,725,363
Acquistion of tangible capital assets	(247,572,100)	**(99,020,661)**	(240,292,747)
Contributed tangible capital assets	-	**(2,748,507)**	(7,777,166)
Amortization of tangible capital assets	-	**61,321,414**	58,510,683
Loss on disposal of tangible capital assets	-	**810,075**	534,117
Proceeds on sale of tangible capital assets	-	**92,671**	155,731
Other tangible capital asset transfers	-	**1,013,320**	-
	(187,236,532)	**29,358,793**	(16,144,019)
Acquistion of inventory of supplies	-	**(2,599,805)**	(1,991,623)
Acquistion of prepaid expenses	-	**(3,828,326)**	(3,301,777)
Consumption of inventory of supplies	-	**2,367,428**	1,948,344
Use of prepaid expenses	-	**3,896,735**	2,535,890
	-	**(163,968)**	(809,166)
Net Remeasurement Gains (Losses)	-	**(5,565,924)**	(1,659,506)
Change in Net Debt	(187,236,532)	**23,628,901**	(18,612,691)
Net Debt, beginning of year	(98,963,008)	**(98,963,008)**	(80,350,317)
Net Debt, end of year	$ (286,199,540)	**$ (75,334,107)**	$ (98,963,008)

The accompanying notes are an integral part of the consolidated financial statements.

D+&'+0.5#"$5!"#"$%$&"+, =$%$#'4*$%$&"N#.&' #&5 O+''$'

.&2 *E%U%"2N)8%8G%0%-#%2CT JDJJ TK/*E 0&-4"2"*/5%/)'&2-"*/&) '&2JDJC

		2022		2021
Accumulated remeasurement gain (loss), beginning of year	**$**	**(1,052,137)**	$	607,369
Unrealized gains (losses) attributable to:				
Foreign exchange		**6,615**		(267)
Portfolio investments		**(5,572,539)**		(1,605,384)
Realized gains (losses) attributable to:				
Portfolio investments		**-**		(53,855)
Net remeasurement gains and losses for the year		**(5,565,924)**		(1,659,506)
Accumulated remeasurement gain (loss), end of year	**$**	**(6,618,061)**	$	(1,052,137)

The accompanying notes are an integral part of the consolidated financial statements.

D+&'+0.5#"$5!"#"$%$&" +, D#') -0+P'

.&2 *E%Q%"2%)8%&G%0%-#%02CT JDJJ TK/*E 0&-4"2"*/5%/)'&2-"*/&) '&2JDJC

	2022	2021
Cash provided by (used in):		
Operating activities:		
Annual surplus	**$ 67,890,481**	$ 172,725,363
Items not involving cash:		
Amortization	**61,321,414**	58,510,683
Contributed tangible capital assets	**(2,748,507)**	(7,777,166)
Other tangible capital asset transfers	**1,013,320**	-
Loss on disposal of tangible capital assets	**810,075**	534,117
Actuarial adjustment of long-term debt	**(5,782,984)**	(5,546,660)
Decrease (increase) in non-cash assets:		
Accounts receivable	**31,036,594**	(20,692,889)
Prepaid expenses	**68,409**	(765,887)
Inventory of supplies	**(232,377)**	(43,279)
Increase (decrease) in non-cash liabilities:		
Accounts payable and accrued liabilities	**6,448,974**	(86,123,890)
Deferred revenue	**(874,548)**	16,233,759
Landfill closure and post-closure provision	**758,385**	655,546
Other liabilities	**(165,558)**	128,949
Net change in cash from operating activities	**159,543,678**	127,838,646
Capital activities:		
Proceeds on sale of tangible capital assets	**92,671**	155,731
Cash used to acquire tangible capital assets	**(99,020,661)**	(176,901,353)
Net change in cash from capital activities	**(98,927,990)**	(176,745,622)
Investing activities:		
Acquisition of investments	**(238,241,437)**	(123,132,860)
Proceeds from investments	**101,775,522**	93,699,305
Net change in cash from investing activities	**(136,465,915)**	(29,433,555)
Financing activities:		
Restricted cash - MFA debt reserve fund	**34,308**	(195,844)
Additions to short-term debt	**26,457,445**	116,661,025
Additions and transfers to long-term debt	**9,415,000**	112,198,068
Repayment and transfers from short-term debt	**(23,161,025)**	(158,277,457)
Repayment of long-term debt	**(24,389,363)**	(24,844,760)
Net change in cash from financing activities	**(11,643,635)**	45,541,032
Net decrease in cash and cash equivalents	**(87,493,862)**	(32,799,499)
Cash and cash equivalents, beginning of year	**144,126,555**	176,926,054
Cash and cash equivalents, end of year	**$ 56,632,693**	$ 144,126,555
Cash paid for interest	**$ 23,090,993**	$ 21,728,983
Cash received for interest	**6,316,370**	3,162,745

The accompanying notes are an integral part of the consolidated financial statements.

1. SIGNIFICANT ACCOUNTING POLICIES

a) BRITISH COLUMBIA REGIONAL DISTRICTS

The consolidated financial statements of the Capital Regional District (the District) are prepared by management in accordance with Canadian public sector accounting standards for local governments and regional districts as recommended by the Public Sector Accounting Board of the Chartered Professional Accountants of Canada. The resources and operation of the District are segregated into various funds for accounting and financial reporting purposes, each being treated as a separate entity with responsibility for the stewardship of the assets allocated to it. Transactions and balances between funds are eliminated on consolidation. The consolidated financial statements exclude trust assets that are administered for the benefit of external parties.

b) BASIS OF CONSOLIDATION

The consolidated financial statements reflect the assets, liabilities, revenues, and expenses of the District and Capital Region Housing Corporation (CRHC). The CRHC is controlled by the District. All transactions and balances between these entities have been eliminated on consolidation.

c) BASIS OF ACCOUNTING

The District follows the accrual method of accounting for revenues and expenses. Revenues are normally recognized in the year in which they are earned and measurable. Expenses are recognized as they are incurred and measurable as a result of receipt of goods or services and/or the creation of a legal obligation to pay.

d) TAXATION

Each Municipality and Electoral Area within the District is requisitioned for their portion of each service in which they participate. These funds are then levied by the Municipalities and the Province (for Electoral Areas) to individual taxpayers and turned over to the District by August 1 of each year.

e) INTEREST

The District follows the practice of investing individually significant unspent funds within individual funds. Interest earned is allocated on the basis of actual earnings from the specific instruments. Investment income is reported as revenue in the period earned. When required by the funding government or related Act, investment income earned on deferred revenue is added to the investment and forms part of the deferred revenue balance.

Excess working capital is pooled and interest earned on funds is allocated to services on a monthly basis.

1. SIGNIFICANT ACCOUNTING POLICIES continued

f) GOVERNMENT TRANSFERS

Government transfers without stipulations restricting their use are recognized in the consolidated financial statements as revenues in the period in which the transfers are authorized, any eligibility criteria are met, and reasonable estimates of the amounts can be made. Government transfers with stipulations restricting their use are recognized in the consolidated financial statements as revenues in the period in which stipulations that give rise to an obligation have been met.

g) DEFERRED REVENUE

Deferred revenue includes amounts received from third parties which may only be used in certain programs, in the completion of specific work, or for the purchase of tangible capital assets. Revenue is recognized in the period when the related expenses are incurred, services performed, or the tangible capital assets are acquired, thereby extinguishing the related liability.

h) CASH AND CASH EQUIVALENTS

Cash and cash equivalents include short-term highly liquid investments with a term to maturity of less than 90 days at acquisition.

i) FINANCIAL INSTRUMENTS

Financial instruments are classified into two categories fair value or cost.

i. Fair value category: portfolio investments quoted in an active market are reflected at fair value as at the reporting date. Sales and purchases of investments are recorded on the trade date.

   Transaction costs related to the acquisition of investments are recorded as an expense. Unrealized gains and losses on financial assets are recognized in the consolidated statement of remeasurement gains and losses until such time that the financial asset is derecognized due to disposal or impairment. At the time of derecognition, the related realized gains and losses are recognized in the consolidated statement of operations and related balances reversed from the consolidated statement of remeasurement gains and losses.

1. SIGNIFICANT ACCOUNTING POLICIES continued

i) FINANCIAL INSTRUMENTS continued

ii. Cost category: portfolio investment not quoted in an active market, financial assets and liabilities are recorded at cost or amortized cost. Gains and losses are recognized in the consolidated statement of operations when the financial asset is derecognized due to disposal or impairment. Sales and purchases of investments are recorded on the trade date.

Transaction costs related to the acquisition of financial assets are included in the cost of the related instrument.

Financial assets are assessed for impairment on an annual basis. If there is an indicator of impairment, the District determines if there is a significant adverse change in the expected amount or timing of future cash flows from the financial asset. If there is a significant adverse change in the expected cash flows, the carrying value of the financial asset is reduced to the highest of the present value of the expected cash flows, the amount that could be realized from selling the financial asset or the amount the District expects to realize by exercising its right to any collateral. If events and circumstances reverse in a future period, an impairment loss will be reversed to the extent of the improvement, not exceeding the initial carrying value.

j) LONG-TERM DEBT

Long-term debt is recorded net of repayments and actuarial adjustments.

k) EMPLOYEE FUTURE BENEFITS

i. The District and its employees make contributions to the Municipal Pension Plan. These contributions are expensed as incurred.

ii. Sick leave and other benefits are also available to the District's employees. The costs of these benefits are actuarially determined based on service and best estimates of retirement ages and expected future salary and wage increases. The obligations under these benefit plans are accrued based on projected benefits as the employees render services necessary to earn the future benefits.

l) LANDFILL LIABILITY

The liability for closure costs of operational sites and post-closure care has been recognized based on the present value of estimated future expenses, estimated inflation and the cumulative usage of the site’s capacity. The change in this liability during the year is recorded as a charge to operations. These estimates are reviewed and adjusted annually.

1. SIGNIFICANT ACCOUNTING POLICIES continued

m) NON-FINANCIAL ASSETS

Non-financial assets are not available to discharge existing liabilities and are held for use in the provision of services. They have useful lives extending beyond the current year and are not intended for sale in the ordinary course of operations.

i. Tangible Capital Assets

Tangible capital assets are recorded at cost which includes amounts that are directly attributable to acquisition, construction, development or betterment of the asset. The cost, less residual value, of the tangible capital assets, excluding land and the landfill site, are amortized on a straight line basis over their estimated useful lives as follows:

Asset	Useful Life - Years
Engineering Structures	10 to 100 Years
Buildings	20 to 75 Years
Machinery and Equipment	5 to 20 Years
Vehicles	8 to 15 Years
Other Assets	5 to 25 Years

The capacity of the landfill site is evaluated using the units of production method based upon capacity used during the year.

Amortization is charged annually, including in the year of acquisition and in the year of disposal. Assets under construction are not amortized until the asset is available for productive use.

Tangible capital assets are written down when conditions indicate that they no longer contribute to the District's ability to provide goods and services or when the value of the future economic benefits associated with the asset is less than the book value of the asset.

The District is fortunate to have many natural assets that reduce the need for engineered infrastructure that would otherwise be required. This includes watersheds, creeks, ditches and wetlands (rain water management). Canadian public sector accounting standards do not allow for the valuation and recording of such assets into the consolidated financial statements of the District. As such, these natural assets are not reported in these consolidated financial statements.

Assets acquired by right, such as forests, water and mineral resources, are not recorded in the consolidated financial statements.

ii. Contributions of Tangible Capital Assets

Tangible capital assets received as contributions are recorded at their fair value at the date of receipt and also are recorded as revenue.

1. SIGNIFICANT ACCOUNTING POLICIES continued

m) NON-FINANCIAL ASSETS continued

iii. Works of Art and Cultural and Historic Assets

Works of art and cultural and historic assets are not recorded as assets in these consolidated financial statements.

iv. Interest Capitalization

The District does not capitalize interest costs associated with the acquisition or construction of a tangible capital asset.

v. Leased Tangible Capital Assets

Leases which transfer substantially all of the benefits and risks incidental to the District are accounted for as leased tangible capital assets. All other leases are accounted for as operating leases and the related payments are charged to expenses as incurred.

vi. Inventories of Supplies

Inventories of supplies held for consumption are recorded at the lower of cost and replacement cost.

n) CONTAMINATED SITES

Contaminated sites are defined as the result of contamination being introduced in air, soil, water or sediment of a chemical, organic, or radioactive material or live organism that exceeds an environmental standard. A liability for remediation of contaminated sites is recognized, net of any expected recoveries, when all of the following criteria are met:

i. an environmental standard exists

ii. contamination exceeds the environmental standard

iii. the District is directly responsible or accepts responsibility for the liability

iv. future economic benefits will be given up, and

v. a reasonable estimate of the liability can be made.

1. SIGNIFICANT ACCOUNTING POLICIES continued

o) CAPITALIZATION OF PUBLIC PRIVATE PARTNERSHIP PROJECTS

A public private partnership (P3) is an infrastructure project where a private sector partner designs, builds, finances and operates public infrastructure assets.

The asset costs, at initial recognition, include development and financing fees estimated at fair value that require the extraction of capital cost information from the financial model in the project agreement. Costs that are incurred directly by the District are also included in the asset cost. The assets are capitalized and amortized in accordance with the District's tangible capital asset policy Note 1 m) i.

A liability is measured initially for the same amount as the capital cost from the financial model less any consideration paid to the private sector partner. The liability is recorded as long-term debt in Note 5. The liability is subsequently measured at amortized cost. The implicit interest rate in the agreement is used to calculate the finance charge embedded in the financial model using the effective interest rate method.

Upon substantial completion, the private sector partner receives monthly payments described in Note 12 over the term of the agreement to cover the partner's operating, capital and financing costs. Operating and financing costs are recognized as expenses in the period to which they relate. Capital costs reduce the liability owning to the private sector partner.

p) USE OF ESTIMATES

The preparation of consolidated financial statements conforming with Canadian public sector accounting standards requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities, and disclosure of contingent assets and liabilities at the date of the consolidated financial statements, and the reported amounts of revenues and expenses during the period. Significant estimates include assumptions used in estimating provisions for accrued liabilities, landfill liability and the useful lives of tangible capital assets. Actual results could differ from these estimates.

q) SEGMENTED INFORMATION

A segment is defined as a distinguishable activity or group of activities of a government for which it is appropriate to separately report financial information to achieve the objectives of the standard. The District has provided definitions of the District’s segments as well as presented consolidated financial information in segmented format in Note 20.

2. ADOPTION OF NEW ACCOUNTING POLICY

On January 1, 2022, the District early adopted Public Sector Accounting Board standard *PS 3160 Public Private Partnerships*. The new accounting standard addresses the reporting of public private partnerships where a public sector entity procures infrastructure using a private sector partner, and the private sector partner designs, builds, finances and operates and/or maintains the infrastructure. The standard was adopted retroactively without prior period restatement. All infrastructure assets and related liabilities recognized under this standard were previously reported in the District's consolidated financial statements, and as a result there was no impact on adoption of the standard to net debt, accumulated surplus or annual surplus.

3. CASH AND CASH EQUIVALENTS AND INVESTMENTS

a) CASH AND CASH EQUIVALENTS

		2022		2021
CRD	**$**	**38,114,359**	$	129,353,814
CRHC		**18,518,334**		14,772,741
	$	**56,632,693**	$	144,126,555

b) INVESTMENTS

		2022		2021
Investments measured at fair value:				
CRD Municipal Finance Authority (MFA) pooled funds	**$**	**92,043,802**	$	63,584,852
Investments measured at cost:				
CRD term deposits and GICs		**245,873,999**		149,932,958
CRHC term deposits and GICs		**6,500,000**		-
Total	**$**	**344,417,801**	$	213,517,810

The carrying cost of MFA pooled funds for CRD is $98,324,313 (2021 - $64,582,944).

4. SHORT-TERM DEBT

The District's short-term debt of $1,800,000 (2021 - $17,510,000) is borrowed through MFA. In 2022, $3,010,000 of short-term debt was transferred to long-term debt, and $18,000,000 was repaid. The District paid $133,969 (2021 - $631,545) of variable short-term interest based on the MFA's floating daily rate. Short-term debt is repayable on demand and must be repaid or transferred to long-term debt within 5 years of initial draw.

CRHC's short-term debt of $21,157,445 (2021 - $2,151,025) is borrowed through BC Housing Management Commission (BCHMC) to finance the construction of affordable housing projects. Interest is charged at a variable rate based on BCHMC's short term cost of borrowing plus an administrative spread. The short-term debt is converted to a long-term mortgage at the completion of each construction project. In 2022, $2,151,025 of short-term debt was forgiven by BCHMC per the loan agreement and recorded as revenue in Government transfers on the consolidated statement of operations.

	2022			
	Outstanding Dec 31/21	**Additions**	**Repayments and Transfers**	**Outstanding Dec 31/22**
General Capital	$ 3,010,000	$ -	$ (3,010,000)	**$ -**
Sewer Capital	14,500,000	5,000,000	(18,000,000)	**1,500,000**
Water Capital	**-**	300,000	-	**300,000**
CRD Debt	17,510,000	5,300,000	(21,010,000)	**1,800,000**
Vancouver Island Regional Library (VIRL)	6,000,000	-	(6,000,000)	**-**
CRD Total	23,510,000	5,300,000	(27,010,000)	**1,800,000**
CRHC Total	2,151,025	21,157,445	(2,151,025)	**21,157,445**
	$ 25,661,025	$ 26,457,445	$ (29,161,025)	**$ 22,957,445**

5. LONG-TERM DEBT

a) DEBT

The District borrows debenture debt through MFA. The principal portion of long-term debenture repayment is added to the MFA sinking fund, which is secured against the debt and invested over the term of the loan. The balance of this fund is used to retire the debt at or before maturity of the loan depending on the actual return on investments in the sinking fund. The MFA provides the District with an estimated actuarial valuation, which is the estimated return on the invested balance of the sinking fund. Debt principal is reported net of repayments and actuarial adjustments. Revenue for actuarial adjustments is recorded as Actuarial adjustment of long-term debt in the consolidated statement of operations.

The District has also incurred long-term debt on behalf of member municipalities and other entities through agreements with the MFA. All monies borrowed are upon the District's credit at large and, in the event of any default, would constitute an indebtedness for which its members are jointly and severally liable.

The District reports the total principal and interest payments collected from member municipalities and other entities as expenses in Debt payments for member municipalities and revenues in Government transfers. Total principal payments received from member municipalities and other entities in the year was $10,881,251 (2021 - $9,362,108).

The District has a P3 agreement for the Residuals Treatment Facility (RTF). The RTF contract has a 20-year term to December 31, 2040 with monthly capital cost and financing payments of $460,812 including interest of 6.29%. Interest paid in 2022 was $3,745,227 (2021 - $3,201,666).

Interest expense on long-term debt, including interest on the P3 agreement, is as follows:

	2022	2021
Interest expense on long-term debt	**$ 22,950,445**	$ 21,060,629
Interest received from member municipalities & other entities	**6,870,407**	5,974,446
Net interest expense related to long-term debt	**$ 16,080,038**	$ 15,086,183

In 2022, $80,597 (2021 - $56,577) was collected from member municipalities relating to payments into the Debt Reserve Fund (Note 6) and are included as expenses in Debt payments: member municipalities and other entities. Debt incurred on behalf of member municipalities and other entities is also presented as a receivable in Debt recoverable: member municipalities and other entities on the consolidated statement of financial position for $176,433,255 (2021 - $185,542,697).

5. LONG-TERM DEBT continued

a) DEBT continued

Debt is comprised of the amounts in the following table and includes varying maturities, with interest rates ranging from 0.91% to 6.29% and an average rate of 2.64%. The District's debt that is held with the MFA consists of debenture debt of $166,626,090 (2021 - $183,674,201) and non-debenture debt of $60,739,817 (2021 - $62,670,369). Included in non-debenture debt is $60,259,882 (2021 - $62,044,400) owed for the RTF P3 agreement. Principal repayment on the P3 debt was $1,784,518 (2021 - $1,346,995). The CRHC debt consists of mortgage debt with BCHMC and commercial banks.

		2022				
	Outstanding December 31, 2021	**Additions**	**Principal**	**Sinking Fund**	**Total Debt Repayments**	**Outstanding December 31, 2022**
General Capital	$ 27,908,718	$ 3,915,000	$ (2,934,067)	$ (704,931)	$ (3,638,998)	**$ 28,184,720**
Sewer Capital	172,796,993	1,000,000	(8,376,229)	(1,370,398)	(9,746,627)	**164,050,366**
Water Capital	45,638,859	-	(6,940,856)	(3,567,180)	(10,508,036)	**35,130,823**
	246,344,570	4,915,000	(18,251,152)	(5,642,509)	(23,893,661)	**227,365,909**
Accrued actuarial valuation - CRD Debt	(3,222,330)	-	-	(140,475)	(140,475)	**(3,362,805)**
CRD Debt	243,122,240	4,915,000	(18,251,152)	(5,782,984)	(24,034,136)	**224,003,104**
Member Municipalities	179,542,697	11,355,000	(10,881,251)	(3,583,191)	(14,464,442)	**176,433,255**
CRD Total	422,664,937	16,270,000	(29,132,403)	(9,366,175)	(38,498,578)	**400,436,359**
CRHC	160,242,731	4,500,000	(6,138,211)	-	(6,138,211)	**158,604,520**
	$ 582,907,668	$ 20,770,000	$ (35,270,614)	$ (9,366,175)	$ (44,636,789)	**$ 559,040,879**

Member municipalities includes all debt incurred by the District on behalf of other entities where the principal and interest payments will be recovered from third parties.

b) DEMAND NOTES - CONTINGENT LIABILITY

The MFA holds demand notes related to the District's debenture debt in the amount of $17,463,504 (2021 - $17,963,858) of which $7,107,325 (2021 - $7,300,480) is held by the District for the member municipalities & other entities (Note 6). The demand notes are not recorded in the consolidated financial statements as they will only be called upon if the MFA does not have sufficient funds to meet its payment obligations.

5. LONG-TERM DEBT continued

c) LONG-TERM DEBT PAYABLE/MATURING

The following principal and actuarial amounts included in long-term debt are payable/maturing over the next five years and thereafter.

	2023	2024	2025	2026	2027	Thereafter
CRD						
General	$ 2,944,697	$ 2,695,023	$ 2,493,330	$ 2,080,963	$ 1,465,490	$ 9,602,674
Sewer	7,889,481	7,420,491	7,513,353	6,953,608	7,031,901	97,117,233
Water	6,973,678	3,197,288	2,662,519	2,262,430	2,141,647	6,992,412
CRD Debt	17,807,856	13,312,802	12,669,202	11,297,001	10,639,038	113,712,319
Member Municipalities	10,490,499	10,182,473	9,323,017	8,610,068	7,342,014	69,866,166
CRD Total	28,298,355	23,495,275	21,992,219	19,907,069	17,981,052	183,578,485
CRHC	6,189,329	6,030,185	5,591,576	5,375,345	5,220,773	130,197,312
Total Principal Repayment	34,487,684	29,525,460	27,583,795	25,282,414	23,201,825	313,775,797
Estimated Sinking Fund Income	5,962,312	6,253,836	5,937,018	5,312,777	5,162,560	76,555,401
Total	$ 40,449,996	$ 35,779,296	$ 33,520,813	$ 30,595,191	$ 28,364,385	$ 390,331,198

Member municipalities includes all debt incurred by the District on behalf of other entities where the principal and interest payments will be recovered from third parties.

6. MFA DEBT RESERVE FUND

The MFA provides capital financing for regional districts and their member municipalities. The MFA is required to establish a Debt Reserve Fund into which each regional district and member municipality, who shares in the proceeds of a debt issue through the District, is required to pay certain amounts set out in the debt agreements. Interest earned on these funds (less administrative expenses) becomes an obligation of the MFA to the regional district. If at any time insufficient funds are provided by the regional district or their member municipalities or any other MFA borrower, the MFA may then use these funds to meet payments on its obligations. Should this occur, the regional district and member municipalities may be called upon to restore the fund. The MFA has not required the debt reserve fund to meet obligations in its history. The cash deposits of the member municipalities $3,581,035 (2021 - $3,602,570) are not recorded in these consolidated financial statements. The District's restricted cash on its direct debt is $4,095,849 (2021 - $4,130,157).

		2022		2021
Cash Deposits				
Restricted cash - MFA Debt Reserve Fund	**$**	**4,095,849**	$	4,130,157
Cash deposits - Member Municipalities		**3,581,035**		3,602,570
Demand Notes				
Demand notes - Capital Regional District		**10,356,179**		10,663,378
Demand notes - Member Municipalities		**7,107,325**		7,300,480
	$	**25,140,388**	$	25,696,585

7. DEFERRED REVENUE

Continuity of deferred revenue is as follows:

		2022		2021
Balance, beginning of year	**$**	**48,963,240**	$	32,729,481
Externally restricted contributions received:				
Federal housing grants		**2,127,816**		15,563,280
Development cost charges		**4,356,547**		3,684,642
Developer advances for construction		**3,285,655**		4,524,693
Total externally restricted contributions received		**9,770,018**		23,772,615
Externally restricted contributions used and recognized in revenue		**(10,010,510)**		(8,454,247)
Net change in externally restricted contributions		**(240,492)**		15,318,368
Change in deposits and other deferred revenues		**(634,056)**		915,391
Balance, end of year	**$**	**48,088,692**	$	48,963,240

The deferred revenue reported on the consolidated statement of financial position consists of the following:

		2022		2021
Deferred revenue - general	**$**	**32,423,437**	$	33,447,378
Deferred revenue - water		**1,236,715**		1,109,504
Development cost charges		**13,063,927**		13,189,292
Developer advances for construction		**772,909**		515,316
Deferred revenue - CRHC		**591,704**		701,750
Balance, end of year	**$**	**48,088,692**	$	48,963,240

8. LANDFILL CLOSURE AND POST-CLOSURE LIABILITY

In accordance with PS 3270, a liability with respect to permanently closing and monitoring a landfill is incurred as landfill capacity is used. Post-closure costs include landfill gas monitoring, leachate collection system operation and general site maintenance for a period of 30 years after the landfill is permanently closed.

The liability for closure costs of operational sites and post-closure care has been recognized based on the present value of estimated future expenses, estimated inflation and the cumulative usage of the site's capacity to the statement end date. These estimates are reviewed annually with adjustments recorded for any material differences.

In 2022, the District applied to the Province for an expansion to the existing landfill site. If the expansion is approved by the Minister of Environment and Climate Change Strategy, management estimates the life of the landfill will be extended to 2075. The solid waste management plan also contemplates changes to waste to coverage ratios and garbage per capita disposal rates which could result in the landfill life being extended to 2096. Due to uncertainty of the approval, management has not incorporated these changes.

Based on the existing approved Solid Waste Management Plan, the estimated remaining capacity of the landfill site is 57% with a remaining life of 28 years. The plan includes an additional 30 years of post-closure activity.

Landfill closure and post-closure costs are estimated at $24,631,000 (2021 - $31,329,000). Based on landfill capacity used to date, a liability is recorded at December 31, 2022 of $12,695,022 (2021 - $11,936,637). The estimated liability has been set aside in reserves for funding the future landfill closure and post-closure costs.

9. OTHER LIABILITIES

Other liabilities consist of the following balances:

	2022	2021
Sick leave benefits	**$ 464,200**	$ 532,200
Contaminated sites	**911,207**	999,491
Other benefits payable	**30,431**	39,705
	$ 1,405,838	$ 1,571,396

a) SICK LEAVE BENEFITS

The District provides sick leave benefits to its employees. The accrued benefit obligation is included in Other liabilities on the consolidated statement of financial position and has been estimated by an actuarial valuation completed at December 31, 2022. The District's accrued benefit obligation is $464,200 (2021 - $532,200).

The significant actuarial assumptions adopted in measuring the District's accrued benefit obligation are as follows:

	2022	2021
Discount rates	**4.50%**	2.50%
Expected future inflation rates	**2.00% to 4.00%**	2.50%
Expected wage and salary increases	**2.00% to 4.00%**	2.50%

The expected future inflation rates and wage and salary increses are 4.0% for 2023, 3.0% for 2024, 2.5% for 2025, and 2.0% thereafter.

b) CONTAMINATED SITES

The District estimated a liability of $911,207 as at December 31, 2022 (2021 - $999,491) for remediation of five known contaminated sites. Where timing of remidiation is known, the liability has been discounted to present value using current MFA lending rates. Estimated undiscounted expentitures in 2022 are $360,000 (2021: nil). The nature of the contamination includes heavy metals, chlorinated solvents, hydrocarbons, and other organic and inorganic compounds. The source of the contamination includes unregulated shooting activities, disposal of excess soil from utility projects, underground storage tanks, fuel bulk storage facilities, and disposal of septage and other trucked liquid and solid waste.

10. TANGIBLE CAPITAL ASSETS

	Cost					Accumulated Amortization				
	Balance at December 31, 2021	Additions	Disposals and Adjustments	Transfers	Balance at December 31, 2022	Balance at December 31, 2021	Disposals and Adjustments	Amortization Expense	Balance at December 31, 2022	Net Book Value December 31, 2022
Work in Progress										
CRD	$ 36,029,919	$ 28,292,400	$ (125,687)	$ (12,233,494)	**$ 51,963,138**	$ -	$ -	$ -	**$ -**	**$ 51,963,138**
Engineering Structures										
CRD	1,643,438,021	22,199,272	(2,890,500)	5,259,904	**1,668,006,697**	352,910,575	(1,792,627)	40,669,562	**391,787,510**	**1,276,219,187**
Buildings										
CRD	290,978,006	3,904,848	(1,230,719)	3,650,371	**297,302,506**	58,041,581	(889,662)	7,744,632	**64,896,551**	**232,405,955**
CRHC	126,829,332	34,192,665	-	-	**161,021,997**	82,180,424	-	3,156,360	**85,336,784**	**75,685,213**
	417,807,338	38,097,513	(1,230,719)	3,650,371	**458,324,503**	140,222,005	(889,662)	10,900,992	**150,233,335**	**308,091,168**
Machinery & Equipment										
CRD	74,385,914	6,292,481	(1,894,804)	2,034,869	**80,818,460**	48,802,657	(2,290,443)	4,155,659	**50,667,873**	**30,150,587**
CRHC	39,677,202	2,106,867	-	-	**41,784,069**	31,049,791	-	1,949,058	**32,998,849**	**8,785,220**
	114,063,116	8,399,348	(1,894,804)	2,034,869	**122,602,529**	79,852,448	(2,290,443)	6,104,717	**83,666,722**	**38,935,807**
Vehicles										
CRD	25,419,384	942,062	(381,674)	191,371	**26,171,143**	16,130,863	(354,485)	1,709,241	**17,485,619**	**8,685,524**
Land										
CRD	273,829,557	3,300,399	(31,091)	33,602	**277,132,467**	-	-	-	**-**	**277,132,467**
CRHC	9,496,053	-	-	-	**9,496,053**	-	-	-	**-**	**9,496,053**
	283,325,610	3,300,399	(31,091)	33,602	**286,628,520**	-	-	-	**-**	**286,628,520**
Land Depletion										
CRD	648,301	-	-	-	**648,301**	220,732	-	18,523	**239,255**	**409,046**
Land Under Prepaid Lease										
CRHC	11,303,596	-	-	-	**11,303,596**	2,258,021	-	194,031	**2,452,052**	**8,851,544**
Other Assets										
CRD	23,497,010	538,174	(688,808)	1,063,377	**24,409,753**	14,539,498	-	1,724,348	**16,263,846**	**8,145,907**
	$ 2,555,532,295	$ 101,769,168	$ (7,243,283)	$ -	**$ 2,650,058,180**	$ 606,134,142	$ (5,327,217)	$ 61,321,414	**$ 662,128,339**	**$ 1,987,929,841**
Totals										
CRD	2,368,226,112	65,469,636	(7,243,283)	-	**2,426,452,465**	490,645,906	(5,327,217)	56,021,965	**541,340,654**	**1,885,111,811**
CRHC	187,306,183	36,299,532	-	-	**223,605,715**	115,488,236	-	5,299,449	**120,787,685**	**102,818,030**
	2,555,532,295	101,769,168	(7,243,283)	-	**2,650,058,180**	606,134,142	(5,327,217)	61,321,414	**662,128,339**	**1,987,929,841**
	$ 2,555,532,295	$ 101,769,168	$ (7,243,283)	$ -	**$ 2,650,058,180**	$ 606,134,142	$ (5,327,217)	$ 61,321,414	**$ 662,128,339**	**$ 1,987,929,841**

During 2022, $2,740,207 (2021 - $4,291,723) in water distribution infrastructure and $8,300 (2021 - $3,718,443) in other assets were contributed to the District.

10. TANGIBLE CAPITAL ASSETS continued

	Cost					Accumulated Amortization				
	Balance at December 31, 2020	Additions	Disposals	Transfers	Balance at December 31, 2021	Balance at December 31, 2020	Disposals and Adjustments	Amortization Expense	Balance at December 31, 2021	Net Book Value December 31, 2021
Work in Progress										
CRD	$ 80,048,259	$ 18,425,071	$ -	$ (62,443,411)	**$ 36,029,919**	$ -	$ -	$ -	**$ -**	**$ 36,029,919**
Engineering Structures										
CRD	1,377,247,397	169,974,270	-	96,216,354	**1,643,438,021**	315,475,328	-	37,435,247	**352,910,575**	**1,290,527,446**
Buildings										
CRD	293,129,076	27,594,562	(272,335)	(29,473,297)	**290,978,006**	50,843,905	(56,313)	7,253,989	**58,041,581**	**232,936,425**
CRHC	122,362,585	7,198,755	(2,732,008)	-	**126,829,332**	81,568,411	(2,441,453)	3,053,466	**82,180,424**	**44,648,908**
	415,491,661	34,793,317	(3,004,343)	(29,473,297)	**417,807,338**	132,412,316	(2,497,766)	10,307,455	**140,222,005**	**277,585,333**
Machinery & Equipment										
CRD	71,894,601	4,378,298	(1,654,012)	(232,973)	**74,385,914**	46,565,471	(1,654,009)	3,891,195	**48,802,657**	**25,583,257**
CRHC	38,956,747	2,172,315	(1,451,860)	-	**39,677,202**	30,427,494	(1,304,977)	1,927,274	**31,049,791**	**8,627,411**
	110,851,348	6,550,613	(3,105,872)	(232,973)	**114,063,116**	76,992,965	(2,958,986)	5,818,469	**79,852,448**	**34,210,668**
Vehicles										
CRD	23,766,854	2,305,845	(653,315)	-	**25,419,384**	14,991,694	(616,930)	1,756,099	**16,130,863**	**9,288,521**
Land										
CRD	264,552,692	13,934,065	-	(4,657,200)	**273,829,557**	-	-	-	**-**	**273,829,557**
CRHC	9,496,053	-	-	-	**9,496,053**	-	-	-	**-**	**9,496,053**
	274,048,745	13,934,065	-	(4,657,200)	**283,325,610**	-	-	-	**-**	**283,325,610**
Land Depletion										
CRD	648,301	-	-	-	**648,301**	202,209	-	18,523	**220,732**	**427,569**
Land Under Prepaid Lease										
CRHC	9,658,643	1,644,953	-	-	**11,303,596**	2,068,631	-	189,390	**2,258,021**	**9,045,575**
Other Assets										
CRD	22,464,704	441,779	-	590,527	**23,497,010**	11,553,998	-	2,985,500	**14,539,498**	**8,957,512**
	$ 2,314,225,912	$248,069,913	$ (6,763,530)	$ -	**$ 2,555,532,295**	$ 553,697,141	$ (6,073,682)	$ 58,510,683	**$ 606,134,142**	**$ 1,949,398,153**
Totals										
CRD	2,133,751,884	237,053,890	(2,579,662)	-	**2,368,226,112**	439,632,605	(2,327,252)	53,340,553	**490,645,906**	**1,877,580,206**
CRHC	180,474,028	11,016,023	(4,183,868)	-	**187,306,183**	114,064,536	(3,746,430)	5,170,130	**115,488,236**	**71,817,947**
	$ 2,314,225,912	$248,069,913	$ (6,763,530)	$ -	**$ 2,555,532,295**	$ 553,697,141	$ (6,073,682)	$ 58,510,683	**$ 606,134,142**	**$ 1,949,398,153**

11. ACCUMULATED SURPLUS

	2022	2021
Surplus:		
Invested in tangible capital assets	**$ 1,582,364,772**	$ 1,526,372,142
Operating Funds:		
CRD	**156,682,325**	156,134,162
CRHC	**9,213,309**	2,039,855
Total surplus	**1,748,260,406**	1,684,546,159

Reserve funds set aside for specific purposes:

	2022	2021
Regional		
Equipment Replacement Fund	**32,670,563**	29,544,673
Feasibility Study Reserve Fund	**147,412**	150,241
Office Facilities & Equipment Reserve Fund	**4,977,806**	6,368,658
Regional Parks Capital Reserve Fund	**12,610,444**	12,915,923
Solid Waste Capital Reserve Fund	**11,675,388**	8,730,881
Regional Parks Land Capital Reserve Fund	**1,125,646**	1,103,934
Regional Parks Legacy Operating Reserve Fund	**17,349**	15,885
Regional Parks Operating Reserve Fund	**97,346**	94,704
Regional Planning Services Operating Reserve Fund	**1,697,335**	2,298,461
Regional Growth Strategy Operating Reserve Fund	**1,731,257**	1,569,948
Climate Action & Adapt Operating Reserve Fund	**936,580**	85,456
Regional Source Control Operating Reserve Fund	**498,070**	515,778
Land Bank & Housing Operating Reserve Fund	**405,178**	206,353
HAZMAT Incident Response Operating Reserve Fund	**118,838**	106,444
Emergency Response 911 Operating Reserve Fund	**106,774**	172,903
Solid Waste Operating Reserve Fund	**26,910,018**	39,976,688
GIS Data Maintenance Operating Reserve Fund	**54,399**	367
IW ES Ops Operating Reserve Fund	**1,007,205**	979,879
ES Water Quality Operating Reserve Fund	**528,412**	398,285
ES HQ Admin Operating Reserve Fund	**60,989**	44,741
ES Engineering Operating Reserve Fund	**459,483**	447,017
ES Protection Operating Reserve Fund	**807,250**	785,349
Legislative and General Services Operating Reserve Fund	**2,648,603**	2,227,560
Regional Emergency Program Operating Reserve Fund	**36,896**	91,024
Facility Management Operating Reserve Fund	**123,346**	106,277
HQ Facility Operating Reserve Fund	**58,332**	56,600
Community Health Operating Reserve Fund	**78,605**	-
GeoSpatial Referencing Operating Reserve Fund	**10,863**	-

11. ACCUMULATED SURPLUS continued

	2022	2021
Sub-Regional		
Royal Theatre Capital Reserve Fund	**1,235,073**	867,191
S.P.W.W.S. Sewer Debt Reserve Fund	**1,141,854**	1,812,916
Saanich Peninsula Ice Arena Facility Capital Reserve Fund	**4,182,867**	3,908,349
SEAPARC Capital Reserve Fund	**1,137,932**	1,324,496
Trunk Sewers and Sewage Disposal Facilities Capital Reserve Fund	**1,235,028**	1,258,955
Sidney Treatment Plant Capital Reserve Fund	**1,009,507**	982,118
Saanich Peninsula Water Supply Capital Reserve Fund	**5,417,843**	6,221,195
McPherson Theatre Capital Reserve Fund	**2,390,503**	2,210,452
Core Area Wastewater Service Capital Reserve Fund	**5,743,431**	3,913,637
Core Area Wastewater Debt Reserve Fund	**11,488,501**	6,389,959
Seaparc Legacy Operating Reserve Fund	**2,015**	1,960
S.P.W.W.S. Sewer Operating Reserve Fund	**658,259**	580,413
Arts and Culture Grants Operating Reserve Fund	**322,109**	305,205
Sooke & EA Rec Facilities Operating Reserve Fund	**32,649**	26,899
Panorama Recreation Operating Reserve Fund	**401,087**	312,705
JDF Community Planning Operating Reserve Fund	**385,628**	315,239
Stormwater Quality Sooke Operating Reserve Fund	**50,412**	43,550
Stormwater Quality Core Operating Reserve Fund	**279,186**	191,512
Stormwater Quality Sannich Pen Operating Reserve Fund	**44,157**	25,101
Saanich Peninsula Source Control Operating Reserve Fund	**48,179**	45,322
LWMP Onsite Operating Reserve Fund	**384,233**	329,009
LWMP Peninsula Operating Reserve Fund	**135,311**	54,632
LWMP Core & WS Operating Reserve Fund	**726,636**	986,281
Core Area Wastewater Operating Reserve Fund	**10,633,127**	7,698,621
Building Inspection Operating Reserve Fund	**612,699**	292,078
Emergency Planning Operating Reserve Fund	**60,373**	61,439
Local		
Shirley Fire Reserve Fund	**130,685**	105,985
Southern Gulf Islands Emergency Capital Fund	**278,083**	261,825
Sooke Community Park Capital Fund	**204,085**	597,479
Pender Island Park Land Reserve Fund	**37,738**	36,714
Salt Spring Island Park Land Acquisition Reserve Fund	**835,418**	912,498
Salt Spring Island Parks & Recreation Capital Reserve Fund	**370,597**	410,214
Southern Gulf Islands Small Craft Harbour Capital Reserve Fund	**189,768**	186,129
Galiano Island Parks & Recreation Capital Reserve Fund	**288,531**	64,905
Saturna Island Park Land Reserve Fund	**3,335**	3,244
Mayne Island Park Land Reserve Fund	**119,388**	110,463
North Pender Island Fire Capital Reserve Fund	**247,471**	349,445
Pender Island Parks & Recreation Commission Fund	**422,827**	367,005
Saturna Island Parks & Recreation Commission Fund	**80,459**	74,693
Willis Point Fire & Recreation Capital Reserve	**145,782**	149,091
Port Renfrew Solid Waste Capital Reserve Fund	**36,050**	55,260
Magic Lake Sewerage System Capital Reserve Fund	**374,653**	306,661

11. ACCUMULATED SURPLUS continued

	2022	2021
Maliview Estates Sewer Capital Reserve Fund	**79,029**	26,389
Ganges Sewer LSA Capital Reserve Fund	**593,041**	864,625
Cedars of Tuam Water Capital Reserve Fund	**7,395**	12,164
Port Renfrew Sewer System Capital Reserve Fund	**24,997**	7,612
Magic Lake Estates Water System Capital Reserve Fund	**1,121,385**	1,151,915
Port Renfrew Sewer & Water System Capital Reserve Fund	**58,573**	52,500
Lyall Harbour/Boot Cove Water Service Area Capital Reserve Fund	**32,171**	23,956
Surfside Park Estates Water Capital Reserve Fund	**70,105**	65,217
Skana Water Service Capital Reserve Fund	**11,638**	39,384
Sticks Allison Water Capital Reserve Fund	**11,392**	4,250
Wilderness Mountain Water Capital Reserve Fund	**43,553**	47,351
Cedar Lane Water Capital Reserve Fund	**17,143**	42,387
Beddis Water Capital Reserve Fund	**4,198**	23,782
Fulford Water Capital Reserve Fund	**29,584**	85,499
Salt Spring Island Park Capital Reserve Fund	**63,699**	77,459
Salt Spring Island Pool Facility Capital Reserve Fund	**98,457**	97,461
Salt Spring Island Emergancy Capital Reserve Fund	**43,760**	42,572
East Sooke Fire Capital Reserve Fund	**52,951**	42,999
Salt Spring Island Harbours Capital Reserve Fund	**215,513**	192,539
Family Court Building Capital Reserve Fund	**481,094**	322,457
Galiano Community Use Building Capital Reserve Fund	**83,107**	79,756
SSI Library Building Capital Reserve Fund	**56,881**	64,670
North Galiano Fire Capital Reserve Fund	**79,666**	72,554
Salt Spring Island Transport Capital Reserve Fund	**391,522**	103,392
Salt Spring Island Septage Capital Reserve Fund	**153,382**	171,856
Highland/Fernwood Water SSI Capital Reserve Fund	**41,340**	52,129
Port Renfrew Fire Capital Reserve Fund	**48,721**	47,399
Otter Point Fire Capital Reserve Fund	**15,571**	25,802
Salt Spring Island Transit Capital Reserve Fund	**23,915**	43,324
Animal Care Legacy Operating Reserve Fund	**415,189**	517,235
Highland/Fernwood Water Operating Reserve Fund	**30,566**	22,784
Beddis Water Operating Reserve Fund	**17,170**	9,752
Fulford Water Operating Reserve Fund	**4,404**	13,576
Cedar Lane Water Operating Reserve Fund	**5,331**	3,027
SSI Septage Composting Operating Reserve Fund	**20,630**	12,475
Ganges Sewer Operating Reserve Fund	**96,008**	73,603
Maliview Sewer Operating Reserve Fund	**31,043**	29,082
Magic Lake Estates Water Operating Reserve Fund	**45,504**	59,516
Lyall Harbour Boot Cove Operating Reserve Fund	**10,931**	815
Skana Water Operating Reserve Fund	**6,092**	1,041
Sticks Allison Water Operating Reserve Fund	**7,433**	1,426
Surfside Park Water Operating Reserve Fund	**14,255**	24,374
Magic Lake Sewer Operating Reserve Fund	**23,075**	33,825
Cedar Tuam Water Operating Reserve Fund	**7,867**	11,461
Durrance Road Fire Operating Reserve Fund	**2,951**	2,517

11. ACCUMULATED SURPLUS continued

	2022	2021
SGI Emergency Program Operating Reserve Fund	**239,231**	175,223
SSI Emergency Program Operating Reserve Fund	**72,341**	62,611
Nuisance & Unsightly Premises Operating Reserve Fund	**19,000**	11,693
Electoral Area Fire Services Operating Reserve Fund	**323,799**	336,571
Electoral Area Soil Deposits & Removal Operating Reserve Fund	**74,675**	70,228
Noise Control Operating Reserve Fund	**21,805**	15,454
Animal Care Services Operating Reserve Fund	**75,272**	75,699
SSI Transit Operating Reserve Fund	**192,796**	302,186
Electoral Area Elections Operating Reserve Fund	**125,101**	103,359
Stormwater Quality SSI Operating Reserve Fund	**77,945**	57,225
Stormwater Quality SGI Operating Reserve Fund	**20,797**	13,535
SSI Economic Development Operating Reserve Fund	**25,197**	8,680
SSI Transportation Operating Reserve Fund	**19,068**	13,600
Port Renfrew Sewer Operating Reserve Fund	**4,377**	349
Wilderness Mountain Water Operating Reserve Fund	**6,277**	11,613
Port Renfrew Water Operating Reserve Fund	**1,171**	4,071
SGI Electoral Area Admin Operating Reserve Fund	**114,807**	97,705
SGI Economic Development Operating Reserve Fund	**8,164**	6,493
SSI Community Recreation Operating Reserve Fund	**451**	8,222
SSI Pool and Park Land Operating Reserve Fund	**18,581**	35,689
Capital Region Housing Corporation		
Capital Reserve Fund	**8,294,901**	7,029,087
Operating Reserve Fund	**4,958,728**	4,050,262
Total reserves	**174,510,572**	170,334,338
Accumulated Surplus	**$ 1,922,770,978**	$ 1,854,880,497

12. CONTRACTUAL OBLIGATIONS

a) CAPITAL PROJECTS AND OPERATING CONTRACTS

At December 31, 2022, the District has outstanding commitments to capital projects and operating contracts totaling $200,143,331 (2021 - $173,063,065).

b) LONG-TERM LEASES

The District rents facilities and leases machinery and equipment under long-term operating leases. Future minimum lease payments are as follows:

	2022	2021
2023	**$ 360,898**	$ 742,550
2024	**133,580**	695,186
2025	**131,280**	226,445
2026	**93,649**	184,691
2027	**53,278**	87,728
Total future minimum lease payments	**$ 772,685**	$ 1,936,600

c) PUBLIC PRIVATE PARTNERSHIP

The District has entered into a multiple-year contract with a third party to design, build, finance, operate and maintain a Residuals Treatment Facility. The future obligations under the contract are as follows:

	Capital Cost and Financing	Operating and Maintenance Costs	Total Payments
2023	$ 5,529,745	$ 4,798,690	$ 10,328,435
2024	5,529,745	4,908,111	10,437,856
2025	5,529,745	5,028,605	10,558,350
2026	5,529,745	5,727,310	11,257,055
2027	5,529,745	5,251,411	10,781,156
Thereafter	71,886,682	81,715,264	153,601,946
Total	$ 99,535,407	$ 107,429,391	$ 206,964,798

Operating and maintenance costs to be paid to the private sector partner are contingent on specified performance criteria and the amounts in the table include an estimateion of inflation but do not reflect performance holdbacks. The asset values are recorded as tangible capital assets and corresponding liabilities are recorded as debt and disclosed in Note 5.

13. CONTRACTUAL RIGHTS

a) THIRD PARTY AGREEMENTS

At December 31, 2022, the District has entered into a number of multi-year revenue contracts with third parties. The estimated contractual rights under these contracts are as follows:

	2022	2021
2023	**$ 7,303,509**	$ 7,418,709
2024	**292,239**	215,725
2025	**272,426**	222,137
2026	**265,880**	228,741
2027	**212,804**	235,544
	$ 8,346,858	$ 8,320,856

b) LONG-TERM LEASES

The District has entered into various contracts for rental revenue. The estimated contractual rights under these contracts are as follows:

	2022	2021
2023	**$ 1,327,143**	$ 1,552,334
2024	**317,896**	516,373
2025	**199,994**	176,018
2026	**184,224**	146,018
2027	**14,395**	10,321
	$ 2,043,652	$ 2,401,064

14. CONTINGENCIES

a) LAWSUITS

In the normal course of operations, the District is faced with lawsuits for damages of a diverse nature. At year-end, the District's estimated exposure to each such liability is either not determinable or is not considered to be significant. Claims paid by the District as a result of litigation are reported as expenses. Liabilities are recorded upon a determination that a loss is likely and a determination can be made of the estimated amounts.

14. CONTINGENCIES continued

b) BUILDING ENVELOPE REMEDIATION (BER) - (CRHC)

A number of low income housing buildings are operated by the CRHC under agreements with BCHMC. Prior to the signing of the new Umbrella Agreement in 2012, BCHMC provided funding for building envelope failure remediation for BCMHC and Homes BC buildings. In the event CRHC is unable to comply with agreement terms, BCHMC may require repayment of certain BER subsidies. Funding for future BER for all buildings except for buildings with no operating agreements is subject to future negotiations with BCHMC.

15. BUDGET DATA

The budget data presented in these consolidated financial statements is based on the 2022-2026 Financial Plan Bylaw 4481 as approved by the Board on March 16, 2022. Interfund transfers and debt principal payments are removed from the budget and the CRHC budget is added for presentation in the consolidated financial statements. Amortization is not contemplated in development of the budget and, as such, is not included. Other differences between budget and actuals exist such as higher demand for service, unexpected events, or changes in market and economic conditions. The District monitors budget by service and manages variances through service revenue, budget amendments, or reserve balances. The table below reconciles the budget surplus reported in the consolidated statement of operations to the budget surplus approved by the Board.

	Total
Budget annual surplus (deficit) as reported	**$ 60,335,568**
Deduct outflows for:	
Transfers to reserve funds	**(20,128,288)**
Transfers to capital funds	**(23,199,326)**
Transfers to equipment replacement fund	**(3,903,453)**
Debt principal payments	**(16,421,401)**
CRHC transfers to reserve funds	**(3,016,866)**
CRHC debt principal payments	**(6,145,126)**
Add inflows for:	
Transfers from reserve funds	**5,387,361**
Prior year net surplus	**7,859,598**
CRHC transfers from reserve funds	**58,800**
Annual surplus approved by the Board	**$ 826,867**

16. GOVERNMENT TRANSFERS

The following government transfers have been included in revenues:

		2022		2021
Federal	**$**	**7,743,554**	$	46,185,285
Provincial		**38,792,422**		95,418,970
Local		**127,622,977**		116,797,917
	$	**174,158,953**	$	258,402,172

Federal Government transfers include $nil (2021 - $35,750,000) relating to the Core Area Wastewater Treatment Project and $nil (2021 - $5,800,000) relating to the Regional Housing First Program (RHFP). Provincial Government transfers include $nil (2021 - $62,000,000) relating to the Core Area Wastewater Treatment Project and $16,239,829 (2021 - $5,606,806) relating to the Regional Housing First Program (RHFP). Local Government transfers include tax levies collected by the Province and municipalities on behalf of the District.

17. PENSION PLAN

The District and its employees contribute to the Municipal Pension Plan (a jointly trusteed pension plan). The board of trustees, representing plan members and employers, is responsible for administering the plan, including investment of assets and administration of benefits. The plan is a multi-employer defined benefit pension plan. Basic pension benefits are based on a formula. As at December 31, 2021, the plan has about 227,000 active members and approximately 118,000 retired members. Active members include approximately 42,000 contributors from local governments.

Every three years, an actuarial valuation is performed to assess the financial position of the plan and adequacy of plan funding. The actuary determines an appropriate combined employer and member contribution rate to fund the plan. The actuary's calculated contribution rate is based on the entry-age normal cost method, which produces the long-term rate of member and employer contributions sufficient to provide benefits for average future entrants to the plan. This rate may be adjusted for the amortization of any actuarial funding surplus and will be adjusted for the amortization of any unfunded actuarial liability.

The most recent valuation for the Municipal Pension Plan as at December 31, 2021, indicated a $3,761 million funding surplus for basic pension benefits on a going concern basis.

The District paid $5,210,779 (2021 - $5,219,059) for employer contributions to the plan in fiscal 2022, while employees contributed $4,823,280 (2021 - $4,613,723) to the plan in fiscal 2022.

The next valuation will be as at December 31, 2024, with results available later in 2025.

Employers participating in the plan record their pension expense as the amount of employer contributions made during the fiscal year (defined contribution pension plan accounting). This is because the plan records accrued liabilities and accrued assets for the plan in aggregate, resulting in no consistent and reliable basis for allocating the obligation, assets and cost to individual employers participating in the plan.

18. RELATED PARTY TRANSACTIONS

The Capital Regional Hospital District (CRHD) is a related party to the CRD. The Board of Directors for each entity is comprised of the same individuals. As legislated by the Hospital District Act, the officers and employees of the CRD are the corresponding officers and employees of the CRHD. The CRD and CRHD are separate legal entities as defined by separate Letters Patent and authorized by separate legislation. During the year the CRHD purchased, at cost, $883,575 (2021 - $763,651) of administrative support and project management services from the CRD.

The Regional Housing First Program (RHFP) is a partnership between the CRD, the Provincial government, and the Federal government to provide capital funding to affordable housing projects in the region. The CRD, CRHC and CRHD will invest a combined $40 million towards projects. In 2018, a RHFP project management office was created to support the delivery of the program. During the year, the CRHD contributed $118,287 (2021 - $143,978) and the CRHC contributed $27,538 (2021 - $64,790) to the CRD, to cost share in administrative support and project management services.

19. GVLRA - CUPE LONG-TERM DISABILITY TRUST

The Trust was established January 1, 1987 as a result of negotiations between the Greater Victoria Labour Relations Association (GVLRA) representing a number of employers and the Canadian Union of Public Employees (CUPE) representing a number of CUPE locals. The Trust's sole purpose is to provide a long-term disability income benefit plan. The employers and employees each contribute equal amounts into the Trust. The District paid $485,654 (2021 - $418,978) for employer contributions and District employees paid $485,654 (2021 - $418,978) for employee contributions to the plan in fiscal 2022. Based upon most recent information, at December 31, 2021, the total plan provision for approved and unreported claims was $24,715,800 with a net surplus of $1,664,646.

20. SEGMENTED REPORTING

The District is a diversified regional government that provides a wide range of services to its stakeholders. For management reporting purposes, the District's operations and activities are organized and reported by Fund. Funds were created for the purpose of recording specific activities to attain certain objectives in accordance with special regulations, restrictions or limitations.

District services are provided by departments and their activities are reported within these funds. Certain functions have been separately disclosed as segmented information, along with accounting for the services they provide as follows:

Water Services:

Water Services operations include responsibility for the supply of wholesale water to the core municipalities, distribution to the Saanich Peninsula, the Westshore Communities, and Sooke. This segment also includes accountability for a number of local water service areas in Port Renfrew, Saltspring Island, and the Southern Gulf Islands.

Sewer Services:

Sewer Services operations include responsibility for the design, build, and operation of sewage collection, treatment, and disposal systems in the District. This includes the accountability for liquid waste in the core area and a number of local sewer service areas in Port Renfrew, Saltspring Island, and the Southern Gulf Islands.

Environmental Health Services:

Environmental Health Services operations are responsible for solid waste management and related environmental assessment and regulatory programs. The department provides municipal solid waste disposal and recycling services.

Recreation and Cultural Services:

Recreation and Cultural Services operations provide a wide variety of facilities and programs to residents of the capital region. Regional Parks is responsible for establishing and protecting a network of regional parks. Three recreation centers are operated in Sooke, Sidney, and Ganges. There are a number of parks and recreation programs located throughout the Southern Gulf Islands.

20. SEGMENTED REPORTING continued

General Government Services:

General Government Services operations are responsible for providing the functions of Corporate Services (Financial Services, GIS & Information Technology, Business Development, Risk Management, Payroll, Arts Development, and Facilities Management), Administration (Human Resources and Corporate Communications), and Planning and Protective Services.

Capital Region Housing Corporation:

The CRHC is a wholly-owned subsidiary of the Capital Regional District. It was incorporated under the laws of British Columbia Company in 1982 and its principal activity is the provision of rental accommodation for citizens of the District. The CRHC operates properties with 1,951 housing units.

The following page provides additional Segmented Information. The accounting policies used in these segments are consistent with those followed in preparation of the consolidated financial statements as disclosed in Note 1.

20. SEGMENTED REPORTING continued

Year ended December 31, 2022

	Water Services	Sewer Services	Environmental Health Services	Recreation and cultural services	General government services	Capital Region Housing Corporation	2022
Revenue							
Government transfers	$ 10,568,172	$ 58,522,968	$ 944,110	$ 33,752,557	$ 50,145,805	$ 20,225,341	**$ 174,158,953**
Sale of services	58,185,112	2,140,992	26,050,314	4,095,420	1,590,375	-	**92,062,213**
Other revenue	5,085,705	3,322,704	8,860,119	5,730,496	9,633,425	-	**32,632,449**
Affordable housing - rental income	-	-	-	-	-	22,548,539	**22,548,539**
Actuarial adjustment of long-term debt	3,770,320	1,238,378	(113,831)	(1,028,620)	1,916,737	-	**5,782,984**
	77,609,309	65,225,042	35,740,712	42,549,853	63,286,342	42,773,880	**327,185,138**
Expenses							
Salaries, wages and benefits	16,061,148	84,246	3,096,847	16,434,368	43,739,838	3,813,721	**83,230,168**
Contract for services and consultants	4,769,776	6,255,761	9,191,730	1,037,985	6,403,983	1,123,805	**28,783,040**
Repairs and maintenance	67,487	602,789	1,837,079	697,242	1,007,956	1,625,882	**5,838,435**
Supplies	1,416,079	2,549,632	109,138	1,206,598	2,026,591	386,955	**7,694,993**
Utilities	1,070,112	2,649,594	78,083	1,025,552	511,422	2,005,702	**7,340,465**
Amortization of tangible capital assets	13,682,222	27,198,419	2,679,811	4,798,887	7,662,628	5,299,447	**61,321,414**
Interest on debt	3,579,825	7,765,610	32,340	633,649	7,499,108	3,573,882	**23,084,414**
Other expenses	4,888,534	19,502,202	6,851,438	8,551,925	675,350	1,532,279	**42,001,728**
	45,535,183	66,608,253	23,876,466	34,386,206	69,526,876	19,361,673	**259,294,657**
Annual Surplus (Deficit)	$ 32,074,126	$ (1,383,211)	$ 11,864,246	$ 8,163,647	$ (6,240,534)	$ 23,412,207	**$ 67,890,481**

20. SEGMENTED REPORTING continued

Year ended December 31, 2021

	Water Services	Sewer Services	Environmental Health Services	Recreation and cultural services	General government services	Capital Region Housing Corporation	2021
Revenue							
Government transfers	$ 1,970,095	$156,328,016	$ 925,799	$ 35,079,241	$ 55,275,963	$ 8,823,058	**$ 258,402,172**
Sale of services	57,516,795	2,069,125	23,963,993	3,041,915	1,180,921	-	**87,772,749**
Other revenue	6,508,934	2,272,301	7,954,149	6,245,808	10,881,326	-	**33,862,518**
Affordable housing - rental income	-	-	-	-	-	19,361,012	**19,361,012**
Actuarial adjustment of long-term debt	3,437,081	1,425,213	(110,123)	(977,038)	1,771,527	-	**5,546,660**
	69,432,905	162,094,655	32,733,818	43,389,926	69,109,737	28,184,070	**404,945,111**
Expenses							
Salaries, wages and benefits	15,114,556	4,086	2,821,078	13,879,511	39,089,753	3,570,342	**74,479,326**
Contract for services and consultants	2,258,642	5,048,299	9,253,087	558,260	5,139,548	1,088,124	**23,345,960**
Repairs and maintenance	136,832	366,047	2,000,473	590,576	731,960	1,231,145	**5,057,033**
Supplies	1,439,862	3,106,714	114,357	987,488	1,904,669	118,992	**7,672,082**
Utilities	1,231,790	2,584,665	87,172	812,667	536,130	1,886,353	**7,138,777**
Amortization of tangible capital assets	13,470,525	25,683,277	2,429,223	4,326,434	7,431,094	5,170,130	**58,510,683**
Interest on debt	3,606,693	7,574,155	47,890	558,482	6,622,247	3,282,707	**21,692,174**
Other expenses	3,501,531	17,301,191	6,067,762	7,476,921	(2,030,001)	2,006,309	**34,323,713**
	40,760,431	61,668,434	22,821,042	29,190,339	59,425,400	18,354,102	**232,219,748**
Annual Surplus	$ 28,672,474	$100,426,221	$ 9,912,776	$ 14,199,587	$ 9,684,337	$ 9,829,968	**$ 172,725,363**

21. FINANCIAL RISKS AND CONCENTRATION OF RISK

The District is potentially exposed to credit risk, market and interest rate risk, liquidity risk, and foreign exchange risk from the District's financial instruments. Qualitative and quantitative analysis of the significant risks from the District's financial instruments is provided below by type of risk.

a) CREDIT RISK

Credit risk primarily arises from the District's cash and cash equivalents, accounts receivable and portfolio investments. The risk exposure is limited to their carrying amounts at the date of the consolidated statement of financial position.

Accounts receivable primarily consist of amounts receivable from government organizations, residents and financial institutions. To reduce the risk, the District regularly reviews the collectability of its accounts receivable and if needed, will establish an allowance based on its best estimate of potentially uncollectible amounts. As at December 31, 2022, the amount of allowance for doubtful debts was $1,242,165 (2021 - nil). The District historically has not had difficulty collecting receivables, nor have counterparties defaulted on any payments.

b) MARKET AND INTEREST RATE RISK

Market risk is the risk that changes in market prices and inputs, such as interest rates, will affect the District's income. The objective of market risk management is to control market risk exposures within acceptable parameters while optimizing the return on risk.

The District manages market risk by holding cash balances with top rated Canadian Schedule I financial institutions. The portfolio investments are managed following the investment policy which is approved by the District's Board of Directors. The District periodically reviews its investments and is satisfied that the portfolio investments are being managed in accordance with the investment policy.

Interest rate risk is the risk that the fair value of future cash flows of a financial instrument will fluctuate because of changes in the market interest rates. The District's investments are disclosed in Note 3 and changes in the fair value of investments have parallel changes in unrealized gains or losses until realized on disposal. The District's exposure to interest rate risk in relation to debt instruments is limited to long-term debt and short-term financing. The risk applies only to long-term debt when amortization periods exceed the initial locked-in term. Short-term financing is subject to daily float rates, which can result in variability over the course of short-term financing. Interest rate risk related to debt instruments is managed through budget and cash forecasts. Interest rate risk relating to mortgages is mitigated by the subsidy assistance received from BCHMC and CMHC which is based on mortgage principal and interest payments.

There has been no change to the interest rate risk exposure from 2021.

c) LIQUIDITY RISK

Liquidity risk is the risk that the District will not be able to meet its financial obligations as they become due. The District manages liquidity risk by continually monitoring actual and forecasted cash flows from operations, anticipated investing, and financial activities to ensure that its financial obligations are met.

There has been no change to the liquidity risk exposure from 2021.

21. FINANCIAL RISKS AND CONCENTRATION OF RISK continued

d) FOREIGN EXCHANGE RISK

The District has not entered into any agreements or purchased any foreign currency hedging arrangements to hedge possible currency risks, as management believes that the foreign exchange risk derived from currency conversions is not significant. The foreign currency financial instruments are short-term in nature and do not give rise to significant foreign currency risk.

There has been no change to the foreign exchange risk exposure from 2021.

22. COMPARATIVE INFORMATION

2021 comparative information for affordable housing rental income and affordable housing rental expense on the consolidated statement of operations has been recast to reflect a change in the presentation of rental management fees adopted for the current year by CRHC. Total revenue and total expenses decreased by $2,426,020 as a result of presenting internally generated rental management fees on a net rather than gross basis. There was no change to prior year annual surplus as a result of the new presentation.

23. SUBSEQUENT EVENTS

a) SALE OF LAND

On January 12, 2023, the District completed the sale of a parcel of land for $5,000,000. The land was originally acquired through the Capital Region Water Supply and Sooke Hills Protection Act in 1997 at no cost. The land was held for sale with a book value of $nil as at December 31, 2022

b) GROWING COMMUNITIES FUND

Subsquent to year end, the Province publicly announced the Growing Communities Fund that will provide local governments in the province with one-time funding to address the needs of their growing communities. The District has received $11,559,000 under this program which will be spent in accordance with the guidelines provided by the Province.

c) RAPID HOUSING INITIATIVE

On April 12, 2023, the District committed to disburse a total of $24,347,423 under the Rapid Housing Initiative to support three local housing projects. A disbursement of $6,126,467 was made on the same date as the agreement.

d) PURCHASE OF PROSSER PLACE

On April 17, 2023, the District purchased the residential property Prosser Place for $17,604,721 and then entered into a 60 year, $12,289,721 lease agreement and 35 year operating agreement of the property with the CRHC. The CRHC obtained short-term financing from BCHMC to fund the prepaid lease of Prosser Place from the District. The financing will be converted to a 35-year mortgage after being placed with a lender by BCHMC.

!/)540 +, =$%4&$*#".+&Q RS:$&'$'T R%:0+U$$'

.&2 *E%Q%"2%)8%8G%0%-#%2CT JDJJ

Name	Position	Salary	Expenses	Total
Achuff, Michael	Environmental Science Officer 2	$ 83,024	$ 56	$ 83,080
Acosta, Guillermo	Technical Services Technician 2	83,337	2,020	85,357
Adams, Douglas	Environmental Science Officer 2	82,151	56	82,207
Alsdorf, Melanie L	Manager SEAPARC Recreation	130,739	930	131,669
Ames, Caroline	Financial Analyst 2	80,771	1,074	81,845
Amyotte, Corinne	Manager Payroll	123,986	1,399	125,385
Anderson, Regan	Senior Financial Officer	78,177	1,195	79,372
Anderson, Sam	Utility Operator Team Lead	105,016	1,718	106,733
Anderson, Sawyer	Water Treatment Operator	79,980	251	80,231
Arnet, Jessica	Property Systems Officer	88,557	1,792	90,349
Arthur, Derek R	Senior Technical Services Technician	101,002	-	101,002
Bader, Mathew	Financial Advisor	89,502	1,046	90,547
Bandringa, Natalie	Research Planner	97,753	124	97,877
Barclay, Jeff	Utility Operator 2	100,018	1,912	101,929
Barnard, Kevin	Environmental Science Officer 2	83,209	56	83,265
Barnes, Michael	Sr. Mgr, Capital Health&Plng Strategies	157,031	76	157,107
Baynes, Carissa	Manager Housing Facilities & Maintenance	102,643	128	102,771
Benjamin, Tom H	Business Systems Analyst	107,782	-	107,782
Bennett, Scott	Manager, Technical Services	135,711	3,603	139,314
Betanzo, Adrian	Engineering Technician 5	89,586	-	89,586
Bewley, Graham	Waterworks/Wastewater Supervisor	125,921	907	126,828
Bezeau, Jean-Paul	GIS Technologist 2	88,364	-	88,364
Biggs, Ryan	Watershed Technician 2	92,361	1,023	93,384
Binks, Rob	Field Supervisor, Water Operations	128,234	1,638	129,871
Binnersley, Lauren	Information Technician 5	86,350	126	86,475
Bird, Aron	Business Systems Analyst	95,331	1,890	97,221
Bissenden, Leigh	Utility Operator 4	95,335	1,504	96,839
Blackwell, Warren	Utility Operator Team Lead	119,902	642	120,544
Blaney, Jennifer	Manager Water Quality Laboratory	126,932	-	126,932
Bona, Martina	Engineer 5	99,448	11,995	111,443
Bonnar, Dustin	Utility Operator 2	87,245	861	88,106
Booth, Monique	Manager Communication Services	126,802	441	127,243
Boutilier, Jesse	Water Treatment Operator	100,982	2,179	103,161
Boyne, Nathan	Fire Warden Protection Assistant	96,713	106	96,819
Bradley, James	Utility Operator 2	95,671	1,137	96,808
Bradley, Julie	GVLRA Executive Director	133,616	-	133,616
Bradstock, Sam	Utility Operator 2	81,278	893	82,170
Brenay, James	Utility Operator 4	104,056	1,760	105,816
Brewster, Lorraine E	Senior Manager, Panorama Recreation	157,043	2,493	159,536

Name	Position	Salary	Expenses	Total
Bridges, George	Utility Operator 4	95,070	735	95,806
Bridges, Gordie	Utility Operator 4	115,606	936	116,543
Bridgewood, David-John	Senior Financial Officer	94,268	1,166	95,434
Brogan, John	Caretaker	72,797	5,648	78,445
Brooks, Skylar	Utility Operator Team Lead	96,853	540	97,394
Buckland, Nigel	Watershed Technician 2	96,821	834	97,656
Burr, Richard	Utility Operator 3	101,897	1,502	103,400
Burrell, Michael G	GIS Technologist 2	88,630	-	88,630
Burrows, Nigel	Mgr, Wildfire, Security & Emergency Resp	126,932	969	127,901
Bustard, Patrick	Senior Financial Advisor	106,704	1,107	107,811
Butts, John	Utility Operator Team Lead	112,416	1,629	114,045
Byrch, Sharon	Manager Information Services	128,933	1,398	130,331
Byron, Justin	Senior Park Maintenance Worker	77,386	221	77,608
Cain, Cameron	Electrical & Instrumentation Team Lead	138,468	4,567	143,035
Cameron, Ross	Manager Risk & Insurance	135,711	23	135,734
Campbell, Karla	Sr Manager SSI Administration	157,034	680	157,714
Campbell, Sarah	Manager Human Resources & Org Devel	126,959	164	127,123
Cannen, Romulo	Systems Officer	102,299	-	102,299
Carby, Shawn	Senior Manager, Protective Services	157,043	646	157,689
Carey, Steven	Sr Manager Legal and Risk Management	144,201	3,030	147,231
Carlson, Richard	Senior Heavy Duty Mechanic	111,323	1,130	112,453
Carmichael, Doug	GIS Technologist	78,180	1,895	80,075
Ceelen, Scott	Industrial Mechanic	106,687	2,311	108,998
Cessford, Dan	Landfill Attendant 1	85,734	-	85,734
Chamberlin, Luke	Utility Operator Team Lead	90,625	1,488	92,113
Chan, Nelson	Chief Financial Officer	264,300	4,652	268,952
Chapman, Jonathan	Electronics Technologist	108,758	432	109,189
Cheney, Russ	Business Systems Analyst	85,440	-	85,440
Chokkalingam, Senthil	Manager SAP Technical Services	152,129	936	153,065
Cholette, Charles	Engineer 3	90,175	3,870	94,045
Christensen, Maxwell	Systems Analyst	91,596	-	91,596
Chytilova, Vanda	Manager Enterprise Resource Planning	152,133	1,830	153,963
Clayton, Nicole	Senior Accounting Clerk	75,433	-	75,433
Constabel, Annette	Senior Manager, Watershed Protection	169,611	3,061	172,672
Cowley, Malcolm	Manager, Wastewater Eng & Planning	152,129	2,765	154,895
Cranwell, Mark	Building Plumbing Inspector	89,055	1,764	90,819
Cullen, Clayton	Manager Water Transmission Operations	123,385	1,157	124,541
Curnow, Steven	Manager Watershed Protection Operations	126,941	929	127,870
Curtis, Matthew	Manager Facilities & Operations	126,941	1,202	128,143

Name	Position	Salary	Expenses	Total
Dales, Jason A	Sr Manager Wastewater Infrastructure Ops	135,494	2,471	137,965
Deane, Victor	Manager Water Treatment & Operations	126,849	917	127,766
Deelstra, Christy	Maintenance Management Coordinator	82,088	-	82,088
Delgadillo Lopez, Francisca	Manager Strategic Planning	128,840	102	128,942
Despins, Marc	Financial Analyst 4	84,653	1,061	85,714
Dixon, Michael Colin	Warehouse Coordinator	79,401	90	79,491
Dobos, Tony	Assistant Bylaw Enforcement Officer	82,044	-	82,044
Dolinsky, Gina	Planning Analyst	81,558	3,221	84,779
Douillard, Jay	Research Planner	94,226	4	94,230
Drew, Brad	Park Facility Coordinator	88,680	603	89,283
Duffey, Darren	Employee Engagement Specialist	103,388	-	103,388
Dunn, Wendy	Environmental Science Officer 2	83,365	1,643	85,008
Dupuis, Jessica	Environmental Science Officer 2	83,228	1,787	85,016
Durkin, Christopher	Industrial Mechanic	122,278	125	122,402
Duthie, Tanya	Manager IWS Administration	92,503	231	92,734
Eam, Sambo	Manager Financial Reporting	127,568	3,881	131,449
Earle, Hayden A	Field Supervisor Water Operations	162,776	1,357	164,134
East, Erica	Systems Officer	90,394	1,029	91,422
Edwards, Kelly	GIS Technologist 2	91,443	378	91,821
Edwards, Natasha	Utility Operator 3	81,427	714	82,142
Egede, Catherine	Manager HR Operations & Business Support	64,044	13,257	77,301
Elliott, Donald	Sr Manager Regional Housing	159,634	2,283	161,917
Elliott, Nicole	Manager Climate Action Programs	111,059	2,011	113,070
Elliyoon, Arezou	Financial Analyst 1	72,105	4,621	76,725
Esterer, John	Engineer 5	112,681	2,086	114,768
Etherington, Andrew	Facility Maintenance Worker 4	75,131	501	75,632
Fafard, Drew	Supervisor Technical Services	156,658	1,904	158,561
Falconer, Kevin	Utility Operator 4	90,022	963	90,985
Farzad, Mahnaz	Senior Project Coordinator	95,652	941	96,593
Fernandez, Carlos	Electronics Technologist	138,949	560	139,509
Ferris, Elizabeth	Manager ERM Policy & Planning	103,225	3,659	106,884
Field, Karley	Financial Analyst 3	73,201	5,105	78,306
Fisher, Kamar	Financial Advisor	88,790	172	88,963
Forbes, Sarah	Program Coordinator	94,516	424	94,940
Fowler, Deanna	Administrative Officer 3	79,580	41	79,621
Fowles, Robert	Manager Construction & Capital Projects	127,559	1,242	128,801
Frame, Duncan (Cameron)	Utility Operator 2	78,006	1,433	79,439
Franklin, Phillip R	Mechanic 4	104,218	2,263	106,481
Freer, Andrew	Park Technician	77,712	6,775	84,487

Name	Position	Salary	Expenses	Total
Fudge, Crystal	Environmental Technician 2	74,411	698	75,110
Gardner, David	Utility Operator 4	106,611	983	107,594
Gardner, James (Tobi)	Engineer 4	109,578	2,051	111,629
Gaultier, Lauren	Manager HR Systems & Projects	89,390	1,104	90,494
George, Justin	Mechanic 4	96,223	-	96,223
Gillett, Molly	Utility Operator 2	73,203	2,439	75,642
Gilpin, Christopher	Manager Arts and Culture Support Service	105,068	26	105,094
Girard, Rob	Industrial Mechanic	75,712	76	75,789
Girardet, Jeffery A.	Water Maint. Op 4/Heavy Duty Equip. Op.	110,416	1,019	111,435
Glew, Debbie	Clerk 5	77,196	-	77,196
Gorman, Michael (Shayne)	Senior Bylaw Enforcement Officer	82,964	1,960	84,924
Gorman, Rob J	Network Analyst	124,386	-	124,386
Gosper, Damon	Engineer 5	122,611	1,194	123,805
Govan, James	Facility Maintenance Supervisor	102,934	4,217	107,151
Gray, Alexander	Computer Support Technician	75,247	-	75,247
Gray, Jason	Recreation Program Coordinator 3	79,103	179	79,282
Gray, Zoe	Mgr, Website & Multimedia Development	126,941	449	127,390
Green, Dale M	Senior Environmental Science Officer	106,573	668	107,241
Greeno, Matthew	Environmental Analyst	89,723	3,634	93,357
Gregg, Elizabeth	Facility Maintenance Worker 4	75,633	589	76,222
Greig, Rob	Industrial Mechanic	117,326	1,974	119,300
Grigg, Sharon	Manager Operations (CRHC)	135,702	-	135,702
Gripich, James	Information Technician 3	75,738	1,618	77,356
Groulx, Mark	Manager Bylaw Enforcement & Animal Care	124,299	119	124,419
Gullekson, Geoff	Electronics Technologist	124,765	577	125,342
Haas, Tim	Field Supvr Electrical & Instrumentation	148,272	1,283	149,556
Hall, Fraser	Technical Services Technician 4	95,039	1,238	96,277
Hancock, Adam	Park Operations Team Lead	112,441	459	112,900
Hardiman, Laura	Manager Asset Management	130,438	3,275	133,713
Harris, David	Mechanic 4	102,409	1,345	103,754
Harris, Glenn	Sr Manager Environmental Protection	171,531	2,172	173,703
Hawthorne, Scott M	Field Supervisor Waterworks/Wastewater	125,650	2,041	127,691
Hayes, Alesha	Information Technician 3	78,054	355	78,409
Hemus, Burn M	Operations Chargehand	84,562	90	84,652
Henderson, Coral-Lee	Administrative Coordinator 2	90,782	30	90,812
Henderson, Stephen	Sr Manager Real Estate	157,049	3,041	160,090
Hennigan, David	Sr Mgr, Information Technology & GIS	169,504	3,091	172,595
Hicks, John	Transportation Planner	112,615	2,365	114,980
Hliva, Adam	Field Supervisor Waterworks/Wastewater	133,279	856	134,136

Name	Position	Salary	Expenses	Total
Hogarth, Jarrod	Utility Operator 4	94,824	2,482	97,306
Hoge, Andrew	Manager, Corporate Finance & Treasury	135,702	1,229	136,932
Hoglund, Colleen	Manager Program Services SEAPARC	110,540	592	111,131
Holmes, Jennifer	Supervisor Business Systems Support	95,537	764	96,301
Horhozer, Jocelyn	Utility Operator 2	77,634	990	78,625
Hozack, John	Supervisor Hartland Maintenance & Ops	128,149	1,367	129,516
Huculak, Shauna	Manager Archaeology	90,418	2,778	93,197
Humphries, Elliot	Watershed Technician 2	81,196	610	81,806
Hutcheson, Larisa	GM, Parks & Environmental Services	233,931	3,212	237,143
Iluk, David	Utility Operator Team Lead	101,835	1,689	103,523
Ingraham, Robert N	Manager Corporate Occ Health & Safety	152,114	6,012	158,126
Irg, Shayne	Sr Manager Water Infrastructure Ops	155,855	2,031	157,886
Irwin, Marie	Environmental Science Officer 3	95,033	56	95,089
Jasinsky, Denis	Manager Core Area Wastewater Operations	122,798	1,462	124,259
Jeevanandam, Vimala	Information Technician 2	73,329	2,065	75,394
Jefferies, Andrew	Utility Operator Team Lead	110,037	1,046	111,083
Jenkinson, Carolyn	Manager Executive Administration	97,105	345	97,450
Jesney, Ian	GM Integrated Water Services	174,915	2,554	177,469
Jin, Wenjing (Kate)	Financial Analyst 2	69,096	8,273	77,368
Jo, Kyu-Chang	Senior Financial Advisor	101,380	1,091	102,471
Jobsis, Mark	Systems Officer	101,269	-	101,269
Johansson, Kenneth	Manager Business Systems	135,702	2,481	138,183
Jones, Bethany	Manager Financial Systems & Reporting	135,711	2,647	138,358
Jones, Wayne M	Utility Operator 4	95,386	104	95,490
Kelly, Jared	Manager Capital Projects	110,259	1,858	112,117
Kemle, Kristin	Senior Property Manager	96,012	128	96,140
Kent, Ian	Utility Operator 2	86,743	1,006	87,750
Khan, Usama	Network Analyst	127,782	-	127,782
Kickham, Peter	Manager Environmental Regulations	126,941	323	127,264
Kilvert, Todd	Technical Services Technician 2	83,292	972	84,264
Kim, Kevin (Sang Hyun)	Manager Privacy and FOI	90,056	- 2,857	87,199
King, Martine	Recreation Program Coordinator 3	80,876	1,581	82,457
Kippan, Robin	Utility Operator 3	90,313	3,081	93,394
Koby, Patrick	Building Inspector 3	86,151	1,681	87,832
Kolic, Joe	Electrician 3	140,369	363	140,732
Kornelson, James	Electrician 2	120,530	1,057	121,587
Kozak, Craig	Utility Operator Team Lead	105,654	245	105,899
Krishna, Sudha	Manager Social Marketing	97,359	16	97,375
Kroening, James R.	Senior Operator 3 Team Lead	113,815	548	114,363

Name	Position	Salary	Expenses	Total
Kruger, Allan	Senior Operator 2	128,524	1,356	129,879
Kuzman, Michael	Utility Operator 4	125,700	2,223	127,923
Lachance, Rianna	Senior Manager Financial Services	171,060	8,660	179,720
Lagoa, Marlene	Manager Legislative Svcs Dpty Corp Off	119,739	1,657	121,397
Lambert, Katharine (Kate)	Senior Property Manager	87,355	743	88,098
Lapham, Robert	Chief Administrative Officer	372,919	9,992	382,911
Lathigee, Jonathan	Senior GIS Administrator	122,893	24	122,918
Lavigueur, Eric	Maintenance Management Coordinator	83,861	-	83,861
Lawrence, Iain	Sr Manager JdF Local Area Services	149,191	1,376	150,567
Lazaro, Dianne	Systems Officer	100,440	5,697	106,138
Leahy, Jeffrey	Senior Manager, Regional Parks	169,620	2,923	172,543
Lee, Patricia	Senior Financial Officer	94,381	1,310	95,691
Lee, Wendy J	Laboratory Coordinator	83,256	-	83,256
Lemmon, Kimberly	Manager Planning and Development	80,276	-	80,276
Lesperance, Bruce	Maintenance Management Coordinator	81,380	-	81,380
Lindsay, Christopher	Wildfire Security & Emerg Response Asst	80,568	-	80,568
Littlejohn, Warren	Senior Supervisor, Roads	110,974	3,080	114,054
Liu, Andy	Manager, Environmental Engineering	152,028	1,005	153,033
Locke, Henry	Draftsperson 3	83,155	432	83,587
Long, Colleen	Recreation Program Coordinator 2	74,600	412	75,013
Lorette, Kevin	GM, Planning & Protective Services	232,011	1,981	233,991
Lowe, Chris	Environmental Science Officer 4	100,733	831	101,564
Lundrie, Zachary	Recreation Program Coordinator 2	75,782	1,652	77,435
Lynk, Tyler	Utility Operator 4	104,347	1,381	105,728
Lyon, Gordon	Utility Operator 4	93,351	2,664	96,015
Lyons, Shirley	Environmental Science Officer 2	83,292	475	83,767
MacDonald, Colin	Utility Operator Team Lead	69,280	7,713	76,993
MacDonald, Matthew	Financial Analyst 1	71,961	3,613	75,574
MacDonald, Mieko	Systems Officer	100,618	-	100,618
MacIntyre, Michael	Manager Planning & Development	144,456	536	144,992
Maher, Kelly	Utility Operator 4	95,965	2,092	98,056
Maloney, Jeffrey	Utility Operator Team Lead	114,421	1,453	115,874
Mann, Matt	Maintenance Management Coordinator	83,906	-	83,906
Manning, Anthony	Electrician 2	95,789	1,509	97,298
Marr, Joseph	Sr Manager Infrastructure Engineering	153,679	854	154,533
Martin, Darren W	Database Administrator	147,898	4,195	152,092
Mason, Scott	Manager, Water Engineering & Planning	152,130	1,010	153,139
May, Stephen	Sr Manager, Facilities Mgmt & Eng Serv	169,620	1,076	170,695
McAloon, James A	Engineering Technician 2	82,324	14	82,338

Name	Position	Salary	Expenses	Total
McCoubrey, Patrick	Security Chargehand	96,107	1,372	97,479
McCrank, Matthew	Sr Manager Wastewater Infrastructure Ops	113,660	1,355	115,015
McCreesh, Shari	Purchaser	76,898	-	76,898
McDonough, Jeff	Electrician 2	96,737	627	97,364
McIntyre, Shawn	Integrated O&M Planner and Scheduler	101,237	318	101,555
McLorg, Michael F	Senior CAD/GIS Technologist	90,817	-	90,817
McNeill, James	Water Treatment Operator	93,467	1,121	94,588
McPherson, Scott	Utility Operator Team Lead	115,083	213	115,296
McQuarrie, Christine	Manager, Human Resources	135,702	578	136,280
Medland, John (Michael)	Senior Financial Advisor	106,725	1,091	107,816
Medler, Derek	Utility Operator 4	82,574	1,611	84,185
Melling, Andrew	Utility Operator 3	85,576	1,665	87,241
Menzies, Curtis	Utility Operator 4	95,446	5,632	101,077
Michael, Jerry	Administrative Coordinator 2	73,355	3,335	76,691
Middleton, David	Utility Operator Team Lead	95,968	205	96,173
Mildenberger, Jeffrey	Water Treatment Operator	75,288	839	76,127
Milkert, Cory	Environmental Science Officer 2	75,257	4,210	79,467
Miller, Jacey	Industrial Mechanic	121,997	234	122,231
Moch, Christoph	Manager Water Quality	135,711	2,256	137,967
Modak, Lisa	Information Technician 5	88,485	-	88,485
Mooney, John	Manager Park Operations	118,727	283	119,009
Moore, Allan W	Systems Officer	99,864	-	99,864
Moore, Christopher	Environmental Analyst	79,380	308	79,687
Morbey, Nathaniel	Senior Financial Advisor	102,502	1,426	103,928
Morley, Kristen	GM Corporate Services	234,411	6,718	241,128
Moss, Tracey	Manager Visitor Experience & Stewardship	125,346	2,300	127,646
Mullett, David	Water Maint. Op 4/Heavy Duty Equip. Op.	98,562	1,049	99,611
Nakata, Tony	Engineer 5	111,853	50	111,903
Navarrete, Mauricio	Building Services Coordinator	104,977	51	105,027
Neilson, Christopher	Senior Manager Human Resources & Org Dev	193,180	2,714	195,893
Nelson, Douglas	Watershed Operator/Equiptment Operator	103,437	-	103,437
Nestor, Cameron	Utility Operator 4	107,409	737	108,146
Nguyen, Huy	Aquatic Ecology Technician 3	88,493	641	89,135
Novy, Lukas	Manager Hartland North Engineering	110,850	3,041	113,891
O'Brien, Kevin	Property Manager 3	76,571	174	76,746
O'Dwyer, Lani	Technical Services Technician 3	90,857	908	91,765
Olafson, Dean	Manager Engineering SSI	125,655	2,405	128,061
Olsen, Elizabeth	Program Assistant 3	75,197	27	75,224
Orr, Andy	Senior Manager, Corporate Communications	157,034	491	157,525

Name	Position	Salary	Expenses	Total
Oulton, Jason	Program Technician	74,327	1,175	75,502
Ovington, Dan	Manager SSI Parks & Recreation	135,692	2,057	137,749
Pacheco, Joe H	Supervisor Weigh Scale	110,743	244	110,987
Page, Ryan	Utility Operator 4	127,186	3,858	131,043
Panich, Andrea	Environmental Technician 2	78,580	2,085	80,665
Parchem, Jeff	Facility Maintenance Worker 4	77,638	2,825	80,463
Parker, David	Manager, Systems Maintenance	126,941	932	127,873
Parker, Robert	Utility Operator Team Lead	145,704	4,996	150,700
Patade, Rakesh	Systems Officer	100,674	995	101,669
Patel, Mitul	Systems Officer	95,103	995	96,098
Perra, Michael	Systems Officer	78,262	7,097	85,358
Piva, Daniel	Laboratory Coordinator	83,533	611	84,145
Powers, Sceni	Senior Financial Officer	96,918	5,043	101,961
Preece, Cameron	Manager Core Area Conveyance Operations	138,672	468	139,139
Prenger, Nathan	Sr Supvr Wildfire Security & Emerg Resp	101,623	1,159	102,782
Puskas, Dale	Manager, Capital Projects	75,192	-	75,192
Quan, Carson	Network Analyst	116,688	50	116,738
Quayle, Kristin	Information Technician 3	78,820	111	78,931
Ranns, John T.	PRV/CV Mechanic	94,063	1,835	95,898
Reed, Michael	Facility Maintenance Worker (Aux)	78,002	-	78,002
Rees, Pat	Utility Operator Team Lead	104,635	213	104,848
Reimer, Jonathan	Manager Electoral Area Fire & Emerg Prgs	126,932	3,902	130,835
Reimer, Matthew	Field Supervisor Wastewater Operations	120,617	6,994	127,611
Richards, Colin	Watershed Operator/Equipment Operator	75,842	-	75,842
Rilkoff, Jeremiah (Jeremy)	Senior Financial Advisor	77,236	1,091	78,327
Robbins, Ted	Chief Administrative Officer	243,128	1,739	244,866
Roberts, Alison	Information Technician 5	88,485	2,151	90,636
Robertson, Marie	Senior Supervisor, Watershed Operations	111,210	1,216	112,426
Robson, Dan	Manager, Saanich Pen. & Gulf Islands Ops	126,932	1,176	128,109
Roy, Stephen	PRV/CV Mechanic	94,888	258	95,146
Rudolph, Barri-Lynn	Environmental Science Officer 2	83,220	122	83,341
Ruljancich, Shane A	Chief Draftsperson	94,335	374	94,709
Ryan, Barry	Engineering Technician 5	90,208	1,122	91,330
Salter, Brandon	Utility Operator Team Lead	119,821	1,189	121,010
Sandhar, Amrit	Engineering Technician 5	100,489	1,107	101,596
Saprunoff, Dan	Environmental Science Officer 2	83,220	-	83,220
Say, Kimberly	Recreation Program Coordinator 3	79,140	32	79,172
Scaber, Todd	Manager Water Distribution Operations	126,941	1,467	128,408
Scharbach, David	Manager Telecommunications & Automation	124,830	909	125,739

Name	Position	Salary	Expenses	Total
Scheuer, Darren	Electronics Technologist	120,047	664	120,711
Schoening, Debbie	Financial Analyst 3	79,722	7	79,729
Schubert, Dan	Maintenance Worker Depot	85,998	2,201	88,200
Scott, Sharon	Engineer 4	106,391	692	107,083
Semmens, Benjamin	Manager Financial Planning & Performance	135,711	2,933	138,644
Shannon, Todd	Park Operations Supervisor	120,961	1,541	122,502
Sharp, Allison	Manager, Administrative Services	110,531	998	111,529
Shaw, Ryan	Systems Officer	118,475	2,511	120,986
Sheppard, Rodney K	Utility Operator 4	132,155	1,736	133,891
Shoemaker, Robert D	Environmental Science Officer 1	78,173	1,580	79,753
Shuck, Robert	Environmental Science Officer 3	95,926	1,662	97,588
Simmons, Nicholas	Utility Operator 2	76,342	205	76,548
Sinclair, Emily	Sr Manager Regional & Strategic Planning	165,031	942	165,973
Sladen, Trevor	Utility Operator 4	101,185	995	102,180
Smart, James O.S.	Utility Operator Team Lead	109,147	116	109,263
Smith, Russ	Senior Manager, Env. Resource Management	169,611	2,113	171,724
Smith, Vince	Industrial Mechanic	100,600	983	101,583
Smithson, Michael	Electrician 3	108,084	290	108,374
Smits, Diana	Payroll Coordinator	75,248	-	75,248
Sneek, Jeff	Welder	95,097	238	95,335
Sneek, Lisa J	Recreation Program Coordinator 2	73,523	1,835	75,358
Solomon, Marc	Park Operations Supervisor	124,535	6,197	130,731
Starke, Justine	Manager SGI Service Delivery	120,595	5,363	125,958
Stephens, Patrick	Engineer 5	94,189	2,405	96,595
Stock, Mary	Manager, Human Resources	135,702	876	136,578
Storie, Rob	Building Services Coordinator	135,542	1,831	137,372
Stott, Brad	Utility Operator 4	89,580	1,101	90,681
Stott, Tara	Environmental Analyst	78,632	132	78,764
Sturdy, Luke	Local Utility Operator Team Leader	143,416	1,519	144,935
Sunshine, Michael	Manager Corporate Fleet	126,941	174	127,114
Swan, Ryan	Utility Operator Team Lead	121,466	760	122,226
Taggart, Colette	Environmental Science Officer 2	83,183	225	83,408
Tates, Ron	Field Supervisor Mechanical	76,540	176	76,716
Taylor, Emma	Planner	82,470	3,959	86,430
Taylor, Michael	Manager Building Inspection	134,735	995	135,730
Taylor, Teresa M	Maintenance Management Coordinator	83,976	-	83,976
Tejeda, Alejandro	Senior Developer Analyst	94,642	-	94,642
Teschke, Kyle	Engineer 5	97,764	1,480	99,244
Thomson, James	Senior Project Coordinator	76,011	453	76,464

Name	Position	Salary	Expenses	Total
Tokgoz, Genevieve	Engineer 5	98,687	4,889	103,576
Tokgoz, Natalie	Manager Water Distrib Eng & Planning	100,709	2,315	103,024
Tradewell, Kelly	Environmental Science Officer 4	92,768	675	93,443
Trent, Lorna	Manager, IT Projects	113,526	2,407	115,933
Tromp, Melanie	Information Technician 5	82,114	-	82,114
Tworuschka, Dylan	Utility Operator 3	78,856	2,265	81,122
Tyler, Jennifer	Environmental Science Officer 3	92,763	92	92,855
Urbanoski, Michael Max	Integrated O&M Planner and Scheduler	101,169	5,097	106,266
Urquhart, Tracy	Information Technician 5	79,725	385	80,109
Ussery, Joel	Manager Resource Planning	135,629	1,146	136,775
Van Buskirk, Amanda	Human Resources Advisor	85,053	2,074	87,126
Van Niekerk, Jan D	Sr Manager Customer & Technical Services	156,941	848	157,788
Vernon, Leona (Caitlyn)	Manager First Nations Relations	127,857	1,437	129,294
Villers, Timothy	Caretaker	73,475	3,190	76,665
Walsh, Stuart	Parks Operations Supervisor	112,006	5,186	117,192
Wang, Robin	Field Supervisor SCADA & Controls	136,969	916	137,885
Ward, Cameron	Park Maintenance Worker 5	75,943	1,676	77,619
Watkins, Tom	Manager Solid Waste Operations	126,941	830	127,771
Watson, Christopher	Building Inspector 2	82,919	2,288	85,207
Watson, Jody L	Environmental Science Officer 4	100,440	1,729	102,169
Watts, Catherine	Aquatic Programs Worker (Aux)	74,481	1,883	76,364
Way, Mark	Facility Maintenance Supervisor	110,901	51	110,952
Weaver, Mike	Field Supervisor Water Treatment Ops	156,933	882	157,815
Wechselberger, Paul	Administrative Clerk 2	79,569	2,853	82,422
Weihing, Doug	Engineering Technician 3	88,485	901	89,385
Werfl, Bryan	Equipment Operator 3	79,938	150	80,088
West, Adam	Facility Maintenance Worker 4	86,304	654	86,958
Westinghouse, Laurel	Senior Financial Advisor	103,080	1,235	104,315
Whipp, Chaz	Manager, Facilities	126,932	3,458	130,390
Whipps, Steven	Field Supervisor Water Operations	137,067	2,180	139,247
Wicker, Brett K	Facility Maintenance Worker 4	75,393	1,867	77,259
Wiebenga, Harry (Ian)	Manager Project Engineering	140,682	1,033	141,716
Williams, Janice	Manager Occupational Health and Safety	123,647	3,427	127,073
Wilson, Kristi D	Demand Management Coordinator	88,594	431	89,025
Wilson, Lynn	Planner	94,564	4,136	98,700
Wood, Sophie	Information Technician 3	78,173	45	78,218
Woodsend, Cameron	Equipment Operator 3	78,752	-	78,752
Wu, Pei (Emma)	Financial Advisor	101,195	6,909	108,104
Wyatt, Trevor	Water Maint Op 4/Heavy Duty Equip Op	100,481	434	100,916

Name	Position	Salary	Expenses	Total
Wyman, Brent	Recreation Program Coordinator 2	77,301	2,228	79,529
Xu, Liaoxin	Manager Financial Services	129,907	1,640	131,547
Zhang, Yong (Garrett)	Electronics Technologist	109,345	209	109,553
Zou, Bing	Financial Analyst 2	78,100	1,615	79,715
Total of Employees with remuneration of $75,000 or more		**$ 42,464,671**	**$ 590,278**	**$ 43,054,950**
Total of Employees with remuneration of $75,000 or less		**$ 25,272,031**	**$ 201,475**	**$ 25,473,505**
Total Employee Remuneration		**$ 67,736,702**	**$ 791,753**	**$ 68,528,455**

D#:."#0=$C.+&#0E.'"*./"

!/)540 +, =$%4&$*#".+&Q RS:$&'$'T E.*$/"+*' Q 90"$*&#"$.*$/"+*'

.&2 *E%Q%"2%)8%&G%0%-#%2CT JDJJ

Name	Position	Salary	Allowances	Expenses	Total
ALTO BOND, MARIANNE	Board Director, Victoria	$ 2,656	$ 888	$ -	$ 3,543
ARMOUR, KENNETH	Board Director, Esquimalt	440		-	440
BATEMAN, JEFF	Alternate Director	1,650		-	1,650
BLACKWELL, DENISE	CRHD Chair	21,302	10,651	81	32,033
BRAITHWAITE, HAZEL	CRHD Chair	220		-	220
BRENT, PAUL	Board Director, SGI EA	28,139	12,695	86	40,920
BRICE, SUSAN	Board Director, Saanich	19,577	9,734	81	29,392
BROWNOFF, JUDITH	Board Director, Saanich	2,106	888	-	2,993
CARADONNA, JEREMY	Board Director, Victoria	1,776	888	-	2,663
COLEMAN, CHRISTOPHER	Board Director, Victoria	1,776	888	-	2,663
DE VRIES, ZAC	Board Director, Saanich	2,958	1,149	-	4,107
DESJARDINS, BARBARA	Board Director, Esquimalt	21,184	10,592	81	31,857
GOODMANSON, SCOTT	Board Director, Langford	1,776	888	-	2,663
HAYNES, FREDERICK	Board Director, Saanich	16,436	7,943	-	24,379
HELPS, LISA	Board Director, Victoria	17,692	8,846	81	26,618
HICKS, MIKE	Electoral Area Director - JDF	42,785	20,677	612	64,074
HOLMAN, GARY	Board Director, SSI EA	44,668	22,334	1,500	68,502
HOWE, DAVID	Electoral Area Director - SGI	19,154	9,577	-	28,731
ISITT, BENJAMIN	Board Director, Victoria	16,876	7,943	-	24,819
JONES, PETER	Board Director, North Saanich	1,776	888	-	2,663
KOBAYASHI, DOUGLAS	Board Director, Colwood	1,886	888	-	2,773
LITTLE, MARIE TERESE	Board Director, Metchosin	1,776	888	-	2,663
LOVEDAY, JEREMY	Board Director, Victoria	18,462	8,846	-	27,308
MARTIN, ROBERT	Board Director, Colwood	15,996	7,943	81	24,020
MCNEIL SMITH, CLIFF	CRHD Acting Chair	19,990	9,995	81	30,065
MERSEREAU, REBECCA	CRD Board Vice Chair	21,962	10,651	123	32,735
MURDOCH, KEVIN	CRHD Chair	19,990	9,995	81	30,065
MURDOCK, DEAN	Board Director, Saanich	1,886	888	-	2,773
ORR, GEOFF	Board Director, North Saanich	15,886	7,943	81	23,910
PLANT, COLIN	CRD Board Chair	34,826	17,358	2,522	54,706
POTTS HALPIN, SARAH	Alternate Director	330		-	330
RANNS, JOHN	Board Director, Metchosin	15,886	7,943	-	23,829
SAHLSTROM, MATT	Alternate Director	440		-	440
SCREECH, DAVID	Board Director, View Royal	17,692	8,846	81	26,618
SEATON, LANNY	Board Director, Langford	15,886	7,943	-	23,829
STOCK, CELIA	Alternate Director	550		-	550
SZPAK, LILLIAN	Board Director, Langford	2,986	888	81	3,954
TAIT, MAJA	CRD Board Vice Chair	19,990	9,995	373	30,357
TAYLOR, EDWARD (NED)	Board Director, Saanich	16,656	7,943	117	24,716

D#:."#0=$C.+&#0E.'"*./"

!/)540 +, =$%4&$*#".+&Q RS:$&'$'T E.*$/"+*' Q 90"$*&#"$E.*$/"+*'

.&2 *E%Q%"2%)8%&G%0%-#%2CT JDJJ

Name	Position	Salary	Allowances	Expenses	Total
THOMPSON, DAVID	Board Director, Victoria	1,776	888	-	2,663
TOBIAS, DAVID SID	Board Director, View Royal	1,776	888	-	2,663
WICKHEIM, MICHAEL	Board Director, JdF EA	5,989	2,995	-	8,984
WILLIAMS, KENNETH	Board Director, Highlands	17,772	8,831	122	26,724
WINDSOR, RYAN	Board Director, Central Saanich	17,662	8,831	-	26,493
YOUNG, GEOFFREY	Board Director, Victoria	16,546	7,943	40	24,529
Total		**$ 569,537**	**$ 276,796**	**$ 6,302**	**$ 852,635**

!/)540 +, =$%4&$*#".+&Q RS:$&'$'T D+%%."'$$Q D+%%.''.+& B$%M$*'

.&2 *E%Q%"2%)8%&G%0%-#%2CT JDJJ

Name	Position	Salary	Allowances	Expenses	Total
BAIRD, GORDON	Water Commission	$ 440	$ 220	$ -	$ 660
CHAMBERS, NATALIE	Water Commission	367	183	-	550
DUBOW, SHARMARKE	Water Commission	440	220	-	660
DUNCAN, SARA	Water Commission	513	257	-	770
GRAHAM, CHRISTOPHER	Water Commission	1,027	513	-	1,540
HARPER, KAREN	Water Commission	1,393	697	-	2,090
JENSEN, STANLEY	Land Use Committee	440	220	-	660
KAHAKAUWILA, KYARA	Water Commission	440	220	-	660
LOGAN, GORDIE	Water Commission	367	183	-	550
MCCONNELL, VERNON	Land Use Committee	440	220	227	887
MCINTYRE, ROY	Land Use Committee	587	293	-	880
MORRISON, TIMOTHY	Water Commission	440	220	-	660
PATERSON, ESTHER	Water Commission	73	37	-	110
RAMSAY, RONALD	Land Use Committee	513	257	-	770
RISVOLD, DALE	Land Use Committee	440	220	-	660
ROGERS, JOHN	Water Commission	513	257	-	770
SINCLAIR, GEORGE (SANDY)	Land Use Committee	587	293	-	880
ST PIERRE, MARCEL (TONY)	Water Commission	220	110	-	330
WADE, ROGER	Water Commission	513	257	-	770
ZHELKA, ERIC	Water Commission	440	220	-	660
Total		**$ 10,193**	**$ 5,097**	**$ 227**	**$ 15,517**

D#:."#0=$C.+&#0E.'"*./"

!$;$*#&/$ 9C*$$%$&"'

.&2 *E%Q%"2%)8%&G%0%-#%2CT JDJJ

There were no severance agreements under which payment commenced between the Capital Regional District and its unionized employees during fiscal year 2022.

D#:."#0=$C.+&#0E.'"*./"

!/)540 +, G#U%$&"'"+ !4::0.$*' ,+* N++5' #&5 !$*;./$'

.&2 *E%Q%"2%)8%&G%0%-#%2CT JDJJ

Vendor		Total
0848631 Bc Ltd.	$	297,884
0950119 Bc Ltd		49,426
6362222 Canada Inc.		35,280
661314 B.C. Ltd.		84,745
Absolute Energy Inc.		161,483
Accent Refrigeration Systems		28,114
Acklands - Grainger Incorporated		273,670
Acme Supplies Limited		150,011
Advance Tank Centres Ltd.		25,834
Aecom Canada Ltd.		635,914
Alexander Holburn Beaudin		108,995
Allegro Performing Arts Centre		36,265
Alpha Roofing & Cladding Inc		168,566
Als Canada Ltd		51,148
Alumichem Canada Inc		67,460
Amazon		142,060
Andrew Sheret Limited		355,619
Aon Reed Stenhouse Inc.		1,548,771
Apex Steel & Gas Limited		99,339
Apple		76,650
Aqua Irrigation		42,316
Aral Construction (2014) Ltd.		614,058
Arcadis Canada Inc		173,487
Archie Johnstone Plumbing & Heating		157,399
Archipelago Marine Research Ltd		109,530
Arctic Decorating Inc.		153,385
Arrive Consulting		62,685
Associated Engineering (Bc) Ltd		338,416
Associated Fire Safety Equipment		44,843
A-Tech Doors Inc.		69,524
Atlantic Industries Limited		52,686
Aura Cabinet Works Limited		229,949
Aurum Property Care		43,071
Automated Aquatics Canada Ltd.		326,230
Avensys Solutions Inc		100,206

Vendor	Total
Axis Mountain Technical Inc.	332,082
Bartlett Tree Experts	159,331
Basic Rock Products Limited	126,758
Bayshore Home Health	31,601
Bc Hydro	5,179,004
Bc Sustainable Energy Association	37,525
Bc Transit	460,872
Beacon Community Association	291,621
Beaver Electrical Machinery Ltd.	54,635
Bee-Clean Building Maintenance Inc	862,754
Bell Media Inc.	31,483
Ben Patterson	103,443
Ben Symons	34,248
Best Buy	28,597
Big Digem Excavating Ltd	32,816
Biomerieux Canada Incorporated	75,575
Black Press Ltd	158,791
Black Tie Property Services	28,938
Boleyn Media Group Inc.	42,215
Brenntag Canada Incorporated	1,528,925
Brent Jansen Plumbing	384,335
Brigitte Prochaska	67,830
British Columbia Ferry Services	59,502
Bruce A. Hampson	46,337
Bry Sand Ice Arena Ltd.	359,201
Bullet Security Cameras, Inc	66,359
Bullfrogcontrol.Com Inc	85,000
Bunzl Cleaning & Hygiene	78,583
Bureau Veritas Canada (2019) Inc.	455,440
Burnside Gorge Community Association	76,707
Butler Brothers Supplies Ltd	90,836
Caird Mechanical Contractors	281,697
Calian Ltd.	38,270
Canadian Linen Supply	70,717
Canadian Springs	74,349

Vendor	Total
Canadian Tire	71,883
Canreal Management Corporation Itf	59,229
Cansel Survey Equipment Inc.	39,811
Capital City Paving Limited	766,478
Carrina Maslovat	29,184
Cascadia West Contracting Ltd.	1,974,089
Cb Process Instrumentation	55,920
Cbs Electrical Contractors Ltd.	33,309
Cdw Canada	453,020
Ceangal Professional Consulting, In	212,468
Centralsquare Canada Software Inc.	99,739
Centrix Control Solutions Limited	113,770
Chartech Solutions	75,188
Charter Telecom Inc.	300,486
Chris Vrabel	66,471
Cimco Refrigeration	60,837
Cirro Creative Inc.	34,466
City Green Solutions	78,466
City Of Colwood	57,434
City Of Langford	1,651,618
City Of Nanaimo	31,219
City Of Victoria	2,033,384
Clarke Engineering & Welding Ltd	27,085
Clear Sky Consulting Ltd.	27,300
Coast Utility Contracting Ltd	3,740,080
Coastal Green & Clean	60,052
Colquitz Engineering Ltd	269,601
Columbia Fire & Safety Limited	29,001
Columbia Fuels	265,557
Columbia Promotions	235,912
Community Energy Association	29,765
Community Social Planning Council	398,763
Copcan Civil LP	135,414
Cornerstone Youth Society	37,158
Corrosion Service Company Limited	63,087

Vendor	Total
Corvidae Environmental Consulting	33,765
Cottam Enterprises Ltd.	39,271
Cowichan Valley Regional District	62,400
Cp Code Consultants Ltd	36,076
Crest Inc	1,626,225
Crystal Blue Pool Services	65,231
Cummins Western Canada	25,777
Cupe Local 1978	876,132
D B Birch Ltd.	43,952
D. Clark Arboriculture	27,081
Da Silva Garden & Landscaping	44,735
Dacan Plumbing	150,065
Darktrace Holdings Limited	29,752
Datatrain Analytics Inc.	100,485
David Babbage	37,195
Davis Controls	45,000
Dawn Larden	28,457
Depend-A-Dor Repairs & Installation	52,808
Derek Ford Studios	53,996
Devon Transport Ltd.	56,831
Dhkarchitects Inc.	212,439
Diamond Head Consulting Ltd.	62,274
District Of Central Saanich	1,066,507
District Of Metchosin	31,165
District Of North Saanich	344,269
District Of Saanich	7,128,774
District Of Sooke	32,780
Dl'S Bins Ltd	2,609,216
Don Mann Excavating Limited	41,709
Downs Construction Limited	250,351
Downtown Appliance Repair	29,158
Durwest Construction Limited	7,845,020
Dynamic Specialty Vehicles	137,141
E B Horsman & Son	80,899
E.H. Emery Electric Ltd.	679,459

Vendor	Total
Ecofish Research Ltd.	38,075
E-Comm, Emergency Communications	369,758
Eecol Electric Corp.	37,964
Ellice Recycle Limited	71,432
Em2 Management Solutions, Inc.	64,420
Emco Corporation	1,117,344
Emterra Environmental	5,334,981
Engineered Pump Systems Ltd	76,721
Engineering For Kids	26,476
Engineers And Geoscientis	29,049
Ernst & Young LLP	64,983
Esc Automation Incorporated	34,079
Esri Canada Limited	105,332
Evolve Engineering Inc.	37,826
Evoqua Water Technologies Ltd	204,485
Excel Contracting Limited	114,174
Fibre Tech Carpet Care Ltd.	37,936
Finishing Touch Painting Ltd	40,348
Finning (Canada)	431,216
First National Financial Lp	154,000
Fisher Scientific Co.	62,394
Fitness Experience	29,614
Five Star Paving Company	266,727
Fix Auto Collision Westshore	73,185
Flagtrux Traffic Control	344,139
Flynn Canada Limited	131,058
Footprints Security Patrol Ltd	88,253
Foreman Equipment Ltd.	29,120
Forest Technology Systems	48,191
Fortis Bc-Natural Gas	496,478
Fountain Tire	127,747
Four Star Waterworks Limited	564,861
Fournier Industries Inc	204,400
Fred Surridge Limited	70,084
Frontline Machinery Ltd.	39,844

Vendor	Total
G&E Contracting L.P.	1,053,719
Galaxy Motors	65,948
Garden City Tree And Landscape Ltd.	210,291
Generous Forest Services	26,671
Geoadvice Engineering Inc.	41,918
Geocycle Canada Inc.	26,021
Georgeson Tug Ltd	32,357
Geo-Tech Industries Inc	37,409
Gescan - Division Of Sonepar	41,256
Gfl Environmental Inc	1,380,478
Ghd Limited	87,828
Glass-Smith & Company Limited	34,845
Glave Strategies	49,244
Global Industrial Canada	39,213
Goldstream Rock Products Ltd	32,944
Goodaswood Tree Care	87,959
Gord Brohman	76,139
Grand & Toy	50,922
Granicus Inc.	52,535
Graphic Office Interiors Limited	731,819
Greater Victoria Labour Relations	219,555
Greatpacific Consulting Ltd	325,512
Green Line Hose & Fittings Ltd	41,225
Green Roots Play Equipment Inc.	271,524
Greenlight Ventures Ltd	34,370
Gregg Distributors Lp	147,519
Griff'S Lawn & Garden Care	25,512
Guillevin International Co.	160,458
Gulf Islands Septic Limited	71,742
Gulf Pacific Itf - Creekside Mall	47,021
Gunnebo Canada Inc.	96,749
Gvlra/Cupe Long Term Disabliltiy	1,044,169
Gw Solutions Inc.	28,658
H.L. Demolition & Waste Management	88,163
H.Y. Engineering Ltd.	52,645

Vendor	Total
Hach Sales & Service Canada Ltd	118,688
Harbour Resource Partners LP	1,469,600
Hardal Management Inc.	50,779
Harris Victoria	190,336
Hartland Renewable Resources	2,520,794
Hartland Resource Management General	9,183,421
Hatch Ltd	128,023
Hazmasters Inc.	117,395
Hdr Corporation	74,069
Heightsafe Fall Protection Systems	130,347
Hodge Podge Contracting	44,444
Hoel Contracting Ltd.	531,782
Home Depot Credit Services	37,302
Hootsuite Inc.	27,711
Hoskin Scientific Limited	35,904
Houle Electric Limited	226,751
Hughes Painting	95,369
Iconix Waterworks LP	778,962
Inclusive Excellence Strategy	27,118
Indigenous Perspective Society	70,600
Industra Construction Corp	7,237,371
Industrial Scaffold Services L.P.	82,642
Infosat Communications LP	32,567
Info-Tech Research Group Inc.	89,646
Innov8 Digital Solutions Inc	139,111
Innovyze Inc.	26,967
Insurance Corporation Of BC (ICBC)	263,606
Intact Insurance Company	54,543
Integral Group Consulting (Bc) LLP	37,441
Isco Canada Inc	30,352
Isl Engineering And Land Services	111,319
Island Asphalt Company	126,998
Island Floor Centre Ltd	194,927
Island Junk Solutions Ltd	32,088
Island Key Computer	26,669

Vendor	Total
Island Key Computer Limited	1,156,658
Island Pro Homes Ltd	144,105
Island Scales Limited	55,677
Island Temperature Controls Ltd	145,718
Island Tractor & Supply (Canada) Ltd	37,729
Island Window Coverings Limited	75,468
Islandearth Landscape Services Ltd.	439,415
Iwa - Fi Pension & Ltd Plans	228,081
J J Plumbing & Heating	27,915
Jacob Bros. Construction Inc.	5,205,947
Jawl & Bundon In Trust	359,401
Jawl & Bundon LLP	27,922
Jemma Scoble Consulting	65,691
Jenkins Marine Ltd	158,904
Jenner Chevrolet Buick Gmc	111,660
Jesse Brown	32,870
Joe Newell Architects	77,239
John Brooks Company Limited	27,499
John Howard Society Of Victoria	103,603
John Mccrea	82,325
John Wakefield	52,375
Jumelle Consulting Inc.	136,395
Kaeser Compressors Canada Inc.	91,939
Kal Tire	26,954
Kenaidan Contracting Ltd	4,153,551
K'Enes Transportation LLP	444,526
Kerr Wood Leidal Associates Ltd	453,456
Key-2 Auto Parts & Engine Rebuilder	40,491
Kirk & Co. Consulting Ltd	44,313
Klohn Crippen Berger Ltd.	85,708
Kms Tools	34,195
Kms Tools & Equipment Ltd.	61,963
Knappett Projects Inc.	1,315,535
Kone Inc	41,882
KPMG LLP	385,377

Vendor	Total
Ksb Pumps, Inc	97,941
Kti Limited	742,085
Lawson Lundell LLP	80,523
Lifestyle Equipment	51,014
Littluniverse Education	35,609
Lordco Auto Parts Ltd	36,106
Low Hammond Rowe Architects	157,310
M & L Painting Ltd	82,436
M3 Mechanical Consultants Inc	44,234
Mac'S Heating Limited	34,372
Madrone Environmental Services Ltd	36,198
M'Akola Housing Society	1,142,880
Mancorp Industrial Sales Ltd	62,214
Manulife Canadian Pooled Real Estat	280,248
Manulife Financial Group Benefits	384,852
Marsh Canada Limited	2,720,052
Mayne Island Recycling Society	77,673
Mcelhanney Associates Land	102,314
Mcelhanney Ltd	785,032
Mcrae'S Environmental Services	626,192
Meadows Development Ltd	47,437
Melody Pender	40,694
Mfr Resolutions Consulting Corp	32,099
Mica Controls Ltd - Bc	37,916
Michael Carrothers	67,739
Michael Vernon	118,844
Microserve	39,354
Microsoft Licensing, Gp	502,766
Milestone Equipment Contracting Inc	140,610
Milner Group Ventures Inc.	88,645
Minister Of Finance	914,470
MNP LLP	78,645
Modern Maintenance	87,864
Molly Black	34,666
Monika Burrell	26,438

Vendor	Total
Monk Office	154,829
Mr. Plow Snow Removal Services	90,435
N & N Courier	57,691
Nac Constructors Ltd	2,060,742
Namaste Janitorial Service Inc.	50,385
National Car And Truck Rentals	116,304
Nautilus Environmental	50,495
New Line Hose & Fittings	66,818
North Salt Spring Waterworks	237,169
North West Environmental Group Ltd	93,735
Northwest Fencing Ltd	33,434
Northwest Hydraulic Consultants	317,945
Norton Rose Fulbright Canada LLP	73,648
Number Ten Architectural Group	67,362
Olio Technology Solutions	132,064
On The Island Bath Liners Ltd	133,182
On-Line Ventures Inc	53,714
Onyx Environmental Ltd.	378,000
Optrics Inc	40,279
Orca Health & Safety Consulting Inc	31,800
Orkin Canada Corporation	101,050
Osborne Electro-Mechanics Ltd	96,662
P & R Truck Centre Ltd.	27,018
Pacific Archery Academy	55,530
Pacific Audio Works Ltd.	38,136
Pacific Blue Cross	2,483,312
Pacific Coast Fire Equipment (1976)	125,155
Pacific Flow Control Ltd	52,058
Pacific Gateway Marina	53,623
Pacific Industrial & Marine Ltd.	616,009
Pacific Northwest Raptors	184,894
Paladin Security Group Ltd	253,189
Paradigm Software Llc	113,262
Parsons Inc.	89,685
Pbx Engineering Ltd	94,048

Vendor	Total
Pender Islands Fire Protection	44,494
Pender Islands Health Care Society	211,051
Pender Islands Recreation &	25,225
Peninsula Consumer Services Co-Op	55,592
Perfectmind Inc.	56,756
Pete'S Haul A Day	28,387
Pinton Forrest & Madden Group Inc.	102,502
Planetworks Consulting Corporation	28,513
Polaris Land Surveying Inc.	25,295
Power Systems Plus Inc.	30,502
Prairiecoast Equipment Inc.	70,025
Price'S Alarm Systems Ltd.	76,524
Prices Lock & Safe	65,771
Primoris Facilities (Candad) LP	125,000
Prism Engineering Ltd.	49,928
Protelec Security & Safety Ltd	68,295
Psm Safety Ltd.	347,524
Puma Utility Monitoring Inc	38,115
Qca Systems Ltd.	41,885
Qit Canada Inc.	179,200
Quadient Canada Ltd.	156,872
R & L Concrete Coring Limited	47,899
R A Malatest & Associates Ltd	352,577
Radio Works	62,178
Ralmax Contracting Ltd	2,962,763
Ramida Enterprises Ltd.	182,697
Ramtech Environmental Products	144,943
Rapid Plumbing & Heating	32,929
Rcu Auto Parts Ltd.	51,975
Re Anderson Contracting Ltd.	48,572
Read Jones Christoffersen Ltd	42,765
Receiver General For Canada	9,318,627
Reshape Infrastructure Strategies	90,063
Richard M Delaney And Associates	41,771
Rival Rooter	37,013

Vendor	Total
Roadmasters Safety Group	28,744
Rob Syverson	68,564
Robbins Parking	40,002
Robbins Parking Service Ltd	237,482
Rocky Mountain Phoenix Inc.	140,578
Rogers	291,167
Rogers Wireless	35,573
Rolling Tides Construction Inc.	38,403
Routeware Inc.	29,008
Royal Roads University	129,552
Rtm Masonry (2022) Ltd.	53,480
Rural Islands Economic Partnership	33,538
Ryzuk Geotechnical	57,565
Salt Spring Arts Council	35,292
Salt Spring Island Search And Rescu	25,482
Sandy Dawn Bath	28,674
Sap Canada Inc	777,598
Saturna Community Club Recycling	38,945
Saturna Island Medical Clinic	32,890
Save-On-Septic Services Inc	148,239
Scansa Construction Ltd	86,751
Scg Process	341,563
School District #63 (Saanich)	32,693
School District #64 (Gulf Islands)	30,004
Scho'S Line Painting Ltd.	29,172
Schwartz Consulting Inc.	41,875
Sea-Bird Electronics Incorporated	33,493
Seca Marine Inc.	61,542
Seismic 2000 Construction Ltd	32,194
Serio Consulting	160,422
Sfc Energy Ltd.	161,219
Sgi Community Resource Centre	110,332
Sgs Axys Analytical Services Ltd	142,313
Shades Tankers (1976) Ltd	26,856
Shaw Cablesystems Gp	159,619

Vendor	Total
Sidelines Promotional Products Inc.	80,274
Simpson Controls Ltd	53,942
Slegg Building Materials	108,587
Snc Lavalin Inc.	32,433
Softchoice LP	262,216
Solid Soil Solutions Ltd.	47,048
Solidcad	25,284
Sooke Backhoe Services Ltd.	45,799
Sooke Cabinet Refacing Ltd.	25,622
Sooke Community Association	73,505
Sooke Shelter Society	63,816
Sooke Slinger Service Ltd	333,691
Sorensen Trilogy Structural	32,427
Source Envirosolutions	32,692
Southern Gulf Islands Tourism	43,938
Southpoint Partners Ltd	34,903
Spartan Controls Ltd	25,821
Sperling Hansen Associates	149,912
Spr Traffic Services LP	74,919
Sprung Instant Structures Limited	52,147
Stantec Consulting Limited	1,751,317
Staples	45,590
Stericycle Ulc	25,122
Stewart Mcdannold Stuart	244,858
Stewart Mcdannold Stuart In Trust	3,122,662
Streamline Fencing Ltd.	325,268
Suburban Motors	29,148
Suez Water Technologies	356,694
Summit Valve And Controls Inc.	164,804
Sunbelt Rentals, Inc	121,643
Suncor Energy Products	306,947
Superior North America Inc.	65,310
Surespan Construction Ltd.	269,950
Sylvis Environmental Service Inc	28,977
Synergy Enterprises	33,994

Vendor	Total
Td Canada Trust	115,596
Tech Mechanical Systems Limited	26,040
Technical Safety Bc	46,513
Telus	895,928
Tetra Tech Canada Inc	82,278
The Ame Consulting Group	62,658
The Appian Way Traffic Data Service	43,134
The Home Depot	54,361
The Salvation Army Nro Thrift Store	38,022
The University Of British Columbia	55,857
The Victoria Youth Clinic Society	37,056
Thurber Engineering Ltd.	268,140
Times - Colonist	78,815
Top Line Roofing Ltd	74,719
Tower Fence Products Limited	121,667
Town Of View Royal	40,914
Township Of Esquimalt	259,082
Tractor Time Equipment	39,238
Trafx Research Ltd.	25,200
Trail Appliances Ltd.	111,997
Trail Holistics Inc.	26,351
Trane Canada Ulc	801,112
Transition Salt Spring Society	26,000
Triahn Enterprises (2018) Ltd.	289,638
Trimble Europe B.V.	66,843
Triway Seniors Housing Ltd.	15,799,007
Tri-X Excavating Ltd.	710,924
Trustees Of The Usw-Coastal Forest	26,567
Tsawout First Nation	100,407
T'Sou-Ke Nation	32,690
Uline Canada Corporation	113,515
Unified Alloys	61,194
Unitech Construction Management Ltd	3,221,769
United Steelworkers, Local 1-1937	27,946
Univar Canada Ltd	33,771

Vendor	Total
University Of Victoria	101,250
University Of Waterloo	25,000
Van Isle Water	35,914
Van Isle Water Services Limited	70,685
Vancouver Island Health Authority	178,150
Veolia Water Technologies Canada In	38,996
Vi Rentals Ltd.	52,353
Victoria Arts Council	30,000
Victoria Drain Services Ltd	47,207
Victoria Flying Club	67,231
Victoria Mobile Radio Limited	1,049,712
Victoria Pest Control Ltd.	42,619
Victoria Playco Installations	47,460
Victoria Waterjet Ltd.	28,109
Vimar Equipment Ltd	297,325
Vissers Sales Corp	45,130
Vizio Consulting Inc.	156,713
Vwr International Co	61,623
Waste Connections Of Canada Inc	72,463
Waste Management	314,160
Waste 'N Watertech Ltd	131,519
Waterhouse Environmental Services	86,442
Watt Consulting Group	125,911
Wayne'S Tractor Services	100,947
We Consultants & Benefits	44,402
Wesco Distribution Canada LP	269,413
West Bay Mechanical Limited	64,878
West Coast Circuits Limited	141,175
West Coast Cranes Inc.	70,704
West Coast Elevator Services Ltd.	62,434
West Shore Environmental Services	121,722
West Shore Mechanical	111,721
Westbrook Consulting Ltd	49,208
Westburne West	102,440
Western Compensation	37,608

Vendor		Total
Western Equipment Ltd		46,350
Western Tank & Lining Ltd		26,880
Western Water And Gas Products		67,481
Westerra Equipment		32,022
Wex Canada Ltd.		435,977
Wholesale Fire & Rescue Limited		42,642
Williams Engineering		66,348
Wilson'S Transportation Ltd		29,045
Wiser Projects Inc.		58,144
Wsa'Nec' Leadership Council		62,562
Wsp Canada Inc		205,338
Z-Card Canada		27,784
Zoho Canada Corporation		31,002
Total of aggregate payments exceeding $25,000		**$ 189,560,784**
Consolidated total of payments of $25,000 or less		**$ 11,427,561**
Consolidated total of grants exceeding $25,000	**4,385,668**	
Consolidated total of contributions exceeding $25,000	**4,498,244**	
Consolidated total of grants and contributions exceeding $25,000		**$ 8,883,912**
Total Payments		**$ 209,872,256**

Reconciliation to Financial Statements		**Amount**
Total expenses per PSAB Financial Statements	**$**	**259,294,657**
Items included for SOFI, excluded in PSAB FS:		
Total Capital Acquisitions		101,769,168
P3 Interest		3,745,227
GST rebates/ITCs (vendor totals inclusive of GST)		6,283,606
Items Included in Financial Statements, excluded in SOFI Schedule:		
Payroll	-	73,911,541
Amortization expense	-	61,321,414
Debt payments: member municipalities and other	-	17,731,457
Loss on sale of assets	-	810,075
Other Non Cash Adjustments in Financial Statements, excluded in SOFI:		
Change in Prepaids		68,409
Change in Inventory	-	232,377
Change in Accounts Payable and Accrued Liabilities	-	6,448,974
Change in Landfill Liability	-	758,385
Additional accrued purchase card transactions		81,581
Other	-	156,170
Total Expenses per Financial Statements adjusted for SOFI	**$**	**209,872,256**
Total Expenses recorded on Schedule of Goods & Services	**$**	**209,872,256**

NIL

The Capital Regional District has not given any guarantees or indemnities under the Guarantees and Indemnities Regulation.

Capital Regional District

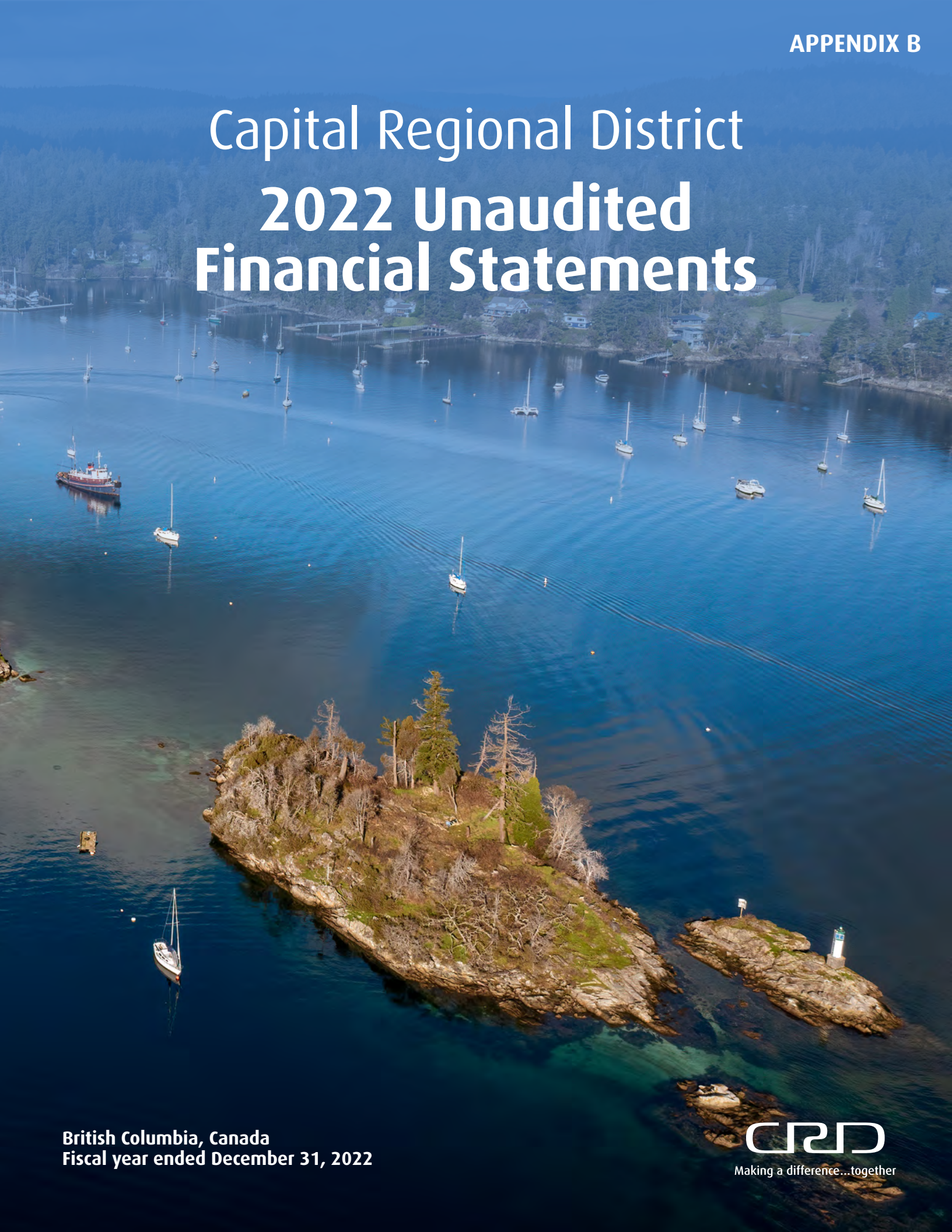
625 Fisgard Street
Victoria, BC V8W 2S6
250.360.3000

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

APPENDIX B

Capital Regional District

2022 Unaudited Financial Statements



British Columbia, Canada
Fiscal year ended December 31, 2022

Making a difference...together

This page left intentionally blank.

Table of Contents

Supplementary Financial Information (Unaudited)

Consolidated Debt Charges (Unaudited) 2
Summary of Long-Term Debt (Unaudited) 4
Long-Term Debt, General Capital Fund (Unaudited) 6
Long-Term Debt, Sewer Capital Fund (Unaudited) 12
Long-Term Debt, Water Capital Fund (Unaudited) 14
Supplementary Statements - General, Water, Sewer funds 16
Schedule of Safe Restart Grant (Unaudited) 115

Consolidated Debt Charges (Unaudited)

For the year ended December 31, 2022

	Principal Payments on Mortgages and Debenture Debt	Principal Payments on Long-Term Non-Debenture Debt	Principal Payments on Short-Term Non-Debenture Debt
GENERAL REVENUE FUND			
Issued by Municipal Finance Authority			
Member municipalities and other	$ 10,881,251	$ -	$ 6,000,000
Capital Regional District	2,788,034	-	
Non-debenture-Capital Regional District	-	146,034	3,010,000
	13,669,285	146,034	9,010,000
SEWER REVENUE FUND			
Issued by Municipal Finance Authority	6,591,711	-	
Non-debenture-Capital Regional District	-	1,784,518	18,000,000
	6,591,711	1,784,518	18,000,000
WATER REVENUE FUND			
Issued by Municipal Finance Authority	6,940,856	-	
Non-debenture-Capital Regional District	-	-	-
	6,940,856	-	-
HOUSING GENERAL REVENUE FUND			
Mortgages Payable	6,138,211	-	
Short Term Capital Financing			2,151,025
	$ 33,340,063	$ 1,930,552	$ 29,161,025

Interest on Mortgages and Long-Term Debt	Interest on Temporary Borrowings	Accrued Debt Charges	2022	2021
$ 6,870,407	$ 21,843	$ -	$ 23,773,501	$ 15,366,022
1,208,848	30,792	33,207	4,060,881	3,915,945
		-	3,156,034	1,627,001
8,079,255	52,635	33,207	30,990,416	20,908,968
3,984,292	73,848	(37,756)	10,612,095	9,355,055
3,745,227		-	23,529,745	102,130,237
7,729,519	73,848	(37,756)	34,141,840	111,485,292
3,574,368	7,485	(2,029)	10,520,680	10,748,332
-	-	-	-	-
3,574,368	7,485	(2,029)	10,520,680	10,748,332
3,573,882		-	9,712,093	9,756,451
			2,151,025	61,277,457
$ 22,957,024	$ 133,968	$ (6,578)	$ 87,516,054	$ 214,176,499

SUMMARY OF LONG-TERM DEBT (Unaudited)

		Outstanding Dec 31/21
General Capital - Debenture	(Schedule B)	$ 27,282,749
Non-Debenture	(Schedule B)	625,969
Sewer Capital - Debenture	(Schedule C)	110,752,593
Non-Debenture	(Schedule C)	62,044,400
Water Capital - Debenture	(Schedule D)	45,638,859
Non-Debenture	(Schedule D)	-
		246,344,570
Accrued actuarial valuation - CRD Debt		(3,222,330)
		243,122,240
Member Municipalities and Other	(Schedule B)	179,542,697
CRD Total		**422,664,937**
CRHC Total		**160,242,731**
Consolidated Total		**$ 582,907,668**

2022				
Additions	**Principal**	**Sinking Fund**	**Total Debt Retirement**	**Outstanding Dec 31/22**
3,915,000	$ (2,788,034)	$ (704,931)	$ (3,492,965)	$ 27,704,784
-	(146,033)	-	(146,033)	479,936
1,000,000	(6,591,711)	(1,370,398)	(7,962,109)	103,790,484
-	(1,784,518)	-	(1,784,518)	60,259,882
-	(6,940,856)	(3,567,180)	(10,508,036)	35,130,823
-	-	-	-	-
4,915,000	(18,251,152)	(5,642,509)	(23,893,661)	227,365,909
		(140,475)	(140,475)	(3,362,805)
4,915,000	(18,251,152)	(5,782,984)	(24,034,136)	224,003,104
11,355,000	(10,881,251)	(3,583,191)	(14,464,442)	176,433,255
16,270,000	**(29,132,403)**	**(9,366,175)**	**(38,498,578)**	**400,436,359**
4,500,000	**(6,138,211)**	-	**(6,138,211)**	**158,604,520**
$ 20,770,000	**$ (35,270,614)**	**$ (9,366,175)**	**$ (44,636,789)**	**$ 559,040,879**

TOTAL OUTSTANDING DEBT	
General Capital (CRD and municipalities)	**$ 204,617,975**
Sewer Capital	**164,050,366**
Water Capital	**35,130,823**
less accrued actuarial valuation	**3,362,805**
CRD	**400,436,359**
CRHC	**158,604,520**
Total	**$ 559,040,879**

Long-Term Debt – General Capital Fund (Unaudited)

Issue Date	LA Bylaw	Issue Bylaw	MFA/ CMHC Issue	Maturity Date	Original Debt	Interest Rate	December 31, 2021 Previous Outstanding	Additions 2022	Principal 2022	Actuarial 2022	Debt Retirement 2022	December 31, 2022 Outstanding
Regional Parks												
2017	4142	4198	142	2032	560,000	3.150%	434,035	-	30,109	3,779	33,888	400,147
2018	4142	4222	145	2033	4,000,000	3.150%	3,335,252	-	215,066	19,942	235,008	3,100,244
2021	4142	4399	153	2031	1,040,000	2.410%	1,040,000	-	93,899	-	93,899	946,101
2022	4142	4476	157	2032	500,000	3.360%	-	500,000	-	-	-	500,000
Total Regional Parks					6,100,000		4,809,287	500,000	339,074	23,721	362,795	4,946,492
South Galiano Fire												
2022	4239	4476	157	2047	2,100,000	3.360%	-	2,100,000	-	-	-	2,100,000
2022	4239	4503	158	2047	135,000	4.090%	-	135,000	-	-	-	135,000
Total South Galiano Fire					2,235,000		-	2,235,000	-	-	-	2,235,000
Port Renfrew Fire												
2009	3456	3634	106	2024	40,000	2.250%	9,983	-	1,998	1,201	3,199	6,784
Total Port Renfrew Fire					40,000		9,983	-	1,998	1,201	3,199	6,784
Seaparc Golf Course												
2017	4052	4175	141	2032	660,000	2.800%	511,540	-	35,486	4,454	39,940	471,600
Total Seaparc Golf Course					660,000		511,540	-	35,486	4,454	39,940	471,600
Peninsula Recreation - Swimming Pool												
2008	3388	3514	103	2023	5,200,000	2.650%	882,114	-	259,694	172,715	432,409	449,705
2008	3388	3547	104	2023	1,600,000	2.900%	271,419	-	79,906	53,143	133,049	138,370
2009	3388	3594	105	2024	2,198,000	2.250%	548,609	-	109,771	65,976	175,747	372,862
Total Peninsula Recreation - Swimming Pool					8,998,000		1,702,142	-	449,371	291,834	741,205	960,937
Peninsula Recreation - Community Recreation												
2017	4116	4175	141	2032	1,080,000	2.800%	837,065	-	58,068	7,288	65,356	771,709
Total Peninsula Recreation - Community Rec.					1,080,000		837,065	-	58,068	7,288	65,356	771,709
Solid Waste - Refuse Disposal												
2011	3518	3769	116	2026	2,200,000	1.470%	880,884	-	118,099	46,169	164,268	716,616
Total Solid Waste - Refuse Disposal					2,200,000		880,884	-	118,099	46,169	164,268	716,616
Saltspring Island - Library												
2011	3613	3800	117	2026	2,000,000	1.470%	800,803	-	107,363	41,972	149,335	651,468
2013	3613	3910	126	2028	100,000	3.850%	53,982	-	4,994	1,841	6,835	47,147
Total Saltspring Island - Library					2,100,000		854,785	-	112,357	43,813	156,170	698,615

Long-Term Debt – General Capital Fund (Unaudited) continued

Issue Date	LA Bylaw	Issue Bylaw	MFA/ CMHC Issue	Maturity Date	Original Debt	Interest Rate	December 31, 2021 Previous Outstanding	Additions 2022	Principal 2022	Actuarial 2022	Debt Retirement 2022	December 31, 2022 Outstanding
Gossip Island - Electrification												
2012	3579	3850	121	2027	715,000	2.900%	337,110	-	35,708	15,116	50,824	286,286
Total Gossip Island - Electrification					715,000		337,110	-	35,708	15,116	50,824	286,286
Galiano Island Public Building												
2013	3793	3910	126	2028	310,000	3.850%	167,347	-	15,482	5,706	21,188	146,159
Total Gossip Island - Electrification					310,000		167,347	-	15,482	5,706	21,188	146,159
Galiano Island Fire												
2013	3793	3910	126	2028	290,000	3.850%	156,549	-	14,483	5,338	19,821	136,728
Total Galiano Island Fire					290,000		156,549	-	14,483	5,338	19,821	136,728
North Galiano Fire												
2014	3844	3936	127	2029	280,000	3.300%	169,553	-	13,983	4,418	18,401	151,152
Total North Galiano Fire					280,000		169,553	-	13,983	4,418	18,401	151,152
East Sooke Fire												
2014	3863	3966	130	2029	1,800,000	3.000%	1,089,991	-	89,894	28,400	118,294	971,697
2016	3863	4114	139	2031	150,000	2.100%	107,182	-	8,065	1,284	9,349	97,833
Total East Sooke Fire					1,950,000		1,197,173	-	97,959	29,684	127,643	1,069,530
Land Banking and Housing												
2015	3715	4009	131	2030	9,413,000	2.200%	4,157,316	-	802,377	183,949	986,326	3,170,990
Total Land Banking and Housing					9,413,000		4,157,316	-	802,377	183,949	986,326	3,170,990
911 Call Answer												
2019	4119	4198	147	2034	7,000,000	2.660%	6,235,977	-	376,366	22,921	399,287	5,836,690
2019	4119	4318	149	2034	5,900,000	2.240%	5,256,038	-	317,223	19,319	336,542	4,919,496
Total 911 Call Answer					12,900,000		11,492,015	-	693,589	42,240	735,829	10,756,186
Southern Gulf Island Small Craft Harbour												
2022	4408	4476	157	2042	710,000	3.360%	-	710,000	-	-	-	710,000
2022	4408	4503	158	2042	470,000	4.090%	-	470,000	-	-	-	470,000
Total Southern Gulf Island Small Craft Harbour					1,180,000		-	1,180,000	-	-	-	1,180,000
Total General - Debenture Debt					**50,451,000**		**27,282,749**	**3,915,000**	**2,788,034**	**704,931**	**3,492,965**	**27,704,784**

Long-Term Debt – General Capital Fund (Unaudited) continued

Issue Date	LA Bylaw	Issue Bylaw	MFA/ CMHC Issue	Maturity Date	Original Debt	Interest Rate	December 31, 2021 Previous Outstanding	Additions 2022	Principal 2022	Actuarial 2022	Debt Retirement 2022	December 31, 2022 Outstanding
Non-Debenture Debt												
South Galiano Island Fire Hall					1,500,000		2,300,000	-	2,300,000	-	2,300,000	-
Southern Gulf Island Small Craft Harbour					710,000		710,000	-	710,000	-	710,000	-
Equipment Financing Loan - SEAPARC					227,000		134,285	-	44,360	-	44,360	89,925
Equipment Financing Loan - Pender Firetruck					545,000		491,684	-	101,673	-	101,673	390,011
Total General - Non-Debenture Debt					**2,982,000**		**3,635,969**	**-**	**3,156,033**	**-**	**3,156,033**	**479,936**
Total Debt - General					**$ 53,433,000**		**30,918,718**	**3,915,000**	**5,944,067**	**704,931**	**6,648,998**	**28,184,720**

Long-Term Debt – General Capital Fund (Unaudited) continued

Issue Date	Issue Bylaw	MFA/ CMHC Issue	Maturity Date	Original Debt	Interest Rate	December 31, 2021 Previous Outstanding	Additions 2022	Principal 2022	Actuarial 2022	Debt Retirement 2022	December 31, 2022 Outstanding
MUNICIPALITIES											
Victoria											
2003	3026	79	2033	10,000,000	2.250%	5,765,672	-	150,514	211,716	362,230	5,403,442
2003	3026	80	2033	10,000,000	2.850%	5,765,672	-	150,514	211,716	362,230	5,403,442
2004	3026	81	2034	10,000,000	2.850%	6,110,654	-	150,514	194,468	344,982	5,765,672
2007	3467	102	2022	4,509,000	2.250%	389,946	-	225,184	164,762	389,946	-
2008	3515	103	2023	1,800,000	2.650%	305,347	-	89,894	59,786	149,680	155,667
2009	3515	105	2024	1,800,000	2.250%	449,271	-	89,894	54,030	143,924	305,347
2009	3595	105	2024	3,440,015	2.250%	858,610	-	171,798	103,256	275,054	583,556
2010	3515	110	2025	5,200,000	1.280%	1,693,818	-	279,144	122,716	401,860	1,291,958
2011	3770	115	2031	10,200,000	3.890%	6,061,502	-	507,449	-	507,449	5,554,053
2014	3770	130	2034	23,200,000	3.000%	17,046,466	-	779,097	246,141	1,025,238	16,021,228
2016	3770	139	2036	5,500,000	2.100%	4,413,292	-	204,686	32,601	237,287	4,176,005
2017	3770	142	2037	9,600,000	3.150%	8,105,312	-	357,270	44,841	402,111	7,703,201
Total Victoria				95,249,015		56,965,562	-	3,155,958	1,446,033	4,601,991	52,363,571
Central Saanich											
2010	3674	110	2025	1,000,000	1.280%	325,734	-	53,682	23,599	77,281	248,453
2011	3772	116	2026	1,333,333	1.470%	533,869	-	71,575	27,982	99,557	434,312
2015	4032	133	2040	8,523,540	2.750%	7,090,146	-	218,834	50,169	269,003	6,821,143
Total Central Saanich				10,856,873		7,949,749	-	344,091	101,750	445,841	7,503,908
Esquimalt											
2002	2999	78	2022	4,000,000	2.250%	305,686	-	120,970	184,716	305,686	-
2003	3092	80	2023	2,800,000	2.850%	417,771	-	84,680	119,111	203,791	213,980
2004	3198	85	2024	1,256,000	2.250%	274,462	-	37,985	49,077	87,062	187,400
2005	3293	95	2025	2,012,000	0.910%	529,115	-	81,986	44,487	126,473	402,642
2006	3369	99	2026	1,129,000	1.530%	369,830	-	37,914	30,367	68,281	301,549
2007	3464	102	2027	2,353,000	2.250%	907,612	-	79,018	57,816	136,834	770,778
2014	3969	130	2024	1,200,000	3.000%	410,572	-	99,949	31,577	131,526	279,046
2021	4439	156	2051	35,000,000	2.580%	35,000,000	-	829,477	-	829,477	34,170,523
Total Esquimalt				49,750,000		38,215,048	-	1,371,979	517,151	1,889,130	36,325,918

Long-Term Debt – General Capital Fund (Unaudited) continued

Issue Date	Issue Bylaw	MFA/ CMHC Issue	Maturity Date	Original Debt	Interest Rate	December 31, 2021 Previous Outstanding	Additions 2022	Principal 2022	Actuarial 2022	Debt Retirement 2022	December 31, 2022 Outstanding
MUNICIPALITIES											
Saanich											
2003	3051	79	2028	1,500,000	2.250%	615,836	-	31,429	44,208	75,637	540,199
2007	3466	102	2022	2,306,300	2.250%	199,453	-	115,179	84,274	199,453	-
2010	3726	111	2025	1,797,000	3.350%	569,019	-	135,303	-	135,303	433,716
2010	3726	112	2025	1,150,000	1.280%	374,594	-	61,734	27,139	88,873	285,721
2011	3771	114	2026	8,400,000	3.650%	3,314,101	-	616,168	-	616,168	2,697,933
2012	3853	121	2027	750,000	2.900%	353,612	-	337,757	15,855	353,612	-
2014	3968	130	2024	2,400,000	3.000%	821,145	-	199,898	63,154	263,052	558,093
2014	3968	130	2029	4,725,000	3.000%	2,861,227	-	235,972	74,551	310,523	2,550,704
2016	4061	137	2031	8,064,600	2.600%	5,823,366	-	417,949	78,443	496,392	5,326,974
2017	4163	141	2032	2,800,000	2.800%	2,170,170	-	150,546	18,895	169,441	2,000,729
2017	4199	142	2032	3,695,800	3.150%	2,864,469	-	198,711	24,940	223,651	2,640,818
2018	4163	144	2028	836,630	3.410%	543,810	-	83,664	-	83,664	460,146
2019	4283	147	2034	4,605,000	2.660%	4,102,382	-	247,595	15,079	262,674	3,839,708
2019	4319	149	2024	655,000	1.970%	404,554		123,372	7,513	130,885	273,669
2019	4319	149	2034	5,910,000	2.240%	5,264,947	-	317,761	19,352	337,113	4,927,834
2020	4361	152	2025	695,000	0.910%	560,781	-	134,219	2,349	136,568	424,213
2020	4361	152	2035	2,585,000	0.910%	2,432,802	-	152,198	2,664	154,862	2,277,940
2021	4400	153	2036	7,200,000	2.410%	7,200,000	-	408,877	-	408,877	6,791,123
2021	4438	156	2036	3,200,000	1.980%	3,200,000	-	181,723	-	181,723	3,018,277
2022	4504	158	2037	5,355,000	4.090%	-	5,355,000	-	-	-	5,355,000
Total Saanich				68,630,330		43,676,268	5,355,000	4,150,055	478,416	4,628,471	44,402,797
Oak Bay											
2003	3095	80	2023	4,715,000	2.850%	703,496	-	142,594	200,575	343,169	360,327
Total Oak Bay				4,715,000		703,496	-	142,594	200,575	343,169	360,327
North Saanich											
2007	3465	102	2032	7,722,907	2.250%	4,330,813	-	185,442	135,684	321,126	4,009,687
2014	3938	127	2029	1,680,000	3.300%	1,017,327	-	83,901	26,507	110,408	906,919
Total North Saanich				9,402,907		5,348,140	-	269,343	162,191	431,534	4,916,606
Sidney											
2007	3414	101	2022	80,000	2.250%	6,918	-	3,995	2,923	6,918	-
2010	3676	110	2035	1,448,000	1.280%	977,147	-	38,798	16,480	55,278	921,869
2011	3801	117	2036	1,073,000	1.470%	763,665	-	28,750	10,827	39,577	724,088
2012	1958	118	2037	479,000	3.400%	357,280	-	11,502	4,869	16,371	340,909
2017	4200	142	2047	3,000,000	3.150%	2,736,190	-	63,058	7,914	70,972	2,665,218
2019	4284	147	2049	2,500,000	2.660%	2,393,327	-	52,548	3,200	55,748	2,337,579
2020	4346	150	2050	3,000,000	1.990%	2,926,050	-	73,950	1,479	75,429	2,850,621
Total Sidney				11,580,000		10,160,577	-	272,601	47,692	320,293	9,840,284
View Royal											
2011	3802	117	2026	2,445,000	1.470%	978,982	-	131,251	51,311	182,562	796,420
2014	3937	127	2034	5,490,000	3.300%	4,033,840	-	184,364	58,246	242,610	3,791,230
Total View Royal				7,935,000		5,012,822	-	315,615	109,557	425,172	4,587,650
Highlands											
2004	3153	81	2024	571,021	2.850%	124,780		17,269	22,312	39,581	85,199
2016	4115	139	2026	500,000	2.100%	268,441		43,615	6,947	50,562	217,879
Total Highlands				1,071,021		393,221	-	60,884	29,259	90,143	303,078

Long-Term Debt – General Capital Fund (Unaudited) continued

Issue Date	Issue Bylaw	MFA/ CMHC Issue	Maturity Date	Original Debt		Interest Rate	December 31, 2021 Previous Outstanding	Additions 2022	Principal 2022	Actuarial 2022	Debt Retirement 2022	December 31, 2022 Outstanding
MUNICIPALITIES												
Colwood												
2009	3596	105	2022	1,696,000		2.080%	163,311	-	102,003	61,308	163,311	-
2009	3596	105	2023	720,000		2.200%	128,559	-	39,362	23,657	63,019	65,540
2009	3596	105	2024	3,396,000		2.250%	847,624	-	169,600	101,935	271,535	576,089
2012	3852	121	2038	3,710,323		2.900%	2,824,202	-	83,733	35,445	119,178	2,705,024
2016	4060	137	2046	4,501,000		2.600%	4,033,445	-	87,191	16,364	103,555	3,929,890
Total Colwood				14,023,323			7,997,141	-	481,889	238,709	720,598	7,276,543
Sooke												
2006	3360	99	2026	8,800,000		1.530%	2,882,641	-	295,520	236,694	532,214	2,350,427
2007	3413	101.00	2027	617,101		2.250%	238,032	-	20,723	15,163	35,886	202,146
Total Sooke				9,417,101			3,120,673	-	316,243	251,857	568,100	2,552,573
Vancouver Island Regional Library - Sooke												
2022	3915	157	2052	6,000,000		3.360%	-	6,000,000	-	-	-	6,000,000
Total VIRL				6,000,000			-	6,000,000	-	-	-	6,000,000
Total Municipal Debenture				**288,630,570**			**179,542,697**	**11,355,000**	**10,881,252**	**3,583,190**	**14,464,442**	**176,433,255**
Total General Debenture				**50,451,000**	**-**		**27,282,749**	**3,915,000**	**2,788,034**	**704,931**	**3,492,965**	**27,704,784**
Total Dedenture				**339,081,570**			**206,825,446**	**15,270,000**	**13,669,286**	**4,288,121**	**17,957,407**	**204,138,039**
Non-Debenture Debt												
Vancouver Island Regional Library - Sooke				6,000,000			6,000,000	-	6,000,000	-	6,000,000	-
Total VIRL Non-Debenture Debt				**6,000,000**			**6,000,000**	**-**	**6,000,000**	**-**	**6,000,000**	**-**
Total General Non-Debenture				**2,982,000**	**-**		**3,635,969**	**-**	**3,156,033**	**-**	**3,156,033**	**479,936**
Total Non-Debenture Debt				**8,982,000**	**-**		**9,635,969**	**-**	**9,156,033**	**-**	**9,156,033**	**479,936**
Grand Total				**$ 348,063,570**			**$ 216,461,415**	**$ 15,270,000**	**$ 22,825,319**	**$ 4,288,121**	**$ 27,113,440**	**$ 204,617,975**

Long-Term Debt – General Capital Fund (Unaudited) continued

Long-Term Debt – Sewer Capital Fund (Unaudited) continued

Issue Date	LA Bylaw	Issue Bylaw	MFA\ CMHC Issue	Maturity Date	Original Debt	Interest Rate	December 31, 2021 Previous Outstanding	Additions 2022	Principal 2022	Actuarial 2022	Debt Retirement 2022	December 31, 2022 Outstanding
Millstream Site Remediation												
2010	3513	3725	112	2025	288,234	1.280%	93,888	-	15,473	6,802	22,275	71,613
2012	3513	3817	118	2027	200,000	3.390%	94,297	-	90,069	4,228	94,297	-
2013	3513	3882	124	2028	600,000	3.150%	323,899	-	29,965	11,044	41,009	282,890
2013	3513	3910	126	2028	611,766	3.850%	330,250	-	30,552	11,261	41,813	288,437
Total Millstream Site Remediation					1,700,000		842,334	-	166,059	33,335	199,394	642,940
Septage/Composting - Saltspring Island												
2009	3564	3594	105	2024	280,000	2.250%	69,886	-	13,983	8,405	22,388	47,498
2009	3564	3634	106	2024	400,000	2.250%	99,838	-	19,976	12,006	31,982	67,856
2010	3564	3677	110	2025	650,000	1.280%	211,727	-	34,893	15,340	50,233	161,494
2013	3564	3910	126	2028	770,000	3.850%	415,670	-	38,455	14,173	52,628	363,042
Total Septage/Composting - SSI					2,100,000		797,121	-	107,307	49,924	157,231	639,890
Debt - NWT - Macaulay Point/Genset												
2007	3339	3412	101	2022	196,790	2.250%	17,019	-	9,828	7,191	17,019	-
Total NWT - Macaulay Point/Genset					196,790		17,019	-	9,828	7,191	17,019	-
Debt - LWMP Core - NET / ECI Sewer Upgrade (Oak Bay invoice)												
2007	3205	3412	101	2022	7,000,000	2.250%	605,373	-	349,588	255,785	605,373	-
2007	3205	3457	102	2022	3,000,000	2.250%	259,446	-	149,824	109,622	259,446	-
2008	3205	3514	103	2023	1,000,000	2.650%	169,637	-	49,941	33,214	83,155	86,482
2008	3205	3547	104	2023	700,000	2.900%	118,746	-	34,959	23,250	58,209	60,537
Total LWMP Core-NET/ECI Sewer Upg					11,700,000		1,153,202	-	584,312	421,871	1,006,183	147,019
Debt - Craigflower PS Upgrade												
2008	3244	3514	103	2023	80,000	2.650%	13,571	-	3,995	2,657	6,652	6,919
Total Craigflower PS Upgrade					80,000		13,571	-	3,995	2,657	6,652	6,919
Debt- LWMP Core Treatment Facilities												
2008	3461	3547	104	2023	10,000,000	2.900%	1,696,374	-	499,411	332,145	831,556	864,818
Total LWMP Core Treatment Facilities					10,000,000		1,696,374	-	499,411	332,145	831,556	864,818
Debt - Core Sewage Integrated Treatment Facilities												
2010	3615	3677	110	2025	12,000,000	1.280%	3,908,812	-	644,178	283,192	927,370	2,981,442
Total Core Sewage Integrated Trtmnt. Facs.					12,000,000		3,908,812	-	644,178	283,192	927,370	2,981,442

Long-Term Debt – Sewer Capital Fund (Unaudited) continued

Issue Date	LA Bylaw	Issue Bylaw	MFA\ CMHC Issue	Maturity Date	Original Debt	Interest Rate	December 31, 2021 Previous Outstanding	Additions 2022	Principal 2022	Actuarial 2022	Debt Retirement 2022	December 31, 2022 Outstanding
Debt - Core Area WasteWater Treatment Program												
2013	3887	3910	126	2038	6,100,000	3.850%	4,750,365	-	146,473	53,985	200,458	4,549,907
2018	3887	4253	146	2043	15,000,000	3.200%	13,728,348	-	411,418	38,150	449,568	13,278,780
2019	4204	4282	147	2044	60,000,000	2.660%	56,659,285	-	1,645,672	100,221	1,745,893	54,913,392
2021	4204	4347	155	2031	20,000,000	3.030%	19,000,000	-	2,000,000	-	2,000,000	17,000,000
Total Core Area WasteWater Trtmnt Pgrm.					101,100,000		94,137,998	-	4,203,563	192,356	4,395,919	89,742,079
Debt - Oak Bay - Humber/Rutland												
2007	3332	3412	101	2022	450,000	2.250%	38,917	-	22,474	16,443	38,917	-
Total Oak Bay - Humber/Rutland					450,000		38,917	-	22,474	16,443	38,917	-
Debt - Ganges Sewer (S.S.I.)												
2016	4007	4114	139	2036	350,000	2.100%	280,846	-	13,025	2,075	15,100	265,746
2017	4007	4198	142	2042	1,500,000	3.150%	1,327,878	-	41,142	5,164	46,306	1,281,572
2018	4007	4253	146	2038	1,800,000	3.200%	1,592,946	-	66,988	6,212	73,200	1,519,746
2019	4007	4318	149	2044	250,000	2.240%	236,080	-	6,857	418	7,275	228,805
Total Debt - Ganges Sewer (S.S.I.)					3,900,000		3,437,750	-	128,012	13,869	141,881	3,295,869
Debt - Magic Lake Estates (P.I.)												
2016	4048	4114	139	2026	745,000	2.100%	399,977	-	64,987	10,351	75,338	324,639
2017	4048	4198	142	2027	250,000	3.150%	158,765	-	21,808	2,737	24,545	134,220
2018	4048	4253	146	2028	535,000	3.200%	390,753	-	46,668	4,327	50,995	339,758
2021	4320	4399	153	2051	2,500,000	2.410%	2,500,000	-	59,248	-	59,248	2,440,752
2021	4320	4437	156	2051	1,260,000	1.980%	1,260,000	-	29,861	-	29,861	1,230,139
2022	4320	4476	157	2052	1,000,000	3.360%	-	1,000,000	-	-	-	1,000,000
Total Debt - Magic Lake Estates (P.I.)					6,290,000		4,709,495	1,000,000	222,572	17,415	239,987	5,469,508
Total Sewer - Debenture Debt					**149,516,790**		**110,752,593**	**1,000,000**	**6,591,711**	**1,370,398**	**7,962,109**	**103,790,484**
MFA Non Debenture Debt												
2021	4204	4252			110,000,000	Variable	13,000,000	5,000,000	18,000,000		18,000,000	-
2021	4374	4424			500,000	Variable	500,000	-	-	-	-	500,000
2021	4375	4425			1,000,000	Variable	1,000,000	-	-	-	-	1,000,000
Total Sewer - MFA Non Debenture Debt					**207,500,000**	**-**	**14,500,000**	**5,000,000**	**18,000,000**	**-**	**18,000,000**	**1,500,000**
P3 Agreement Non Debenture Debt												
2021				2040	63,391,394	6.293%	62,044,400	-	1,784,518	-	1,784,518	60,259,882
Total Sewer - P3 Agreement Non Debenture Debt					**63,391,394**		**62,044,400**	**-**	**1,784,518**	**-**	**1,784,518**	**60,259,882**
Total Sewer - Non Dedenture Debt					**270,891,394**	**-**	**76,544,400**	**5,000,000**	**19,784,518**	**-**	**19,784,518**	**61,759,882**
Total Debt - Sewer					**$ 420,408,184**	**-**	**187,296,993**	**6,000,000**	**26,376,229**	**1,370,398**	**27,746,627**	**165,550,366**

Long-Term Debt – Water Capital Fund (Unaudited) continued

Issue Date	LA Bylaw	Issue Bylaw	MFA/ CMHC Issue	Maturity Date	Original Debt	Interest Rate	December 31, 2021 Previous Outstanding	Additions 2022	Principal 2022	Actuarial 2022	Debt Retirement 2022	December 31, 2022 Outstanding
Highland Water												
2009	3580	3634	106	2024	250,000	2.250%	62,400	-	12,485	7,505	19,990	42,410
2012	3580	3817	118	2027	150,680	3.400%	71,044	-	7,525	3,185	10,710	60,334
Total Highland water					400,680		133,444	-	20,010	10,690	30,700	102,744
Highland & Fernwood Water (SSI)												
2011	3754	3800	117	2026	500,000	1.470%	200,199	-	26,841	10,493	37,334	162,865
Total Highland water					500,000		200,199	-	26,841	10,493	37,334	162,865
Beddis Water												
2013	3825	3882	124	2028	300,000	3.150%	69,761	-	24,987	9,210	34,197	35,564
2013	3825	3910	126	2023	70,000	3.850%	16,279	-	5,830	2,149	7,979	8,300
Total Beddis Water					370,000		86,040	-	30,817	11,359	42,176	43,864
Fulford Water												
2012	3758	3817	118	2027	145,000	3.400%	68,366	-	7,241	3,065	10,306	58,060
2012	3758	3850	121	2027	25,000	2.900%	11,786	-	1,248	529	1,777	10,009
Total Fulford Water					170,000		80,152	-	8,489	3,594	12,083	68,069
Cedar Lane Water												
2009	3425	3634	106	2024	108,000	2.250%	26,955	-	5,393	3,242	8,635	18,320
Total Cedar Lane Water					108,000		26,955	-	5,393	3,242	8,635	18,320
Magic Lakes Water												
2010	3633	3677	110	2025	723,000	1.280%	235,507	-	38,812	17,062	55,874	179,633
2011	3633	3769	116	2026	250,000	1.470%	100,101	-	13,420	5,246	18,666	81,435
2012	3633	3850	121	2027	559,500	2.900%	263,795	-	27,942	11,828	39,770	224,025
2013	3633	3882	124	2028	1,002,500	3.150%	541,181	-	50,066	18,453	68,519	472,662
2013	3633	3882	126	2028	25,000	3.850%	13,494	-	1,249	460	1,709	11,785
Total Magic Lakes Water					2,560,000		1,154,078	-	131,489	53,049	184,538	969,540
Lyall Harbour/Boot Cove Water												
2009	3587	3634	106	2024	250,000	2.250%	62,399	-	12,485	7,504	19,989	42,410
2010	3587	3677	110	2025	180,000	1.280%	58,634	-	9,663	4,248	13,911	44,723
Total Lyall Harbour/Boot Cove Water					430,000		121,033	-	22,148	11,752	33,900	87,133
Skana Water-Mayne Island												
2007	3090	3457	102	2022	29,200	2.250%	2,526	-	1,459	1,067	2,526	-
Total Skana Water-Mayne Island					29,200		2,526	-	1,459	1,067	2,526	-
Fernwood Water												
2009	3581	3634	106	2024	100,000	2.250%	24,961	-	4,994	3,002	7,996	16,965
2010	3581	3677	110	2025	50,000	1.280%	16,287	-	2,684	1,180	3,864	12,423
2012	3581	3817	118	2027	45,000	3.400%	21,218	-	2,247	951	3,198	18,020
Total Fernwood Water					195,000		62,466	-	9,925	5,133	15,058	47,408
Wilderness Mountain												
2012	3504	3817	118	2027	281,000	3.400%	132,488	-	14,033	5,941	19,974	112,514
Total Port Renfrew Snuggery Cove Water Sys					281,000		132,488	-	14,033	5,941	19,974	112,514

Long-Term Debt – Water Capital Fund (Unaudited) continued

Issue Date	LA Bylaw	Issue Bylaw	MFA/ CMHC Issue	Maturity Date	Original Debt	Interest Rate	December 31, 2021 Previous Outstanding	Additions 2022	Principal 2022	Actuarial 2022	Debt Retirement 2022	December 31, 2022 Outstanding
Regional Water Supply												
2007	3419	3514	103	2023	7,000,000	2.650%	1,187,461	-	349,588	232,502	582,090	605,371
2007	3419	3547	104	2023	8,000,000	2.900%	1,357,100	-	399,529	265,716	665,245	691,855
2007	3451	3514	103	2022	60,000,000	2.600%	10,178,244	-	2,996,466	1,992,870	4,989,336	5,188,908
2009	3419	3594	105	2024	9,000,000	2.250%	2,246,351	-	449,470	270,146	719,616	1,526,735
2009	3419	3634	106	2024	1,000,000	2.250%	249,595	-	49,941	30,016	79,957	169,638
2010	3661	3725	112	2025	6,500,000	1.280%	2,117,273	-	348,930	153,395	502,325	1,614,948
2011	3661	3769	116	2026	1,500,000	1.470%	600,603	-	80,522	31,479	112,001	488,602
2012	3661	3817	118	2027	4,500,000	3.400%	2,121,677	-	224,735	95,133	319,868	1,801,809
2013	3661	3882	124	2028	1,700,000	3.150%	917,713	-	84,900	31,291	116,191	801,522
2015	3902	4009	131	2030	3,000,000	2.200%	1,981,613	-	155,475	35,644	191,119	1,790,494
2016	3902	4059	137	2031	1,500,000	2.600%	1,083,133	-	77,738	14,590	92,328	990,805
2018	3902	4222	145	2033	5,000,000	3.150%	4,169,064	-	268,833	24,928	293,761	3,875,303
Total Regional Water Supply					108,700,000		28,209,827	-	5,486,127	3,177,710	8,663,837	19,545,990
Juan De Fuca Water Distribution												
2012	3782	3817	118	2027	2,500,000	3.400%	1,178,708	-	124,853	52,852	177,705	1,001,003
2013	3782	3882	124	2028	4,500,000	3.150%	2,429,242	-	224,735	82,830	307,565	2,121,677
2014	3782	3936	127	2029	5,000,000	3.300%	3,027,751	-	249,705	78,890	328,595	2,699,156
2016	3981	4059	137	2031	2,000,000	2.600%	1,444,180	-	103,650	19,454	123,104	1,321,076
2018	3981	4222	145	2033	3,000,000	3.150%	2,501,439	-	161,300	14,957	176,257	2,325,182
2020	3981	4344	150	2035	5,100,000	1.990%	4,805,090	-	294,910	5,898	300,808	4,504,282
Total Juan De Fuca Water Distribution					22,100,000		15,386,410	-	1,159,153	254,881	1,414,034	13,972,376
Juan De Fuca Water Distribution - DCC												
2007	3164	3412	101	2022	500,000	2.250%	43,241	-	24,971	18,270	43,241	-
Total Juan De Fuca Water Distribution-DCC					500,000		43,241	-	24,971	18,270	43,241	-
Total Water - Debenture Debt					**136,343,880**		**45,638,859**	**-**	**6,940,855**	**3,567,181**	**10,508,036**	**35,130,823**
MFA Non Debenture Debt												
2022	4394	4463			300,000	Variable	-	300,000	-	-	-	300,000
Total Water - Non Debenture Debt					**300,000**		**-**	**300,000**	**-**	**-**	**-**	**300,000**
Total Debt - Water					**136,643,880**		**45,638,859**	**300,000**	**6,940,855**	**3,567,181**	**10,508,036**	**35,430,823**

Revenue Funds Statement of Financial Position (Unaudited)

For the Year Ended December 31, 2022

	2022	2021
Financial Assets		
Cash and cash equivalents	**$ 36,496,253**	$ 113,790,838
Term deposits - short term	**309,161,774**	183,667,352
Accounts receivable:		
AR - federal government	**2,824**	22,946
AR - provincial government	**-**	73,102
AR - local government	**-**	2,582,711
AR - trade/other	**21,892,608**	14,226,917
Due to/from own funds	**(299,110,507)**	(245,621,020)
Due to/from CRHC	**425,418**	80,748
Other assets:		
Prepaid - CRD	**350,863**	769,546
Municipal Finance Authority Debt Reserve Fund:		
Capital Regional District	**14,452,028**	14,793,532
Member Municipalities	**10,688,360**	10,903,047
	94,359,621	95,289,719
Financial Liabilities		
Accounts payable:		
AP and accrued liabilites - CRD	**50,460,373**	45,707,743
Due to/from CRHD	**107,379**	130,801
Other liabilities:		
Sick leave bank	**3,138,079**	3,146,688
Deferred revenue - CRD	**11,054,273**	10,700,979
Long-term debt:		
Municipal Finance Authority Debt Reserve Fund:		
Capital Regional District		
Cash deposits - Capital Regional District	**4,095,848**	4,130,153
Demand notes - Capital Regional District	**10,356,178**	10,663,377
Member municipalities:		
Cash deposits - Member Municipalities	**3,581,033**	3,602,567
Demand notes - Member Municipalities	**7,107,326**	7,300,480
Insurance reserves	**2,599,226**	2,772,663
	92,499,715	88,155,451
Net Financial Assets	**1,859,906**	7,134,268
Accumulated remeasurement (losses) / gains	**4,114,750**	579,083
Accumulated Surplus	**$ 5,974,656**	$ 7,713,351

These statements should be read in conjunction with the 2022 Audited Financial Statements and accompanying notes.

Revenue Funds Statement of Surplus/Deficit (Unaudited)

For the Year Ended December 31, 2022

	Stmt #	2022	2021
General Revenue			
Legislative & General	8	**$ 1,321,019**	$ 1,226,180
Environmental Services	8	**60,000**	170,000
EA Elections	8	**-**	-
EA Health	8	**89**	126
EA UBCM	8	**792**	1,147
EA Admin	8	**67,463**	23,620
Saturna Health	8	**110**	-
Pender Island Health	8	**(501)**	-
Southern Gulf Islands Grants in Aid	9	**(37)**	2,714
Salt Spring Island Grants in Aid	9	**33,964**	56,669
Juan de Fuca Grants in Aid	9	**33,575**	54,135
CRD Grants in Aid	9	**1,482,621**	1,457,356
Animal Care	10	**-**	3,175
Building Inspection	10	**-**	-
Bylaw Enforcement	10	**-**	-
Noise Control	10	**-**	-
Soil Deposits	10	**-**	-
Nuisances & Unsightly Premises	10	**-**	-
Traffic Safety	10	**61,160**	42,359
CREST	10	**3,467**	1,220
Southern Gulf Islands Emergency Program	11	**-**	-
Juan de Fuca Emergency Program	11	**-**	-
Salt Spring Island Emergency Program	11	**-**	-
Regional Emergency Support	11	**35,916**	-
Juan de Fuca Search and Rescue	11	**-**	-
SSI Search and Rescue	11	**(762)**	7,728
Emergency Response Telephone Service	11	**(25,948)**	(63,910)
Hazardous Materials	12	**-**	-
Family Court Committee	12	**39,828**	157
Victim Assistance Program	12	**482**	(602)
Family Court Building	12	**-**	-
Salt Spring Island Street Lighting	12	**(922)**	(504)

These statements should be read in conjunction with the 2022 Audited Financial Statements and accompanying notes.

Revenue Funds Statement of Surplus/Deficit (Unaudited)

For the Year Ended December 31, 2022

	Stmt #	2022	2021
Port Renfrew Street Lighting	12	**1,455**	1,520
Juan de Fuca House Numbering	12	**153**	157
Salt Spring Island House Numbering	12	**(21)**	(19)
Southern Gulf Islands House Numbering	12	**42**	43
JDF Livestock Injury Compensation	12	**3,053**	-
SGI Livestock Injury Compensation	12	**3,053**	-
SSI Livestock Injury Compensation	12	**3,053**	-
North Galiano Island Fire Protection	13	**17,616**	22,486
Otter Point Fire Protection	13	**-**	-
Port Renfrew Fire Protection	13	**-**	-
Shirley Fire Protection	13	**-**	-
Willis Point Fire Protection	13	**-**	9,919
East Sooke Fire Protection	13	**13,628**	27,238
Durrance Rd Fire Protection	14	**-**	-
Malahat Fire Protection	14	**589**	4
Pender Island Fire Protection	14	**-**	-
South Galiano Island Fire Protection	14	**-**	-
Saturna Island Fire Protection	14	**(37)**	(260)
Electoral Area Fire Protection	14	**-**	-
Port Renfrew Disposal	15	**-**	-
Storm Water Quality Management Core	15	**-**	-
Storm Water Quality Management Southern Gulf Islands	15	**-**	-
Storm Water Quality Management Sooke	15	**-**	-
Storm Water Quality Management Salt Spring Island	15	**-**	-
Storm Water Quality Management Saanich Peninsula	15	**-**	-
Economic Development Commission Salt Spring Island	16	**-**	-
Economic Development Commission SGI	16	**34,970**	2,772
Electoral Area Community Planning	16	**-**	-
Growth Management Strategy	16	**-**	-
Regional Planning	16	**-**	-
Geo Spatial Referencing	16	**-**	-
GIS Information Systems	16	**-**	-
Climate Change Development	16	**-**	-

These statements should be read in conjunction with the 2022 Audited Financial Statements and accompanying notes.

Revenue Funds Statement of Surplus/Deficit (Unaudited)

For the Year Ended December 31, 2022

	Stmt #	2022	2021
Regional Parks	17	**184,736**	-
Panorama Administration	18	**11,966,765**	6,028,507
Panorama Ice Arena	18	**(4,081,127)**	(2,259,755)
Panorama Swimming Pool	18	**(3,377,933)**	(1,563,176)
Panorama Community Recreation Programs	18	**(3,141,655)**	(1,522,551)
Panorama Second Pool Service	18	**(1,366,050)**	(683,025)
Juan de Fuca Parks	19	**25**	25
Juan de Fuca Curling Rink	19	**(76)**	(76)
Juan de Fuca Public Building/Tech Wing	19	**873**	873
SEAPARC	20	**54,750**	-
Juan de Fuca Electoral Area Community Parks	21	**-**	2,455
Juan de Fuca Electoral Area Community Recreation	21	**-**	-
Salt Spring Island Community Recreation	22	**(27,737)**	-
Salt Spring Island Community Parks	22	**(75,757)**	-
Salt Spring Island Community Pool	22	**(41,831)**	-
Salt Spring Island Park Land and Community Recreation	22	**-**	-
Galiano Island Community Parks	23	**-**	-
Galiano Island Community Recreation	23	**31**	678
Mayne Island Community Recreation	23	**17,132**	13,734
Mayne Island Community Parks	23	**18,783**	16,041
Pender Island Community Recreation	23	**-**	-
North & South Pender Island Parks	23	**3,288**	2,972
Saturna Island Community Parks	23	**-**	-
Saturna Island Community Recreation	23	**4,638**	10,390
Vancouver Island Regional Library	24	**72**	141
Royal Theatre	24	**-**	-
McPherson Theatre	24	**-**	-
Sooke Regional Museum	24	**47**	200
Greater Victoria Library	24	**16**	524
Salt Spring Island Library	24	**-**	-
Southern Gulf Island Library	24	**1,259**	1,335
Galiano Island Library	24	**3,042**	-
Arts Development	24	**-**	-

These statements should be read in conjunction with the 2022 Audited Financial Statements and accompanying notes.

Revenue Funds Statement of Surplus/Deficit (Unaudited)

For the Year Ended December 31, 2022

	Stmt #	2022	2021
Salt Spring Island Arts	24	**(576)**	(1,552)
Local Debt Services	25	**-**	-
Gossip Island Electricity	25	**(593)**	142
Land Bank and Housing	26	**2,586,214**	4,365,244
Southern Gulf Islands Small Craft Harbours	27	**-**	-
Salt Spring Island Small Craft Harbours	27	**-**	-
Salt Spring Island Transit and Transport	27	**-**	-
Sewer Revenue Funds			
Salt Spring Island Septage Disposal	28	**-**	-
Trunk Sewers and Sewage Disposal Operations and Maintenance	28	**-**	64,441
Trunk Sewers and Sewage Disposal Debt	28	**65,093**	69,682
Ganges Sewer System	28	**-**	-
Malaview Estates Sewer System	28	**-**	-
Magic Lake Estates Sewer System	28	**(4,529)**	(7,772)
Port Renfrew Sewer System	28	**-**	-
Harbours Environmental Action	28	**-**	-
Core Area Wastewater Operations	28	**-**	197,345
Water Revenue Funds			
Fernwood Water Supply	29	**46**	14
Magic Lake Estates Water Supply	29	**-**	-
Port Renfrew Water Supply	29	**-**	-
Saanich Peninsula Water Supply	29	**-**	-
Highland Water Supply	29	**118**	29
Lyall Harbour/Boot Cove Water Supply	29	**-**	(4,737)
Sticks Allison Galiano Island Water Supply	29	**-**	(9,984)
Highland/Fernwood Water Supply	29	**-**	(44,133)
Florence Lake Debt	29	**(4,278)**	-
Skana Water Supply	30	**-**	-
Surfside Water Supply	30	**-**	-
Beddis Water Supply	30	**-**	-
Fulford Water Supply	30	**-**	-
Cedars of Tuam Supply	30	**-**	-
Cedar Lane Water Supply	30	**-**	(10,090)

These statements should be read in conjunction with the 2022 Audited Financial Statements and accompanying notes.

Revenue Funds Statement of Surplus/Deficit (Unaudited)

For the Year Ended December 31, 2022

	Stmt #	2022	2021
Regional Water Supply	30	-	-
Regional Water Distribution	30	-	-
		$ 5,974,656	$ 7,713,351

These statements should be read in conjunction with the 2022 Audited Financial Statements and accompanying notes.

Capital Regional District Statement 8

General Revenue Fund Statement of Operations (Unaudited)

General Government Services

For the Year Ended December 31, 2022

	Legislative & General	Environmental Services	EA Elections	EA Health
Revenue				
Government transfers	$11,868,409	$ -	$ 65,491	$ 135,596
Sale of services:				
Recreation revenue	102,212	-	-	-
Other revenue from own sources:				
Interest earnings	215,089	-	1,292	103
Other revenue	2,191,649	21,958	89,707	-
Grants in lieu of taxes	487,319	-	84	90
Total Revenue	14,864,678	21,958	156,574	135,789
Expenses				
General administration	13,346,495)	1,765,620	2	2,585
Grants in aid	-	-	-	-
Other operating expenses	8,700,420	(15,191,605)	81,449	133,127
Salaries and wages	19,136,741	17,001,672	54,506	-
Recoveries	(3,581,535)	(4,326,885)	-	-
Total Expenses	10,909,131	(751,198)	135,957	135,712
Net Revenue (Expenses)	3,955,547	773,156	20,617	77
Transfers to own funds:				
Transfers to capital	921,915	81,019	-	-
Transfers to reserve	3,402,491	143,937	143,037	-
Transfers to ERF	600,367	658,200	-	-
Transfers from revenue	-	-	-	-
Transfers from reserve	(1,087,200)	-	(122,457)	-
Debt charges:				
Interest on short term debt	23,135	-	37	114
Annual Surplus (Deficit)	94,839	(110,000)	-	(37)
Accumulated surplus (deficit), beginning of year	1,226,180	170,000	-	126
Accumulated Surplus, end of year	$ 1,321,019	$ 60,000	$ -	$ 89

These statements should be read in conjunction with the 2022 Audited Financial Statements and accompanying notes.

General Revenue Fund Statement of Operations (Unaudited)

General Government Services

For the Year Ended December 31, 2022

EA UBCM	EA Admin	Saturna Health	Pender Island Health	2022 Budget	2022 Actual	2021 Actual
$ 11,722	$ 985,999	$ 31,389	$ 225,987	**$ 13,126,591**	**$ 13,324,593**	$ 12,322,545
-	-	-	-	**84,880**	**102,212**	68,551
17	5,201	110	8	**186,100**	**221,820**	178,301
-	10,530	-	-	**2,275,833**	**2,313,844**	2,389,702
26	4,069	2,152	-	**493,740**	**493,740**	459,574
11,765	1,005,799	33,651	225,995	**16,167,144**	**16,456,209**	15,418,673
645	92,236	651	4,431	**(10,058,219)**	**(11,480,325)**	(10,740,529)
-	-	-	-	**94,068**	**-**	-
11,371	83,700	32,890	206,551	**18,501,113**	**(5,942,097)**	(8,842,849)
-	970,033	-	-	**41,665,695**	**37,162,952**	33,767,130
-	(205,206)	-	-	**(31,805,988)**	**(8,113,626)**	(6,911,985)
12,016	940,763	33,541	210,982	**18,396,669**	**11,626,904**	7,271,767
(251)	65,036	110	15,013	**(2,229,525)**	**4,829,305**	8,146,906
-	154	-	-	**453,840**	**1,003,088**	2,143,536
-	40,231	-	14,435	**806,228**	**3,744,131**	4,342,847
-	16,961	-	-	**669,292**	**1,275,528**	1,767,775
-	-	-	-	**-**	**-**	(452,398)
-	(40,250)	-	-	**(2,756,032)**	**(1,249,907)**	(264,035)
104	4,097	-	1,079	**18,219**	**28,566**	-
(355)	43,843	110	(501)	**(1,421,072)**	**27,899**	609,181
1,147	23,620	-	-	**1,421,072**	**1,421,072**	1,060,027
$ 792	$ 67,463	$ 110	$ (501)	**$ -**	**$ 1,448,971**	$ 1,669,208

These statements should be read in conjunction with the 2022 Audited Financial Statements and accompanying notes.

General Revenue Fund Statement of Operations (Unaudited)

Grants-In-Aid

For the Year Ended December 31, 2022

	Southern Gulf Islands Grants in Aid	Salt Spring Island Grants in Aid	Juan de Fuca Grants in Aid
Revenue			
Government transfers	$ 184,585	$ 50,056	$ 70,000
Sale of services:			
Other revenue from own sources:			
Interest earnings	649	1,076	1,198
Grants in lieu of taxes	1,089	36	-
Total Revenue	186,323	51,168	71,198
Expenses			
General administration	5,174	2,834	3,253
Grants in aid	103,351	71,039	18,505
Other operating expenses	80,000	-	70,000
Total Expenses	188,525	73,873	91,758
Net Revenue (Expenses)	(2,202)	(22,705)	(20,560)
Debt charges:			
Interest on short term debt	549	-	-
Annual Surplus (Deficit)	(2,751)	(22,705)	(20,560)
Accumulated surplus (deficit), beginning of year	2,714	56,669	54,135
Accumulated Surplus (Deficit), end of year	$ (37)	$ 33,964	$ 33,575

These statements should be read in conjunction with the 2022 Audited Financial Statements and accompanying notes.

General Revenue Fund Statement of Operations (Unaudited)

Grants-In-Aid

For the Year Ended December 31, 2022

	CRD Grants in Aid	2022 Budget	2022 Actual	2021 Actual
	$ -	**$ 154,641**	**$ 304,641**	$ 540,682
	40,265	**20,590**	**43,188**	22,870
	-	**1,125**	**1,125**	700
	40,265	**176,356**	**348,954**	564,252
	-	**11,261**	**11,261**	6,824
	15,000	**1,735,171**	**207,895**	286,580
	-	**-**	**150,000**	178,577
	15,000	**1,746,432**	**369,156**	471,981
	25,265	**(1,570,076)**	**(20,202)**	92,271
	-	**800**	**549**	-
	25,265	**(1,570,876)**	**(20,751)**	92,271
	1,457,356	**1,570,876**	**1,570,874**	1,478,603
	$ 1,482,621	**$ -**	**$ 1,550,123**	$ 1,570,874

These statements should be read in conjunction with the 2022 Audited Financial Statements and accompanying notes.

General Revenue Fund Statement of Operations (Unaudited)

Protective Services - General A

For the Year Ended December 31, 2022

	Animal Care	Building Inspection	Bylaw Enforcement	Noise Control
Revenue				
Government transfers	$ 447,012	$ 453,768	$ -	$ 39,711
Sale of services:				
Recreation revenue	28,510	42,633	-	-
Other sales	727,303	-	31,258	-
Other revenue from own sources:				
Interest earnings	248	34,301	7,425	225
Other revenue	282,893	1,344,221	1,475	-
Grants in lieu of taxes	11,770	1,802	-	160
Total Revenue	1,497,736	1,876,725	40,158	40,096
Expenses				
General administration	80,003	163,267	33,883	1,957
Other operating expenses	410,847	300,569	(456,568)	32,117
Salaries and wages	1,004,989	1,033,144	455,667	-
Recoveries	-	(30,076)	-	-
Total Expenses	1,495,839	1,466,904	32,982	34,074
Net Revenue (Expenses)	1,897	409,821	7,176	6,022
Transfers to own funds:				
Transfers to capital	20,000	3,494	-	-
Transfers to reserve	-	402,562	-	5,920
Transfers to ERF	573	70,000	7,176	-
Transfers from own funds:				
Transfers from reserve	(22,493)	(66,235)	-	-
Debt charges:				
Interest on short term debt	6,992	-	-	102
Annual Surplus (Deficit)	(3,175)	-	-	-
Accumulated surplus (deficit), beginning of year	3,175	-	-	-
Accumulated Surplus (Deficit), end of year	$ -	$ -	$ -	$ -

These statements should be read in conjunction with the 2022 Audited Financial Statements and accompanying notes.

General Revenue Fund Statement of Operations (Unaudited)

Protective Services - General A

For the Year Ended December 31, 2022

Soil Deposits	Nuisances & Unsightly Premises	Traffic Safety	CREST	2022 Budget	2022 Actual	2021 Actual
$ 5,682	$ 53,062	$ 72,511	$ 2,105,400	**$ 3,177,147**	**$ 3,177,146**	$ 3,097,237
-	-	-	-	**47,510**	**71,143**	48,552
-	-	-	-	**502,733**	**758,561**	503,406
53	318	1,609	8,931	**8,930**	**53,110**	15,570
-	-	-	-	**1,439,800**	**1,628,589**	1,929,009
-	213	3,358	102,408	**119,711**	**119,711**	118,750
5,735	53,593	77,478	2,216,739	**5,295,831**	**5,808,260**	5,712,524
566	2,600	6,883	8,830	**297,989**	**297,989**	263,027
2,669	43,742	51,794	2,196,003	**3,255,133**	**2,581,173**	2,900,961
-	-	-	-	**2,306,926**	**2,493,800**	2,080,900
-	-	-	-	**(540,501)**	**(30,076)**	(474,795)
3,235	46,342	58,677	2,204,833	**5,319,547**	**5,342,886**	4,770,093
2,500	7,251	18,801	11,906	**(23,716)**	**465,374**	942,431
-	-	-	-	**6,320**	**23,494**	18,419
2,489	6,980	-	-	**23,300**	**417,951**	730,295
-	-	-	-	**66,960**	**77,749**	209,194
-	-	-	-	**(88,728)**	**(88,728)**	-
11	271	-	9,659	**12,010**	**17,035**	-
-	-	18,801	2,247	**(43,578)**	**17,873**	(15,477)
-	-	42,359	1,220	**43,578**	**46,754**	62,231
$ -	$ -	$ 61,160	$ 3,467	**$ -**	**$ 64,627**	$ 46,754

These statements should be read in conjunction with the 2022 Audited Financial Statements and accompanying notes.

General Revenue Fund Statement of Operations (Unaudited)

Protective Services - General B

For the Year Ended December 31, 2022

	Southern Gulf Islands Emergency Program	Juan de Fuca Emergency Program	Salt Spring Island Emergency Program	EA Emergency Program Coordinator
Revenue				
Government transfers	$ 266,347	$ 105,000	$ 141,460	$ 147,813
Sale of services:				
Other sales	-	-	-	-
Other revenue from own sources:				
Interest earnings	1,687	548	756	1,125
Other revenue	142	-	-	-
Grants in lieu of taxes	2,566	135	91	597
Total Revenue	270,742	105,683	142,307	149,535
Expenses				
General administration	12,856	3,847	6,955	46,872
Other operating expenses	172,404	68,669	104,554	40,832
Salaries and wages	16,859	6,059	11,115	507,824
MFA reserve	-	-	-	-
Recoveries	-	-	-	(468,860)
Total Expenses	202,119	78,575	122,624	126,668
Net Revenue (Expenses)	68,623	27,108	19,683	22,867
Transfers to own funds:				
Transfers to reserve	67,833	11,880	10,000	10,000
Transfers to ERF	-	14,892	11,162	25,042
Transfers from own funds:				
Transfers from reserve	-	-	(2,000)	(12,674)
Debt charges:				
Interest on short term debt	790	336	521	499
Interest on long term debt	-	-	-	-
Principal	-	-	-	-
Annual Surplus (Deficit)	-	-	-	-
Accumulated surplus (deficit), beginning of year	-	-	-	-
Accumulated Surplus (Deficit), end of year	$ -	$ -	$ -	$ -

These statements should be read in conjunction with the 2022 Audited Financial Statements and accompanying notes.

General Revenue Fund Statement of Operations (Unaudited)

Protective Services - General B

For the Year Ended December 31, 2022

Regional Emergency Support	Juan de Fuca Search and Rescue	SSI Search and Rescue	Emergency Response Telephone Service	2022 Budget	2022 Actual	2021 Actual
$ 131,886	$ 69,952	$ 24,955	$ (129,479)	**$ 708,996**	**$ 757,934**	$ 1,073,113
-	-	-	130,759	**127,338**	**130,759**	124,960
578	1,270	62	5,228	**5,090**	**11,254**	2,035
-	65,237	-	2,119,706	**2,165,237**	**2,185,085**	2,144,393
7,324	107	17	(26,850)	**(16,036)**	**(16,013)**	(24,981)
139,788	136,566	25,034	2,099,364	**2,990,625**	**3,069,019**	3,319,520
11,858	4,244	1,415	110,469	**198,516**	**198,516**	198,509
42,258	72,665	31,978	1,627,161	**2,217,892**	**2,160,521**	2,504,185
105,339	-	-	-	**688,166**	**647,196**	602,128
-	-	-	3,024	**2,690**	**3,024**	2,264
-	-	-	(677,496)	**(1,172,304)**	**(1,146,356)**	(1,147,676)
159,455	76,909	33,393	1,063,158	**1,934,960**	**1,862,901**	2,159,410
(19,667)	59,657	(8,359)	1,036,206	**1,055,665**	**1,206,118**	1,160,110
-	-	-	1,860	**25,680**	**101,573**	138,662
-	59,513	-	50,810	**100,468**	**161,419**	164,595
(56,199)	-	-	71,541	**(142,414)**	**(142,414)**	(70,366)
616	144	131	5,166	**3,800**	**8,203**	-
-	-	-	318,360	**318,360**	**318,360**	318,360
-	-	-	693,589	**693,589**	**693,589**	693,589
35,916	-	(8,490)	37,962	**56,182**	**65,388**	(84,730)
-	-	7,728	(63,910)	**(56,182)**	**(56,182)**	28,548
$ 35,916	$ -	$ (762)	$ (25,948)	**$ -**	**$ 9,206**	$ (56,182)

These statements should be read in conjunction with the 2022 Audited Financial Statements and accompanying notes.

General Revenue Fund Statement of Operations (Unaudited)

Protective Services - General C

For the Year Ended December 31, 2022

	Hazardous Materials	Family Court Committee	Victim Assistance Program	Family Court Building	Salt Spring Island Street Lighting	Port Renfrew Street Lighting	Juan de Fuca House Numbering
Revenue							
Government transfers	$ 323,093	$ 15,000	$ 285,193	$ -	$ 26,668	$ 3,485	$ 12,902
Sale of services:							
Other sales	-	-	-	-	-	3,654	-
Other revenue from own sources:							
Interest earnings	1,110	953	436	2	57	31	36
Other revenue	3,290	-	-	149,360	-	179	-
Grants in lieu of taxes	17,982	878	15,358	-	16	75	20
Total Revenue	345,475	16,831	300,987	149,362	26,741	7,424	12,958
Expenses							
General administration	17,097	318	5,850	2,750	1,300	444	645
Other operating expenses	287,758	(23,558)	292,500	(281)	25,708	7,039	12,258
Salaries and wages	19,731	400	-	-	-	-	-
Total Expenses	324,586	(22,840)	298,350	2,469	27,008	7,483	12,903
Net Revenue (Expenses)	20,889	39,671	2,637	146,893	(267)	(59)	55
Transfers to own funds:							
Transfers to reserve	20,147	-	-	146,827	-	-	-
Transfers to ERF	9,560	-	-	-	-	-	-
Transfers from reserve	(10,633)	-	-	-	-	-	-
Debt charges:							
Interest on short term debt	1,815	-	1,553	66	151	6	59
Annual Surplus (Deficit)	-	39,671	1,084	-	(418)	(65)	(4)
Accumulated surplus (deficit), beginning of year	-	157	(602)	-	(504)	1,520	157
Accumulated Surplus (Deficit), end of year	$ -	$ 39,828	$ 482	$ -	$ (922)	$ 1,455	$ 153

These statements should be read in conjunction with the 2022 Audited Financial Statements and accompanying notes.

General Revenue Fund Statement of Operations (Unaudited)

Protective Services - General C

For the Year Ended December 31, 2022

Salt Spring Island House Numbering	Southern Gulf Islands House Numbering	JDF Livestock Injury Compensation	SGI Livestock Injury Compensation	SSI Livestock Injury Compensation	2022 Budget	2022 Actual	2021 Actual
$ 9,586	$ 9,335	$ 3,150	$ 3,150	$ 3,150	**$ 694,712**	**$694,712**	$ 666,956
-	-	-	-	-	**3,654**	**3,654**	3,071
24	25	54	54	54	**410**	**2,836**	(582)
-	-	-	-	-	**149,600**	**152,829**	149,555
-	97	-	-	-	**34,426**	**34,426**	33,304
9,610	9,457	3,204	3,204	3,204	**882,802**	**888,457**	852,304
473	467	150	150	150	**29,794**	**29,794**	28,626
9,093	8,948	-	-	-	**693,904**	**619,465**	632,077
-	-	-	-	-	**11,470**	**20,131**	20,328
9,566	9,415	150	150	150	**735,168**	**669,390**	681,031
44	42	3,054	3,054	3,054	**147,634**	**219,067**	171,273
-	-	-	-	-	**146,610**	**166,974**	166,570
-	-	-	-	-	**9,560**	**9,560**	9,560
-	-	-	-	-	**(10,633)**	**(10,633)**	-
46	43	1	1	1	**2,849**	**3,742**	-
(2)	(1)	3,053	3,053	3,053	**(752)**	**49,424**	(4,857)
(19)	43	-	-	-	**752**	**752**	5,609
$ (21)	$ 42	$ 3,053	$ 3,053	$ 3,053	**$ -**	**$ 50,176**	$ 752

These statements should be read in conjunction with the 2022 Audited Financial Statements and accompanying notes.

General Revenue Fund Statement of Operations (Unaudited)

Protective Services - Fire A

For the Year Ended December 31, 2022

	N. Galiano Island Fire Protection	Otter Point Fire Protection	Port Renfrew Fire Protection	Shirley Fire Protection
Revenue				
Government transfers	$ 197,323	$ 515,837	$ 91,871	$ 158,439
Sale of services:				
Recreation revenue	-	-	-	-
Other sales	-	-	61,610	-
Other revenue from own sources:				
Interest earnings	1,017	1,781	530	488
Other revenue	-	-	11,018	-
Grants in lieu of taxes	507	-	966	-
Total Revenue	198,847	517,618	165,995	158,927
Expenses				
General administration	7,503	17,108	6,029	4,159
Other operating expenses	61,949	313,157	101,761	76,113
Salaries and wages	75,147	4,984	31,863	20,732
MFA reserve	155	-	12	-
Total Expenses	144,754	335,249	139,665	101,004
Net Revenue (Expenses)	54,093	182,369	26,330	57,923
Transfers to own funds:				
Transfers to capital	-	4,865	-	-
Transfers to reserve	5,000	40,800	-	21,301
Transfers to ERF	4,315	134,330	23,095	36,000
Transfers from own funds:				
Debt charges:				
Interest on short term debt	777	2,374	337	622
Interest on long term debt	20,405	-	900	-
Principal	28,466	-	1,998	-
Annual Surplus (Deficit)	(4,870)	-	-	-
Accumulated surplus (deficit), beginning of year	22,486	-	-	-
Accumulated Surplus, end of year	$ 17,616	$ -	$ -	$ -

These statements should be read in conjunction with the 2022 Audited Financial Statements and accompanying notes.

General Revenue Fund Statement of Operations (Unaudited)

Protective Services - Fire A

For the Year Ended December 31, 2022

Willis Point Fire Protection	East Sooke Fire Protection	2022 Budget	2022 Actual	2021 Actual
$ 134,099	$ 454,930	**$ 1,552,500**	**$ 1,552,499**	$ 1,513,902
-	68,702	**45,000**	**68,702**	46,827
-	-	**61,610**	**61,610**	59,231
1,111	4,501	**2,900**	**9,428**	7
41,029	25,374	**58,240**	**77,421**	85,581
-	-	**1,473**	**1,473**	1,248
176,239	553,507	**1,721,723**	**1,771,133**	1,706,796
6,174	11,367	**52,340**	**52,340**	45,895
82,138	153,227	**876,392**	**788,345**	716,812
11,355	15,438	**216,300**	**159,519**	149,222
-	510	**600**	**677**	506
99,667	180,542	**1,145,632**	**1,000,881**	912,435
76,572	372,965	**576,091**	**770,252**	794,361
-	23,656	**28,200**	**28,521**	18,594
7,500	-	**78,300**	**74,601**	99,866
78,495	206,801	**318,055**	**483,036**	457,291
496	1,009	**4,300**	**5,615**	-
-	57,150	**78,455**	**78,455**	78,455
-	97,959	**128,424**	**128,423**	128,423
(9,919)	(13,610)	**(59,643)**	**(28,399)**	11,732
9,919	27,238	**59,643**	**59,643**	47,911
$ -	$ 13,628	**$ -**	**$ 31,244**	$ 59,643

These statements should be read in conjunction with the 2022 Audited Financial Statements and accompanying notes.

General Revenue Fund Statement of Operations (Unaudited)

Protective Services - Fire B

For the Year Ended December 31, 2022

	Durrance Rd Fire Protection	Malahat Fire Protection	Pender Island Fire Protection	South Galiano Island Fire Protection
Revenue				
Government transfers	$ 3,020	$ 65,597	$ 1,042,606	$ 471,747
Sale of services:				
Other revenue from own sources:				
Interest earnings	-	596	1,464	1,570
Other revenue	-	-	800	-
Grants in lieu of taxes	-	-	9,488	-
Total Revenue	3,020	66,193	1,054,358	473,317
Expenses				
General administration	139	3,191	42,560	14,660
Other operating expenses	2,523	62,400	845,609	89,573
Salaries and wages	-	-	-	193,788
MFA reserve	-	-	-	22,749
Total Expenses	2,662	65,591	888,169	320,770
Net Revenue (Expenses)	358	602	166,189	152,547
Transfers to own funds:				
Transfers to capital	-	-	-	8,281
Transfers to reserve	358	-	78,253	-
Transfers to ERF	-	-	81,190	78,117
Transfers from own funds:				
Transfers from reserve	-	-	(111,596)	-
Debt charges:				
Interest on short term debt	-	17	16,668	30,869
Interest on long term debt	-	-	-	35,280
Principal	-	-	101,674	-
Annual Surplus (Deficit)	-	585	-	-
Accumulated surplus (deficit), beginning of year	-	4	-	-
Accumulated Surplus (Deficit), end of year	$ -	$ 589	$ -	$ -

These statements should be read in conjunction with the 2022 Audited Financial Statements and accompanying notes.

General Revenue Fund Statement of Operations (Unaudited)

Protective Services - Fire B

For the Year Ended December 31, 2022

Saturna Island Fire Protection	Electoral Area Fire Protection	2022 Budget	2022 Actual	2021 Actual
$ 177,796	$ 193,274	**$ 1,908,080**	**$ 1,954,040**	$ 1,779,201
42	619	**2,080**	**4,291**	(596)
-	-	**310**	**800**	200
10,509	-	**19,997**	**19,997**	19,309
188,347	193,893	**1,930,467**	**1,979,128**	1,798,114
3,365	9,414	**73,329**	**73,329**	61,651
184,759	205,329	**1,399,547**	**1,390,193**	1,132,899
-	-	**191,150**	**193,788**	146,251
-	-	**22,620**	**22,749**	-
188,124	214,743	**1,686,646**	**1,680,059**	1,340,801
223	(20,850)	**243,821**	**299,069**	457,313
-	-	**9,570**	**8,281**	51,614
-	33,573	**78,554**	**112,184**	126,783
-	-	**161,853**	**159,307**	295,836
-	(55,270)	**(166,866)**	**(166,866)**	(92,937)
-	847	**14,199**	**48,401**	22,939
-	-	**38,772**	**35,280**	-
-	-	**107,483**	**101,674**	53,316
223	-	**256**	**808**	(238)
(260)	-	**(256)**	**(256)**	(18)
$ (37)	$ -	**$ -**	**$ 552**	$ (256)

These statements should be read in conjunction with the 2022 Audited Financial Statements and accompanying notes.

General Revenue Fund Statement of Operations (Unaudited)

Environmental Health

For the Year Ended December 31, 2022

	Port Renfrew Disposal	Refuse Disposal	Storm Water Quality Management Core	Storm Water Quality Management Southern Gulf Islands
Revenue				
Government transfers	$ 33,852	$ -	$ 637,153	$ 38,699
Sale of services:				
Refuse revenue	12,158	26,876,303	-	-
Recreation revenue	-	-	-	-
Other revenue from own sources:				
Interest earnings	78	47,515	4,406	366
Other revenue	37,262	7,056,976	34,836	-
Grants in lieu of taxes	347	-	55,136	401
Total Revenue	83,697	33,980,794	731,531	39,466
Expenses				
General administration	4,037	3,368,178	14,407	1,917
Grants in aid	-	3,000	-	-
Other operating expenses	91,522	22,815,309	632,960	30,603
Salaries and wages	-	3,096,847	-	-
MFA reserve	-	654	-	-
Recoveries	(17,000)	(6,304,454)	-	-
Total Expenses	78,559	22,979,534	647,367	32,520
Net Revenue (Expenses)	5,138	11,001,260	84,164	6,946
Transfers to own funds:				
Transfers to revenue	-	112,333	-	-
Transfers to capital	-	20,585	-	-
Transfers to reserve	4,000	10,717,733	82,333	6,885
Transfers to ERF	1,070	-	-	-
Transfers from own funds:				
Transfers from reserve	-	(8,476)	-	-
Debt charges:				
Interest on short term debt	68	8,646	1,831	61
Interest on long term debt	-	32,340	-	-
Principal	-	118,099	-	-
Annual Surplus (Deficit)	-	-	-	-
Accumulated surplus (deficit), beginning of year	-	-	-	-
Accumulated Surplus (Deficit), end of year	$ -	$ -	$ -	$ -

These statements should be read in conjunction with the 2022 Audited Financial Statements and accompanying notes.

General Revenue Fund Statement of Operations (Unaudited)

Environmental Health

For the Year Ended December 31, 2022

Storm Water Quality Management Sooke	Storm Water Quality Management Salt Spring Island	Storm Water Quality Management Saanich Peninsula	2022 Budget	2022 Actual	2021 Actual
$ 38,200	$ 27,940	$ 168,266	**$ 944,110**	**$ 944,110**	$ 925,799
-	-	-	**19,204,871**	**26,888,461**	24,911,719
-	-	-	**25,000**	**-**	-
246	341	784	**5,900**	**53,736**	35,143
-	-	-	**6,025,223**	**7,129,074**	6,643,806
80	20	5,687	**61,682**	**61,671**	62,360
38,526	28,301	174,737	**26,266,786**	**35,077,052**	32,578,827
3,320	1,376	3,509	**2,434,444**	**3,396,744**	2,818,776
-	-	-	**-**	**3,000**	-
29,452	7,730	150,531	**25,140,766**	**23,758,107**	23,455,561
-	-	-	**3,110,351**	**3,096,847**	2,821,078
-	-	-	**840**	**654**	490
-	-	-	**(6,514,273)**	**(6,321,454)**	(6,475,645)
32,772	9,106	154,040	**24,172,128**	**23,933,898**	22,620,260
5,754	19,195	20,697	**2,094,658**	**11,143,154**	9,958,567
-	-	-	**112,333**	**112,333**	176,961
-	-	-	**-**	**20,585**	23,606
5,648	19,125	19,949	**1,943,514**	**10,855,673**	10,667,890
-	-	-	**2,000**	**1,070**	407
-	-	-	**(115,024)**	**(8,476)**	(59,812)
106	70	748	**1,396**	**11,530**	(14,480)
-	-	-	**32,340**	**32,340**	62,370
-	-	-	**118,099**	**118,099**	109,870
-	-	-	**-**	**-**	(1,008,245)
-	-	-	**-**	**-**	1,008,245
$ -	$ -	$ -	**$ -**	**$ -**	$ -

These statements should be read in conjunction with the 2022 Audited Financial Statements and accompanying notes.

General Revenue Fund Statement of Operations (Unaudited)

Planning and Development

For the Year Ended December 31, 2022

	Economic Development Commission Salt Spring Island	Economic Development Commission SGI	Electoral Area Community Planning	Growth Management Strategy	Regional Planning
Revenue					
Government transfers	$ 98,237	$ 119,047	$ 697,706	$ 295,611	$1,197,642
Sale of services:					
Recreation revenue	-	-	-	-	-
Other sales	-	-	81,875	-	6
Other revenue from own sources:					
Interest earnings	396	868	4,747	2,594	5,874
Other revenue	-	-	-	-	8,328
Grants in lieu of taxes	55	1,237	1,067	16,324	61,264
Total Revenue	98,688	121,152	785,395	314,529	1,273,114
Expenses					
General administration	11,642	5,986	53,359	23,904	112,194
Other operating expenses	70,325	81,153	183,961	93,468	1,019,673
Salaries and wages	-	-	398,607	78,857	861,418
Recoveries	-	-	(26,420)	-	(77,852)
Total Expenses	81,967	87,139	609,507	196,229	1,915,433
Net Revenue (Expenses)	16,721	34,013	175,888	118,300	(642,319)
Transfers to own funds:					
Transfers to capital	-	-	638	-	-
Transfers to reserve	18,292	1,490	167,931	132,832	207,188
Transfers to ERF	-	-	40,000	-	2,500
Transfers from own funds:					
Transfers from reserve	(2,000)	-	(35,269)	(15,354)	857,304
Debt charges:					
Interest on short term debt	429	325	2,588	822	5,297
Annual Surplus Deficit)	-	32,198	-	-	-
Accumulated surplus (deficit), beginning of year	-	2,772	-	-	-
Accumulated Surplus (Deficit), end of year	$ -	$ 34,970	$ -	$ -	$ -

These statements should be read in conjunction with the 2022 Audited Financial Statements and accompanying notes.

General Revenue Fund Statement of Operations (Unaudited)

Planning and Development

For the Year Ended December 31, 2022

Geo Spatial Referencing	GIS Information Systems	Climate Change Development	2022 Budget	2022 Actual	2021 Actual
$ 157,707	$ 120,153	$1,601,384	**$4,136,530**	**$4,287,487**	$3,185,252
9,600	-	-	**8,130**	**9,600**	9,600
-	-	-	**45,280**	**81,881**	81,594
587	209	15,080	**5,480**	**30,355**	2,956
-	-	-	**1,070**	**8,328**	20,575
8,558	3,368	26,028	**117,901**	**117,901**	114,354
176,452	123,730	1,642,492	**4,314,391**	**4,535,552**	3,414,331
24,145	11,138	11,755	**254,123**	**254,123**	234,900
80,873	158,061	575,587	**3,051,125**	**2,263,101**	1,493,217
-	371,610	207,782	**2,293,980**	**1,918,274**	1,774,432
-	(494,422)	-	**(598,694)**	**(598,694)**	(706,288)
105,018	46,387	795,124	**5,000,534**	**3,836,804**	2,796,261
71,434	77,343	847,368	**(686,143)**	**698,748**	618,070
-	-	-	**-**	**638**	3,762
10,863	53,272	845,876	**131,456**	**1,437,744**	548,795
60,050	23,490	-	**91,040**	**126,040**	390,097
-	-	-	**909,927**	**(909,927)**	(37,934)
521	581	1,492	**4,060**	**12,055**	-
-	-	-	**(2,772)**	**32,198**	(286,650)
-	-	-	**2,772**	**2,772**	289,422
$ -	$ -	$ -	**$ -**	**$ 34,970**	$ 2,772

These statements should be read in conjunction with the 2022 Audited Financial Statements and accompanying notes.

General Revenue Fund Statement of Operations (Unaudited)

Recreation and Cultural Services, Regional Parks

For the Year Ended December 31, 2022

	Regional Parks	2022 Budget	2022 Actual	2021 Actual
Revenue				
Government transfers	$15,574,597	**$15,532,807**	**$15,574,597**	$15,108,023
Sale of services:				
Recreation revenue	138,968	**98,000**	**138,968**	122,543
Other sales	-	**500**	**-**	-
Other revenue from own sources:				
Interest earnings	63,556	**21,190**	**63,556**	(10,012)
Other revenue	445,930	**383,713**	**445,930**	486,194
Grants in lieu of taxes	791,148	**791,148**	**791,148**	751,930
Total Revenue	17,014,199	**16,827,358**	**17,014,199**	16,458,678
Expenses				
General administration	769,913	**769,913**	**769,913**	592,118
Other operating expenses	3,079,786	**3,081,575**	**3,079,786**	2,326,128
Salaries and wages	6,969,024	**8,103,808**	**6,969,024**	6,116,503
MFA reserve	6,428	**57,690**	**6,428**	11,352
Recoveries	(74,643)	**(77,913)**	**(74,643)**	(292,531)
Total Expenses	10,750,508	**11,935,073**	**10,750,508**	8,753,570
Net Revenue (Expenses)	6,263,691	**4,892,285**	**6,263,691**	7,705,108
Transfers to own funds:				
Transfers to capital	222,000	**222,190**	**222,000**	114,670
Transfers to reserve	4,706,484	**3,762,207**	**4,706,484**	6,903,303
Transfers to ERF	586,110	**336,110**	**586,110**	280,500
Debt charges:				
Interest on short term debt	48,182	**25,000**	**48,182**	5,287
Interest on long term debt	177,104	**207,704**	**177,104**	156,172
Principal	339,075	**339,074**	**339,075**	245,176
Annual Surplus (Deficit)	184,736	**-**	**184,736**	-
Accumulated surplus (deficit), beginning of year	-	**-**	**-**	-
Accumulated Surplus (Deficit), end of year	$ 184,736	**$ -**	**$ 184,736**	$ -

These statements should be read in conjunction with the 2022 Audited Financial Statements and accompanying notes.

This page left intentionally blank.

General Revenue Fund Statement of Operations (Unaudited)

Recreation and Cultural Services, Panorama Recreation Services

For the Year Ended December 31, 2022

	Panorama Administration	Panorama Ice Arena	Panorama Swimming Pool	Panorama Community Recreation Programs	Panorama Second Pool Service
Revenue					
Government transfers	$ 5,190,486	$ -	$ 14,845	$ 200,448	$ -
Sale of services:					
Recreation revenue	42,830	205,006	625,443	1,719,395	-
Other sales	(671)	201	-	18,684	-
Other revenue from own sources:					
Interest earnings	21,625	266	-	-	2,912
Other revenue	32,208	659,379	352,387	247,428	-
Grants in lieu of taxes	175,170	-	-	-	-
Total Revenue	5,461,648	864,852	992,675	2,185,955	2,912
Expenses					
General administration	(791,570)	416,008	416,008	416,008	-
Other operating expenses	1,268,937	1,373,663	1,351,358	1,788,921	-
Salaries and wages	2,656,137	235,542	753,865	1,403,130	-
MFA reserve	-	266	-	-	2,912
Recoveries	(3,638,739)	-	-	-	-
Total Expenses	(505,235)	2,025,479	2,521,231	3,608,059	2,912
Net Revenue (Expenses)	5,966,883	(1,160,627)	(1,528,556)	(1,422,104)	-
Transfers to own funds:					
Transfers to reserve	7,961	368,878	154,201	65,000	-
Transfers to ERF	-	203,559	132,000	132,000	-
Debt charges:					
Interest on short term debt	20,664	-	-	-	-
Interest on long term debt	-	30,240	-	-	233,655
Principal	-	58,068	-	-	449,370
Annual Surplus (Deficit)	5,938,258	(1,821,372)	(1,814,757)	(1,619,104)	(683,025)
Accumulated surplus (deficit), beginning of year	6,028,507	(2,259,755)	(1,563,176)	(1,522,551)	(683,025)
Accumulated Surplus (Deficit), end of year	$ 11,966,765	$ (4,081,127)	$(3,377,933)	$(3,141,655)	$ (1,366,050)

These statements should be read in conjunction with the 2022 Audited Financial Statements and accompanying notes.

General Revenue Fund Statement of Operations (Unaudited)

Recreation and Cultural Services, Panorama Recreation Services

For the Year Ended December 31, 2022

	2022 Budget	2022 Actual	2021 Actual
	$ 5,262,663	**$ 5,405,779**	$ 5,251,676
	3,041,803	**2,592,674**	1,917,433
	23,462	**18,214**	12,356
	12,010	**24,803**	8,275
	1,353,958	**1,291,402**	1,160,374
	175,170	**175,170**	161,891
	9,869,066	**9,508,042**	8,512,005
	456,453	**456,454**	502,394
	5,637,501	**5,782,879**	4,808,208
	5,616,602	**5,048,674**	4,052,310
	20,360	**3,178**	2,380
	(3,358,836)	**(3,638,739)**	(2,998,710)
	8,372,080	**7,652,446**	6,366,582
	1,496,986	**1,855,596**	2,145,423
	316,363	**596,040**	1,177,459
	396,000	**467,559**	456,052
	13,289	**20,664**	-
	263,895	**263,895**	263,895
	507,439	**507,438**	507,438
	-	**-**	(259,421)
	-	**-**	259,421
	$ -	**$ -**	$ -

These statements should be read in conjunction with the 2022 Audited Financial Statements and accompanying notes.

General Revenue Fund Statement of Operations (Unaudited)

Recreation and Cultural Services, Juan De Fuca Recreation Complex

For the Year Ended December 31, 2022

	Juan de Fuca Parks	Juan de Fuca Curling Rink	Juan de Fuca Public Building/Tech Wing
Revenue			
Sale of services:			
Other revenue from own sources:			
Expenses			
Transfers to own funds:			
Debt charges:			
Accumulated surplus (deficit), beginning of year	$ 25	$ (76)	$ 873
Accumulated Surplus (Deficit), end of year	$ 25	$ (76)	$ 873

These statements should be read in conjunction with the 2022 Audited Financial Statements and accompanying notes.

General Revenue Fund Statement of Operations (Unaudited)

Recreation and Cultural Services, Juan De Fuca Recreation Complex

For the Year Ended December 31, 2022

2022 Budget	2022 Actual	2021 Actual
$ -	**$ 822**	$ 822
$ -	**$ 822**	$ 822

These statements should be read in conjunction with the 2022 Audited Financial Statements and accompanying notes.

General Revenue Fund Statement of Operations (Unaudited)

Recreation and Cultural Services, Sooke Recreation Complex

For the Year Ended December 31, 2022

	SEAPARC	2022 Budget	2022 Actual	2021 Actual
Revenue				
Government transfers	$3,135,520	**$3,125,316**	**$3,135,520**	$2,919,131
Sale of services:				
Recreation revenue	904,661	**830,005**	**904,661**	646,929
Other sales	13,457	**12,000**	**13,457**	7,181
Other revenue from own sources:				
Interest earnings	10,974	**2,360**	**10,974**	(3,325)
Other revenue	370,971	**353,670**	**370,971**	276,643
Grants in lieu of taxes	5,214	**5,214**	**5,214**	5,341
Total Revenue	4,440,797	**4,328,565**	**4,440,797**	3,851,900
Expenses				
General administration	222,088	**221,161**	**222,088**	243,995
Grants in aid	-	**2,040**	**-**	80
Other operating expenses	1,052,493	**890,479**	**1,052,493**	778,192
Salaries and wages	2,549,128	**2,682,639**	**2,549,128**	2,088,818
MFA reserve	162	**140**	**162**	122
Recoveries	(2,670)	**(2,670)**	**(2,670)**	(2,670)
Total Expenses	3,821,201	**3,793,789**	**3,821,201**	3,108,537
Net Revenue (Expenses)	619,596	**534,776**	**619,596**	743,363
Transfers to own funds:				
Transfers to capital	-	**-**	**-**	50,500
Transfers to reserve	340,029	**325,000**	**340,029**	502,062
Transfers to ERF	110,029	**95,000**	**110,029**	90,000
Debt charges:				
Interest on short term debt	16,463	**10,810**	**16,463**	1,480
Interest on long term debt	18,480	**23,480**	**18,480**	18,480
Principal	79,845	**80,486**	**79,845**	80,841
Annual Surplus (Deficit)	54,750	**-**	**54,750**	-
Accumulated surplus (deficit), beginning of year	-	**-**	**-**	-
Accumulated Surplus (Deficit), end of year	$ 54,750	**$ -**	**$ 54,750**	$ -

These statements should be read in conjunction with the 2022 Audited Financial Statements and accompanying notes.

General Revenue Fund Statement of Operations (Unaudited)

Recreation and Cultural Services, Juan De Fuca Electorial Area

For the Year Ended December 31, 2022

	Juan de Fuca Electoral Area Community Parks	Juan de Fuca Electoral Area Community Recreation	2022 Budget	2022 Actual	2021 Actual
Revenue					
Government transfers	$ 193,274	$ 69,508	**$ 262,782**	**$ 262,782**	$ 269,607
Sale of services:					
Other revenue from own sources:					
Interest earnings	115	691	**150**	**806**	65
Other revenue	3,338	21,455	**20,920**	**24,793**	23,411
Grants in lieu of taxes	297	72	**367**	**369**	334
Total Revenue	197,024	91,726	**284,219**	**288,750**	293,417
Expenses					
General administration	11,405	5,724	**17,129**	**17,129**	15,245
Other operating expenses	71,821	24,320	**107,645**	**96,141**	116,226
Salaries and wages	89,458	60,705	**141,530**	**150,163**	152,634
Total Expenses	172,684	90,749	**266,304**	**263,433**	284,105
Net Revenue (Expenses)	24,340	977	**17,915**	**25,317**	9,312
Transfers to own funds:					
Transfers to reserve	17,887	-	**12,000**	**17,887**	-
Transfers to ERF	8,000	833	**8,000**	**8,833**	6,857
Debt charges:					
Interest on short term debt	908	144	**370**	**1,052**	-
Annual Surplus (Deficit)	(2,455)	-	**(2,455)**	**(2,455)**	2,455
Accumulated surplus (deficit), beginning of year	2,455	-	**2,455**	**2,455**	-
Accumulated Surplus (Deficit), end of year	$ -	$ -	**$ -**	**$ -**	$ 2,455

These statements should be read in conjunction with the 2022 Audited Financial Statements and accompanying notes.

General Revenue Fund Statement of Operations (Unaudited)

Recreation and Cultural Services, Salt Spring Island Parks and Recreation

For the Year Ended December 31, 2022

	Salt Spring Island Community Recreation	Salt Spring Island Community Parks	Salt Spring Island Community Pool	Salt Spring Island Park Land and Community Recreation
Revenue				
Government transfers	$ 55,534	$ 458,072	$ 691,678	$ 856,417
Sale of services:				
Recreation revenue	192,516	-	232,656	-
Other sales	-	-	-	-
Other revenue from own sources:				
Interest earnings	-	587	558	1,618
Other revenue	3,025	76,573	1,896	80,517
Grants in lieu of taxes	38	298	522	526
Total Revenue	251,113	535,530	927,310	939,078
Expenses				
General administration	38,131	135,451	(1,047)	144,851
Other operating expenses	116,539	59,680	379,481	437,457
Salaries and wages	131,603	404,998	590,546	276,081
MFA reserve	-	-	-	-
Recoveries	-	-	-	-
Total Expenses	286,273	600,129	968,980	858,389
Net Revenue (Expenses)	(35,160)	(64,599)	(41,670)	80,689
Transfers to own funds:				
Transfers to reserve	-	3,600	-	64,532
Transfers to ERF	-	5,000	20,000	12,500
Transfers from reserve	(8,000)	-	(23,083)	-
Debt charges:				
Interest on short term debt	577	2,558	3,244	3,657
Interest on long term debt	-	-	-	-
Principal	-	-	-	-
Annual Surplus (Deficit)	(27,737)	(75,757)	(41,831)	-
Accumulated surplus (deficit), beginning of year	-	-	-	-
Accumulated Surplus (Deficit), end of year	$ (27,737)	$ (75,757)	$ (41,831)	$ -

These statements should be read in conjunction with the 2022 Audited Financial Statements and accompanying notes.

General Revenue Fund Statement of Operations (Unaudited)

Recreation and Cultural Services, Salt Spring Island Parks and Recreation

For the Year Ended December 31, 2022

	2022 Budget	2022 Actual	2021 Actual
	$ 2,070,717	**$ 2,061,701**	$ 2,151,011
	476,223	**425,172**	334,318
	-	**-**	30
	310	**2,763**	2,846
	187,084	**162,011**	74,710
	1,384	**1,384**	1,534
	2,735,718	**2,653,031**	2,564,449
	317,386	**317,386**	284,240
	1,154,222	**993,157**	743,888
	1,434,192	**1,403,228**	1,178,052
	310	**-**	89
	(397,958)	**-**	-
	2,508,152	**2,713,771**	2,206,269
	227,566	**(60,740)**	358,180
	199,259	**68,132**	225,103
	52,500	**37,500**	55,090
	(28,083)	**(31,083)**	(4,861)
	3,890	**10,036**	(1,400)
	-	**-**	7,000
	-	**-**	19,976
	-	**(145,325)**	57,272
	-	**-**	(57,272)
	$ -	**$ (145,325)**	$ -

These statements should be read in conjunction with the 2022 Audited Financial Statements and accompanying notes.

General Revenue Fund Statement of Operations (Unaudited)

Recreation and Cultural Services, Southern Gulf Islands

For the Year Ended December 31, 2022

	Galiano Island Community Parks	Galiano Island Community Recreation	Mayne Island Community Recreation	Mayne Island Community Parks
Revenue				
Government transfers	$ 94,724	$ 37,427	$ 34,890	$ 90,403
Sale of services:				
Recreation revenue	-	-	-	1,740
Other sales	-	-	-	-
Other revenue from own sources:				
Interest earnings	403	9	432	811
Other revenue	7,050	-	-	14,440
Grants in lieu of taxes	69	28	28	68
Total Revenue	102,246	37,464	35,350	107,462
Expenses				
General administration	3,883	2,059	2,122	4,845
Other operating expenses`	79,509	35,772	29,830	74,151
Total Expenses	83,392	37,831	31,952	78,996
Net Revenue (Expenses)	18,854	(367)	3,398	28,466
Transfers to own funds:				
Transfers to reserve	18,567	-	-	25,348
Debt charges:				
Interest on short term debt	287	280	-	376
Annual Surplus (Deficit)	-	(647)	3,398	2,742
Accumulated surplus (deficit), beginning of year	-	678	13,734	16,041
Accumulated Surplus (Deficit), end of year	$ -	$ 31	$ 17,132	$ 18,783

These statements should be read in conjunction with the 2022 Audited Financial Statements and accompanying notes.

General Revenue Fund Statement of Operations (Unaudited)

Recreation and Cultural Services, Southern Gulf Islands

For the Year Ended December 31, 2022

Pender Island Community Recreation	North & South Pender Island Parks	Saturna Island Community Parks	Saturna Island Community Recreation	2022 Budget	2022 Actual	2021 Actual
$ 163,654	$ 65,283	$ 23,323	$ 9,891	**$ 519,595**	**$ 519,595**	$ 501,720
-	-	-	-	**390**	**1,740**	375
541	-	-	-	**210**	**541**	756
863	138	54	168	**920**	**2,878**	510
-	-	3,000	450	**8,650**	**24,940**	10,009
1,410	582	1,526	866	**4,581**	**4,577**	3,878
166,468	66,003	27,903	11,375	**534,346**	**554,271**	517,248
5,704	3,214	929	1,005	**23,762**	**23,761**	19,784
85,362	62,473	20,239	16,119	**476,479**	**403,455**	372,544
91,066	65,687	21,168	17,124	**500,241**	**427,216**	392,328
75,402	316	6,735	(5,749)	**34,105**	**127,055**	124,920
75,016	-	6,644	-	**77,130**	**125,575**	115,989
386	-	91	3	**790**	**1,423**	-
-	316	-	(5,752)	**(43,815)**	**57**	8,931
-	2,972	-	10,390	**43,815**	**43,815**	34,884
$ -	$ 3,288	$ -	$ 4,638	**$ -**	**$ 43,872**	$ 43,815

These statements should be read in conjunction with the 2022 Audited Financial Statements and accompanying notes.

General Revenue Fund Statement of Operations (Unaudited)

Recreation and Cultural Services

For the Year Ended December 31, 2022

	Vancouver Island Regional Library	Royal Theatre	McPherson Theatre	Sooke Regional Museum	Greater Victoria Library
Revenue					
Government transfers	$ 322,102	$ 580,000	$ 750,000	$ 215,341	$ 31,491
Sale of services:					
Other revenue from own sources:					
Interest earnings	1,849	672	2,656	11	5
Other revenue	122,643	-	-	-	-
Grants in lieu of taxes	325	-	36,233	341	87
Total Revenue	446,919	580,672	788,889	215,693	31,583
Expenses					
General administration	6,218	10,000	35,000	3,932	622
Other operating expenses	315,359	90,302	317,656	211,900	31,469
Salaries and wages	-	-	-	-	-
MFA reserve	1,102	-	-	-	-
Recoveries	-	-	-	-	-
Total Expenses	322,679	100,302	352,656	215,832	32,091
Net Revenue (Expenses)	124,240	480,370	436,233	(139)	(508)
Transfers to own funds:					
Transfers to capital	-	102,000	88,000	-	-
Transfers to reserve	-	378,000	348,233	-	-
Transfers to ERF	-	-	-	-	-
Transfers from own funds:					
Transfers from reserve	-	-	-	-	-
Debt charges:					
Interest on short term debt	1,666	370	-	14	-
Interest on long term debt	122,643	-	-	-	-
Principal	-	-	-	-	-
Annual Surplus (Deficit)	(69)	-	-	(153)	(508)
Accumulated surplus (deficit), beginning of year	141	-	-	200	524
Accumulated Surplus (Deficit), end of year	$ 72	$ -	$ -	$ 47	$ 16

These statements should be read in conjunction with the 2022 Audited Financial Statements and accompanying notes.

General Revenue Fund Statement of Operations (Unaudited)

Recreation and Cultural Services

For the Year Ended December 31, 2022

Salt Spring Island Library	Southern Gulf Island Library	Galiano Island Library	Arts Development	Salt Spring Island Arts	2022 Budget	2022 Actual	2021 Actual
$ 663,620	$ 229,073	$ 62,929	$2,781,832	$ 121,677	**$5,758,065**	**$5,758,065**	$5,661,085
1,503	680	198	1,157	1	**1,686**	**8,732**	3,044
-	4,000	-	10,000	-	**180,600**	**136,643**	47,003
472	2,370	43	185,956	85	**225,912**	**225,912**	219,043
665,595	236,123	63,170	2,978,945	121,763	**6,166,263**	**6,129,352**	5,930,175
23,303	4,558	1,653	67,644	2,370	**155,300**	**155,300**	144,905
460,315	231,641	20,891	2,632,346	117,531	**4,441,097**	**4,429,410**	4,320,554
-	-	-	284,679	-	**297,973**	**284,679**	291,194
613	-	85	-	-	**60,730**	**1,800**	601
-	-	-	(18,946)	-	**(13,614)**	**(18,946)**	(47,432)
484,231	236,199	22,629	2,965,723	119,901	**4,941,486**	**4,852,243**	4,709,822
181,364	(76)	40,541	13,222	1,862	**1,224,777**	**1,277,109**	1,220,353
-	-	-	-	-	**190,000**	**190,000**	192,000
31,733	-	9,823	8,392	-	**756,013**	**776,181**	779,134
-	-	-	-	-	**-**	**-**	5,000
-	-	-	-	-	**(25,000)**	**-**	-
4,024	-	259	4,830	886	**10,788**	**12,049**	(9,028)
33,250	-	11,935	-	-	**165,785**	**167,828**	116,378
112,357	-	15,482	-	-	**127,839**	**127,839**	137,838
-	(76)	3,042	-	976	**(648)**	**3,212**	(969)
-	1,335	-	-	(1,552)	**648**	**648**	1,617
$ -	$ 1,259	$ 3,042	$ -	$ (576)	**$ -**	**$ 3,860**	$ 648

These statements should be read in conjunction with the 2022 Audited Financial Statements and accompanying notes.

General Revenue Fund Statement of Operations (Unaudited)

Fiscal Services

For the Year Ended December 31, 2022

	Local Debt Services	Gossip Island Electricity	2022 Budget	2022 Actual	2021 Actual
Revenue					
Government transfers	$17,650,859	$ 56,585	**$15,426,086**	**$17,707,444**	$15,393,403
Other revenue from own sources:					
Interest earnings	80,598	480	**61,370**	**81,078**	56,746
Total Revenue	17,731,457	57,065	**15,487,456**	**17,788,522**	15,450,149
Expenses					
General administration	-	154	**155**	**154**	357
Grants in aid	-	-	**-**	**-**	1
Other operating expenses	1	53	**100**	**54**	-
MFA reserve	80,597	203	**61,280**	**80,800**	56,730
Total Expenses	80,598	410	**61,535**	**81,008**	57,088
Net Revenue (Expenses)	17,650,859	56,655	**15,425,921**	**17,707,514**	15,393,061
Debt charges:					
Interest on short term debt	-	947	**120**	**947**	-
Interest on long term debt	6,769,607	20,735	**5,820,490**	**6,790,342**	5,995,181
Principal	10,881,252	35,708	**9,605,454**	**10,916,960**	9,397,817
Annual Surplus (Deficit)	-	(735)	**(143)**	**(735)**	63
Accumulated surplus (deficit), beginning of year	-	142	**143**	**142**	79
Accumulated Surplus (Deficit), end of year	$ -	$ (593)	**$ -**	**$ (593)**	$ 142

These statements should be read in conjunction with the 2022 Audited Financial Statements and accompanying notes.

Capital Regional District

Statement 26

General Revenue Fund Statement of Operations (Unaudited)

Land, Banking and Housing

For the Year Ended December 31, 2022

	Land Bank and Housing	2022 Budget	2022 Actual	2021 Actual
Revenue				
Government transfers	$ 2,994,339	**$ 2,852,833**	**$ 2,994,339**	$ 2,745,407
Sale of services:				
Recreation revenue	49,146	**35,130**	**49,146**	38,071
Other revenue from own sources:				
Interest earnings	101,136	**40,207**	**101,136**	64,665
Other revenue	63,336	**63,000**	**63,336**	147,726
Grants in lieu of taxes	131,745	**131,745**	**131,745**	126,943
Total Revenue	3,339,702	**3,122,915**	**3,339,702**	3,122,812
Expenses				
General administration	126,451	**126,451**	**126,451**	109,315
Other operating expenses	3,280,004	**5,718,730**	**3,280,004**	622,791
Salaries and wages	1,158,975	**1,406,115**	**1,158,975**	1,155,682
MFA reserve	2,437	**7,390**	**2,437**	1,825
Recoveries	(661,100)	**(765,859)**	**(661,100)**	(769,348)
Total Expenses	3,906,767	**6,492,827**	**3,906,767**	1,120,265
Net Revenue (Expenses)	(567,065)	**(3,369,912)**	**(567,065)**	2,002,547
Transfers to own funds:				
Transfers to capital	1,879	**10,000**	**1,879**	6,381
Transfers to reserve	193,118	**-**	**193,118**	105,393
Transfers to ERF	4,000	**4,000**	**4,000**	4,000
Transfers from reserve	(69)	**(74,992)**	**(69)**	-
Debt charges:				
Interest on short term debt	3,574	**4,967**	**3,574**	-
Interest on long term debt	207,086	**220,586**	**207,086**	207,086
Principal	802,377	**830,771**	**802,377**	802,377
Annual Surplus (Deficit)	(1,779,030)	**(4,365,244)**	**(1,779,030)**	877,310
Accumulated surplus (deficit), beginning of year	4,365,244	**4,365,244**	**4,365,244**	3,487,934
Accumulated Surplus (Deficit), end of year	$ 2,586,214	**$ -**	**$ 2,586,214**	$ 4,365,244

These statements should be read in conjunction with the 2022 Audited Financial Statements and accompanying notes.

This page left intentionally blank.

General Revenue Fund Statement of Operations (Unaudited)

Small Craft Harbours, Transit and Transport

For the Year Ended December 31, 2022

	Southern Gulf Islands Small Craft Harbours	Salt Spring Island Small Craft Harbours	Salt Spring Island Transit and Transport	2022 Budget	2022 Actual	2021 Actual
Revenue						
Government transfers	$ 301,288	$ 25,679	$ 436,680	**$ 720,767**	**$ 763,647**	$ 883,941
Sale of services:						
Recreation revenue	103,470	-	-	**134,240**	**103,470**	84,530
Other sales	-	-	182,767	**154,591**	**182,767**	145,658
Other revenue from own sources:						
Interest earnings	788	146	1,337	**1,890**	**2,271**	1,318
Other revenue	313	-	-	**7,000**	**313**	4,347
Grants in lieu of taxes	6,592	38	251	**6,881**	**6,881**	6,392
Total Revenue	412,451	25,863	621,035	**1,025,369**	**1,059,349**	1,126,186
Expenses						
General administration	11,220	3,677	29,642	**44,539**	**44,539**	41,929
Other operating expenses	173,894	4,707	604,120	**792,380**	**782,721**	650,809
Salaries and wages	-	-	-	**1,620**	**-**	-
MFA reserve	11,978	-	-	**11,800**	**11,978**	-
Total Expenses	197,092	8,384	633,762	**850,339**	**839,238**	692,738
Net Revenue (Expenses)	215,359	17,479	(12,727)	**175,030**	**220,111**	433,448
Transfers to own funds:						
Transfers to reserve	184,146	17,427	116,373	**288,600**	**317,946**	434,969
Transfers from reserve	-	-	(129,999)	**(130,000)**	**(129,999)**	(1,747)
Debt charges:						
Interest on short term debt	19,285	52	899	**830**	**20,236**	-
Interest on long term debt	11,928	-	-	**15,600**	**11,928**	226
Annual Surplus (Deficit)	-	-	-	**-**	**-**	-
Accumulated surplus (deficit), beginning of year	-	-	-	**-**	**-**	-
Accumulated Surplus (Deficit), end of year	$ -	$ -	$ -	**$ -**	**$ -**	$ -

These statements should be read in conjunction with the 2022 Audited Financial Statements and accompanying notes.

Sewer Revenue Fund Statement of Operations (Unaudited)

For the Year Ended December 31, 2022

	Septage Disposal Facilities	Salt Spring Island Septage Disposal	Trunk Sewers and Sewage Disposal Operations and Maintenance	Trunk Sewers and Sewage Disposal Debt	Ganges Sewer System
Revenue					
Government transfers	$ 228,601	$ 375,768	$ 6,409,801	$22,443,580	$ 58,147
Sale of services:					
Other sales	153,051	680,815	-	-	1,015,009
Other revenue from own sources:					
Interest earnings	4,777	1,407	28,413	276,260	3,228
Other revenue	1,850	-	70,472	-	423
Grants in lieu of taxes	12,931	437	143,342	775,995	173
Total Revenue	401,210	1,058,427	6,652,028	23,495,835	1,076,980
Expenses					
General administration	11,146	35,346	161,999	382	34,770
Other operating expenses	207,446	817,825	5,318,416	112,146	771,031
Salaries and wages	-	-	-	-	-
MFA reserve	-	624	-	33,447	941
Recoveries	-	-	(175,921)	-	-
Total Expenses	218,592	853,795	5,304,494	145,975	806,742
Net Revenue (Expenses)	182,618	204,632	1,347,534	23,349,860	270,238
Transfers to own funds:					
Transfers to revenue	-	-	-	-	-
Transfers to capital	136,281	-	-	23,559	-
Transfers to reserve	46,049	42,289	620,682	8,019,643	29,090
Transfers to ERF	-	-	794,305	-	-
Transfers from own funds:					
Transfers from revenue	-	-	-	(112,333)	-
Transfers from reserve	-	-	(32,092)	-	(10,000)
Debt charges:					
Interest on short term debt	288	1,770	29,080	89,428	5,335
Interest on long term debt	-	53,265	-	7,415,816	117,800
Principal	-	107,308	-	7,918,336	128,013
Annual Surplus (Deficit)	-	-	(64,441)	(4,589)	-
Accumulated surplus (deficit), beginning of year	-	-	64,441	69,682	-
Accumulated Surplus (Deficit), end of year	$ -	$ -	$ -	$ 65,093	$ -

These statements should be read in conjunction with the 2022 Audited Financial Statements and accompanying notes.

Sewer Revenue Fund Statement of Operations (Unaudited)

For the Year Ended December 31, 2022

Malaview Estates Sewer System	Magic Lake Estates Sewer System	Port Renfrew Sewer System	Harbours Environmental Action	Core Area Wastewater Operations	2022 Budget	2022 Actual	2021 Actual
$ 4,760	$ 797,626	$ 62,294	$ 66,596	$27,588,995	**$58,036,168**	**$ 58,036,168**	$57,777,823
203,060	261,145	62,595	-	-	**2,323,844**	**2,375,675**	2,322,059
242	3,314	330	764	-	**193,056**	**318,735**	127,407
1,137	594	3,510	-	(499,360)	**60,260**	**(421,374)**	86,336
-	2,864	1,371	2,026	876,129	**1,815,282**	**1,815,268**	1,534,597
209,199	1,065,543	130,100	69,386	27,965,764	**62,428,610**	**62,124,472**	61,848,222
7,399	29,375	5,041	1,306	1,401,804	**1,688,571**	**1,688,568**	1,500,799
148,885	629,135	104,386	67,959	23,376,136	**36,373,513**	**31,553,365**	30,987,857
-	-	-	-	-	**-**	**-**	4,086
-	11,406	-	-	-	**218,050**	**46,418**	265,638
-	(10,870)	-	-	(204,000)	**(1,850,772)**	**(390,791)**	(365,644)
156,284	659,046	109,427	69,265	24,573,940	**36,429,362**	**32,897,560**	32,392,736
52,915	406,497	20,673	121	3,391,824	**25,999,248**	**29,226,912**	29,455,486
-	-	-	-	-	**-**	**-**	456,319
-	-	-	-	66,509	**5,751,899**	**226,349**	416,574
64,652	51,174	20,402	-	2,675,740	**9,789,748**	**11,569,721**	15,789,565
-	-	-	-	846,920	**964,940**	**1,641,225**	1,310,892
-	-	-	-	-	**(112,332)**	**(112,333)**	(176,961)
(12,000)	(25,000)	-	-	-	**(686,234)**	**(79,092)**	(65,592)
263	11,868	271	121	-	**35,353**	**138,424**	2,757
-	142,638	-	-	-	**4,067,940**	**7,729,519**	6,994,549
-	222,574	-	-	-	**6,511,632**	**8,376,231**	5,748,372
-	3,243	-	-	(197,345)	**(323,698)**	**(263,132)**	(1,020,989)
-	(7,772)	-	-	197,345	**323,698**	**323,696**	1,344,685
$ -	$ (4,529)	$ -	$ -	$ -	**$ -**	**$ 60,564**	$ 323,696

These statements should be read in conjunction with the 2022 Audited Financial Statements and accompanying notes.

Water Revenue Fund Statement of Operations (Unaudited)

For the Year Ended December 31, 2022

	Fernwood Water Supply	Magic Lake Estates Water Supply	Port Renfrew Water Supply	Saanich Peninsula Water Supply	Highland Water Supply
Revenue					
Government transfers	$ 14,414	$ 579,148	$ 64,508	$ -	$ 30,832
Sale of services:					
Other sales	-	372,201	64,558	8,072,600	-
Other revenue from own sources:					
Interest earnings	103	1,687	150	2,962	229
Other revenue	-	9,439	299	10,000	-
Grants in lieu of taxes	-	1,424	538	-	-
Total Revenue	14,517	963,899	130,053	8,085,562	31,061
Expenses					
General administration	83	33,911	5,355	124,749	103
Other operating expenses	-	744,407	122,696	6,784,622	-
Salaries and wages	-	3,182	-	-	-
MFA reserve	59	742	-	-	121
Total Expenses	142	782,242	128,051	6,909,371	224
Net Revenue (Expenses)	14,375	181,657	2,002	1,176,191	30,837
Transfers to own funds:					
Transfers to capital	-	-	-	-	-
Transfers to reserve	-	(16,150)	14,562	1,106,841	-
Transfers to ERF	-	-	-	50,000	-
Transfers from own funds:					
Transfers from reserve	-	-	(13,000)	-	-
Debt charges:					
Interest on short term debt	(1)	4,622	440	19,350	(3)
Interest on long term debt	4,418	61,696	-	-	10,741
Principal	9,926	131,489	-	-	20,010
Annual Surplus (Deficit)	32	-	-	-	89
Accumulated surplus (deficit), beginning of year	14	-	-	-	29
Accumulated Surplus (Deficit), end of year	$ 46	$ -	$ -	$ -	$ 118

These statements should be read in conjunction with the 2022 Audited Financial Statements and accompanying notes.

Water Revenue Fund Statement of Operations (Unaudited)

For the Year Ended December 31, 2022

Lyall Harbour/Boot Cove Water Supply	Sticks Allison Galiano Island Water Supply	Highland/Fernwood Water Supply	Florence Lake Debt	2022 Budget	2022 Actual	2021 Actual
$ 131,060	$ 5,000	$ 75,000	$ 8,738	**$ 908,699**	**$ 908,700**	$ 878,729
112,638	65,983	436,054	-	**8,564,320**	**9,124,034**	9,172,493
548	60	285	6	**1,840**	**6,030**	(5,695)
5,667	237	1,312	-	**14,820**	**26,954**	41,257
747	-	-	-	**2,701**	**2,709**	1,763
250,660	71,280	512,651	8,744	**9,492,380**	**10,068,427**	10,088,547
8,301	2,450	15,152	-	**190,103**	**190,104**	170,248
189,201	45,721	362,211	5,486	**7,810,571**	**8,254,344**	8,213,935
-	-	-	-	**2,000**	**3,182**	2,404
133	-	146	-	**4,080**	**1,201**	898
197,635	48,171	377,509	5,486	**8,006,754**	**8,448,831**	8,387,485
53,025	23,109	135,142	3,258	**1,485,626**	**1,619,596**	1,701,062
-	-	10,337	-	**-**	**10,337**	6,612
17,427	17,894	72,052	-	**1,104,423**	**1,212,626**	1,351,822
-	-	-	-	**50,000**	**50,000**	50,000
-	(5,000)	(27,000)	-	**(55,000)**	**(45,000)**	(78,818)
784	231	1,429	7,536	**20,785**	**34,388**	(3,596)
7,929	-	7,350	-	**96,194**	**92,134**	104,456
22,148	-	26,841	-	**210,413**	**210,414**	207,609
4,737	9,984	44,133	(4,278)	**58,811**	**54,697**	62,977
(4,737)	(9,984)	(44,133)	-	**(58,811)**	**(58,811)**	(121,788)
$ -	$ -	$ -	$ (4,278)	**$ -**	**$ (4,114)**	$ (58,811)

These statements should be read in conjunction with the 2022 Audited Financial Statements and accompanying notes.

Water Revenue Fund Statement of Operations (Unaudited)

For the Year Ended December 31, 2022

	Skana Water Supply	Surfside Water Supply	Beddis Water Supply	Fulford Water Supply	Cedars of Tuam Supply
Revenue					
Government transfers	$ 24,000	$ 23,100	$ 74,960	$ 47,500	$ -
Sale of services:					
Other sales	54,034	95,850	180,792	162,637	37,618
Other revenue from own sources:					
Interest earnings	544	39	235	177	-
Other revenue	138	480	342	626	139
Total Revenue	78,716	119,469	256,329	210,940	37,757
Expenses					
General administration	2,567	4,563	8,778	8,241	2,078
Other operating expenses	67,329	115,849	163,637	172,215	39,437
Salaries and wages	-	-	-	-	-
MFA reserve	10	-	103	49	-
Recoveries	-	-	-	-	-
Total Expenses	69,906	120,412	172,518	180,505	41,515
Net Revenue (Expenses)	8,810	(943)	83,811	30,435	(3,758)
Transfers to own funds:					
Transfers to capital	-	6,686	-	-	-
Transfers to reserve	6,644	(7,837)	48,191	35,919	(1,407)
Transfers to ERF	-	-	-	-	-
Transfers from own funds:					
Transfers from reserve	-	-	8,000	(20,000)	(2,500)
Debt charges:					
Interest on short term debt	51	208	657	378	149
Interest on long term debt	657	-	12,145	5,648	-
Principal	1,458	-	30,818	8,490	-
Annual Surplus (Deficit)	-	-	-	-	-
Accumulated surplus (deficit), beginning of year	-	-	-	-	-
Accumulated Surplus (Deficit), end of year	$ -	$ -	$ -	$ -	$ -

These statements should be read in conjunction with the 2022 Audited Financial Statements and accompanying notes.

Water Revenue Fund Statement of Operations (Unaudited)

For the Year Ended December 31, 2022

Cedar Lane Water Supply	Wilderness Mountain Water	Regional Water Supply	Regional Water Distribution	2022 Budget	2022 Actual	2021 Actual
$ 15,000	$ 61,900	$ 5,000	$ -	**$ 246,460**	**$ 251,460**	$ 228,322
62,582	91,224	37,595,874	24,332,911	**59,519,167**	**62,613,522**	61,974,759
210	134	134,811	35,826	**45,735**	**171,976**	160,497
208	341	101,687	(44,939)	**189,420**	**59,022**	179,336
78,000	153,599	37,837,372	24,323,798	**60,000,782**	**63,095,980**	62,542,914
3,828	6,048	2,118,668	703,858	**2,643,152**	**2,858,629**	2,914,546
42,910	128,971	7,182,272	13,341,707	**39,533,128**	**21,254,327**	19,965,446
-	-	15,268,172	462,486	**17,348,054**	**15,730,658**	15,112,152
34	81	34,238	5,750	**98,040**	**40,265**	30,359
-	-	(6,331,114)	-	**(27,081,307)**	**(6,331,114)**	(6,033,894)
46,772	135,100	18,272,236	14,513,801	**32,541,067**	**33,552,765**	31,988,609
31,228	18,499	19,565,136	9,809,997	**27,459,715**	**29,543,215**	30,554,305
-	-	10,958,354	7,747,790	**16,527,307**	**18,712,830**	19,792,772
18,167	4,395	-	-	**151,570**	**104,072**	86,592
-	-	314,181	263,494	**577,675**	**577,675**	555,543
(5,000)	(10,000)	-	(28,099)	**(86,096)**	**(73,599)**	(136,866)
147	531	(100)	(2,552)	**31,863**	**(531)**	(11,623)
2,430	9,540	2,806,575	645,240	**3,516,862**	**3,482,235**	3,517,456
5,394	14,033	5,486,126	1,184,124	**6,730,444**	**6,730,443**	6,749,803
10,090	-	-	-	**10,090**	**10,090**	628
(10,090)	-	-	-	**(10,090)**	**(10,090)**	(10,718)
$ -	$ -	$ -	$ -	**$ -**	**$ -**	$ (10,090)

These statements should be read in conjunction with the 2022 Audited Financial Statements and accompanying notes.

Capital Funds Statement of Financial Position (Unaudited)

For the Year Ended December 31, 2022

	General Capital	Water Capital	Sewer Capital	2022	2021
Financial Assets					
Receivables:					
Accounts receivable	$ 42,575,362	$ 68,925,060	$ 34,796,870	**$ 146,297,292**	$ 144,517,522
Debt recoverable from other authorities					
Debentures:					
District of Sooke	2,552,573	-	-	**2,552,573**	3,120,673
City of Colwood	7,276,543	-	-	**7,276,543**	7,997,141
Town of Esquimalt	36,325,920	-	-	**36,325,920**	38,215,048
District of Highlands	303,077	-	-	**303,077**	393,221
District of North Saanich	4,916,606	-	-	**4,916,606**	5,348,140
District of Oak Bay	360,327	-	-	**360,327**	703,496
District of Saanich	46,902,797	-	-	**46,902,797**	46,176,266
Town of Sidney	7,340,284	-	-	**7,340,284**	7,660,577
City of Victoria	52,363,569	-	-	**52,363,569**	56,965,563
District of Central Saanich	7,503,910	-	-	**7,503,910**	7,949,749
Town of View Royal	4,587,651	-	-	**4,587,651**	5,012,823
VIRL	6,000,000	-	-	**6,000,000**	6,000,000
	$ 219,008,619	$ 68,925,060	$ 34,796,870	**$ 322,730,549**	$ 330,060,219

These statements should be read in conjunction with the 2022 Audited Financial Statements and accompanying notes.

Capital Funds Statement of Financial Position (Unaudited)

For the Year Ended December 31, 2022

	General Capital	Water Capital	Sewer Capital	2022	2021
Financial Liabilities					
Payables:					
Trade accounts and accrued liabilities	$ 1,726,136	$ 3,713,608	$ 1,831,652	**$ 7,271,396**	$ 5,241,201
Contractors holdbacks	1,325,806	1,208,547	2,504,007	**5,038,360**	8,415,837
CIAC developer advances for construction	-	772,909	-	**772,909**	515,316
Deferred revenue	-	-	-	**-**	1,577,790
	3,051,942	5,695,064	4,335,659	**13,082,665**	15,750,144
Debentures issued by Municipal Finance Authority	204,617,976	35,430,822	165,550,366	**405,599,164**	449,397,267
	204,617,976	35,430,822	165,550,366	**405,599,164**	449,397,267
	207,669,918	41,125,886	169,886,025	**418,681,829**	465,147,411
Net Financial Assets (Liabilities)	11,338,701	27,799,174	(135,089,155)	**(95,951,280)**	(135,087,192)
Non-Financial Assets					
Tangible capital assets:					
Engineering structures	160,473,197	567,173,699	943,680,872	**1,671,327,768**	1,646,723,152
Buildings	274,792,321	8,488,663	7,305,797	**290,586,781**	284,261,921
Equipment	41,185,133	34,286,527	5,346,797	**80,818,457**	74,385,911
Vehicles	18,910,421	7,307,500	29,322	**26,247,243**	25,451,884
Land	163,758,254	85,181,580	28,475,208	**277,415,042**	274,112,132
Other assets	4,020,591	14,273,231	6,115,931	**24,409,753**	23,497,009
Assets WIP	18,059,020	26,078,913	7,946,618	**52,084,551**	36,029,920
	681,198,937	742,790,113	998,900,545	**2,422,889,595**	2,364,461,929
Inventory of supplies	-	1,294,554	-	**1,294,554**	1,062,177
Accumulated Surplus					
Capital funds	$ 692,537,638	$ 771,883,841	$ 863,811,390	**$ 2,328,232,869**	$ 2,230,436,914

These statements should be read in conjunction with the 2022 Audited Financial Statements and accompanying notes.

Capital Funds Statement of Financial Activities (Unaudited)

For the Year Ended December 31, 2022

	General Capital	Water Capital	Sewer Capital	2022	2021
Revenue					
Government transfers	$ 1,115,566	$ 3,493,277	$ 346,585	**$ 4,955,428**	$ 128,502,790
Developer contributions	-	2,740,207	-	**2,740,207**	4,135,620
Interest earnings	1,143,548	1,421,598	1,028,912	**3,594,058**	1,064,005
Other revenue	1,426,249	438,673	-	**1,864,922**	28,893,124
Capitalization of debt	3,638,998	10,508,037	9,746,628	**23,893,663**	22,115,416
Net Revenue	7,324,361	18,601,792	11,122,125	**37,048,278**	184,710,955
Transfers to own funds:					
Transfers to revenue	-	-	-	**-**	(109,329)
Transfers to capital	-	-	(344,000)	**(344,000)**	(252,792)
Transfers to reserve	(925,393)	(47,662)	(672,170)	**(1,645,225)**	(1,612,452)
Transfers to ERF	-	-	-	**-**	(68,856)
Transfers from own funds:					
Transfers from revenue	2,178,819	18,739,444	226,349	**21,144,612**	23,172,961
Transfers from capital	879,400	-	-	**879,400**	230,000
Transfers from reserve	33,534,658	7,942,925	3,712,000	**45,189,583**	20,211,472
Transfers from ERF	2,449,724	78	250,609	**2,700,411**	2,711,647
Decrease in inventory	-	232,254	-	**232,254**	57,122
Disposal of assets	(2,845,187)	(3,157,817)	(1,406,354)	**(7,409,358)**	(2,579,662)
Annual Surplus	42,596,382	42,311,014	12,888,559	**97,795,955**	226,471,066
Accumulated surplus, beginning of year	649,941,256	729,572,827	850,922,831	**2,230,436,914**	2,003,965,848
Accumulated Surplus, end of year	$692,537,638	$771,883,841	$863,811,390	**$2,328,232,869**	$2,230,436,914

These statements should be read in conjunction with the 2022 Audited Financial Statements and accompanying notes.

This page left intentionally blank.

Capital Funds Statement of Capital Financing (Unaudited)

For the Year Ended December 31, 2022

	General Capital	Water Capital	Sewer Capital	2022	2021
Finances acquired:					
Unexpended funds at beginning of year	$ 27,554,808	$ 59,786,907	$ 57,175,807	**$ 144,517,522**	$ 155,121,008
Long-term debt incurred:					
Bank loan / MFA non-debenture loans	-	300,000	5,000,000	**5,300,000**	182,946,394
Debentures:					
Own portion	3,915,000	-	1,000,000	**4,915,000**	24,800,000
Member municipalities' portion	5,355,000	-	-	**5,355,000**	45,400,000
VIRL	6,000,000	-	-	**6,000,000**	-
Transfer from member municipalities for their portion of long-term debt	10,881,251	-	-	**10,881,251**	9,362,109
Transfer from current liability to equity - Skirt & Silver Creek	8,300	-	-	**8,300**	3,874,546
Transfers from own funds:					
Transfer from current liability to Equity - Skirt & Silver Creek	-	84,738	-	**84,738**	109,239
Sewer Revenue Fund	-	-	202,790	**202,790**	416,574
General Revenue Fund	2,178,819	-	-	**2,178,819**	2,957,002
Water Revenue Fund	-	18,971,699	-	**18,971,699**	19,886,506
Capital Funds	35,984,380	7,943,003	3,962,609	**47,889,992**	22,713,886
Capital Fund	344,000	-	-	**344,000**	200,000
Contribution in aid	1,115,566	3,493,278	346,585	**4,955,429**	128,502,791
Contribution in Aid	-	2,740,207	-	**2,740,207**	4,763,781
Interest earned	1,143,548	1,421,598	1,028,912	**3,594,058**	24,243,215
Other - sale of land	-	353,935	-	**353,935**	1,101,968
Donations	1,417,949	-	-	**1,417,949**	847,940
Temporary borrowings and payables at end of year	3,051,941	5,695,062	4,335,656	**13,082,659**	14,902,204
	$ 98,950,562	$ 100,790,427	$ 73,052,359	**$ 272,793,348**	$ 642,149,163

These statements should be read in conjunction with the 2022 Audited Financial Statements and accompanying notes.

Capital Funds Statement of Capital Financing (Unaudited)

For the Year Ended December 31, 2022

	General Capital	Water Capital	Sewer Capital	2022	2021
Finances applied:					
Temporary borrowings and payables at beginning of year	$ 847,939	$ 4,752,870	$ 10,149,333	**$ 15,750,142**	$ 88,123,642
Expenditure for fixed assets	29,355,617	27,064,834	9,648,947	**66,069,398**	249,911,695
Transfers to own funds:					
Sewer Revenue Fund	-	-	(23,559)	**(23,559)**	-
Reserve Funds	925,393	47,662	136,770	**1,109,825**	1,634,195
Capital Funds	-	-	344,000	**344,000**	200,000
Transfer to VIRL for their portion of non-debentures	-	-	-	**-**	6,000,000
Transfer to VIRL for their portion of debentures	6,000,000	-	-	**6,000,000**	-
Transfer to member municipalities for their portion of debentures	5,355,000	-	-	**5,355,000**	45,400,000
Payment of long-term debt on behalf of member municipalities	10,881,251	-	-	**10,881,251**	9,362,109
Debt paydown	-	-	18,000,000	**18,000,000**	-
Temporary loan repayment	-	-	-	**-**	97,000,000
Other bank loan repayment	3,010,000	-	-	**3,010,000**	-
Unexpended funds at end of year	42,575,362	68,925,059	34,796,870	**146,297,291**	144,517,522
	$ 98,950,562	$ 100,790,425	$ 73,052,361	**$ 272,793,348**	$ 642,149,163

These statements should be read in conjunction with the 2022 Audited Financial Statements and accompanying notes.

Reserve Funds General Government Capital Reserves
Statement of Continuity (Unaudited)

For the Year Ended December 31, 2022

	General Government Equipment Replacement Fund	Feasibility Study Reserve	Office Facilities & Equipment Replacement Fund
Opening balance	$ 7,480,883	$ 150,241	$ 6,368,658
Add			
Other revenue from own sources:			
Interest earnings	59,287	2,503	182,082
Other revenues	29,570	-	-
Transfers from own funds:			
Transfers from revenue	-	-	680,728
Transfers from reserve	-	-	138,352
Transfers from ERF	1,655,568	-	-
Total Revenue	1,744,425	2,503	1,001,162
Deduct			
Debt charges	-	-	14,139
Other operating expenses	-	5,332	-
Transfers to own funds:			
Transfers to capital	1,080,799	-	2,345,473
Transfers to reserve	-	-	32,402
Total Expenses	(1,080,799)	(5,332)	(2,392,014)
Change in Fund Balance	663,626	(2,829)	(1,390,852)
Accumulated Surplus, end of year	$ 8,144,509	$ 147,412	$ 4,977,806

These statements should be read in conjunction with the 2022 Audited Financial Statements and accompanying notes.

This page left intentionally blank.

Reserve Funds Fire Protection Capital Reserves
Statement of Continuity (Unaudited)

For the Year Ended December 31, 2022

	North Pender Island Fire Capital Reserve	Willis Point Fire & Recreation Capital Reserve	Shirley Fire Capital Reserve	East Sooke Fire Capital Reserve
Opening balance	$ 349,445	$ 149,091	$ 105,985	$ 42,999
Add				
Other revenue from own sources:				
Interest earnings	9,773	4,221	3,399	1,199
Transfers from own funds:				
Transfers from revenue	78,253	7,500	21,301	-
Transfers from capital	-	-	-	8,753
Transfers from reserve	-	-	-	45,000
Transfers from ERF	-	-	-	-
Total Revenue	88,026	11,721	24,700	54,952
Deduct				
Debt charges	-	-	-	-
Transfers to own funds:				
Transfers to revenue	-	-	-	-
Transfers to capital	40,000	15,030	-	45,000
Transfers to ERF	150,000	-	-	-
Total Expenses	190,000	15,030	-	45,000
Change in Fund Balance	(101,974)	(3,309)	24,700	9,952
Accumulated Surplus, end of year	**$ 247,471**	**$ 145,782**	**$ 130,685**	**$ 52,951**

These statements should be read in conjunction with the 2022 Audited Financial Statements and accompanying notes.

Reserve Funds Fire Protection Capital Reserves

Statement of Continuity (Unaudited)

For the Year Ended December 31, 2022

	North Galiano Fire Capital Reserve	Fire Protection Equipment Replacement Fund	Port Renfrew Fire Capital Reserve	Otter Point Fire Capital Reserve
Opening balance	$ 72,554	$ 2,764,890	$ 47,399	$ 25,802
Add				
Other revenue from own sources:				
Interest earnings	2,112	23,603	1,322	110
Transfers from own funds:				
Transfers from revenue	5,000	-	-	40,798
Transfers from capital	-	-	-	9,261
Transfers from reserve	-	-	-	-
Transfers from ERF	-	890,220	-	-
Total Revenue	7,112	913,823	1,322	50,169
Deduct				
Debt charges	-	-	-	(402)
Transfers to own funds:				
Transfers to revenue	-	111,595	-	-
Transfers to capital	-	359,522	-	60,000
Transfers to ERF	-	97,067	-	-
Total Expenses	-	568,184	-	(60,402)
Change in Fund Balance	7,112	345,639	1,322	(10,233)
Accumulated Surplus, end of year	**$ 79,666**	**$ 3,110,529**	**$ 48,721**	**$ 15,569**

These statements should be read in conjunction with the 2022 Audited Financial Statements and accompanying notes.

Reserve Funds Protective General Capital Reserves
Statement of Continuity (Unaudited)

For the Year Ended December 31, 2022

	Southern Gulf Islands Emergency Capital Reserve	Salt Spring Island Emergency Capital Reserve	Family Court Building Capital Reserve	Protective General Equipment Replacement Fund
Opening balance	$ 261,825	$ 42,572	$ 322,457	$ 2,356,233
Add				
Other revenue from own sources:				
Interest earnings	7,458	1,188	11,810	18,996
Other revenues	-	-	-	8,755
Transfers from own funds:				
Transfers from revenue	8,800	-	146,827	-
Transfers from ERF	-	-	-	358,846
Total Revenue	16,258	1,188	158,637	386,597
Deduct				
Transfers to own funds:				
Transfers to capital	-	-	-	318,887
Total Expenses	-	-	-	318,887
Change in Fund Balance	16,258	1,188	158,637	67,710
Accumulated Surplus, end of year	**$ 278,083**	**$ 43,760**	**$ 481,094**	**$ 2,423,943**

These statements should be read in conjunction with the 2022 Audited Financial Statements and accompanying notes.

Reserve Funds Transportation Capital Reserves
Statement of Continuity (Unaudited)

For the Year Ended December 31, 2022

	Southern Gulf Islands Small Craft Harbour Capital Reserve	Salt Spring Island Harbours Capital Reserve	Salt Spring Island Transportation Capital Reserve	Salt Spring Island Transit Capital Reserve
Opening balance	$ 186,129	$ 192,539	$ 103,392	$ 43,324
Add				
Other revenue from own sources:				
Interest earnings	15,294	5,547	8,984	591
Transfers from own funds:				
Transfers from revenue	184,146	17,427	83,108	15,000
Transfers from capital	-	-	276,262	-
Transfers from reserve	-	-	277,896	-
Total Revenue	199,440	22,974	646,250	15,591
Deduct				
Transfers to own funds:				
Transfers to capital	195,801	-	80,225	35,000
Transfers to reserve	-	-	277,896	-
Total Expenses	195,801	-	358,121	35,000
Change in Fund Balance	3,639	22,974	22,974	(19,409)
Accumulated Surplus, end of year	**$ 189,768**	**$ 215,513**	**$ 391,521**	**$ 23,915**

These statements should be read in conjunction with the 2022 Audited Financial Statements and accompanying notes.

Reserve Funds Recreational and Cultural Capital Reserves
Statement of Continuity (Unaudited)

For the Year Ended December 31, 2022

	Saturna Island Park Land Capital Reserve	Pender Island Park Land Capital Reserve	Saanich Peninsula Ice Arena Facility Capital Reserve	Regional Parks Capital Reserve
Opening balance	$ 3,244	$ 36,714	$ 3,908,349	$ 12,915,923
Add				
Other revenue from own sources:				
Interest earnings	91	1,024	110,476	376,238
Other revenues	-	-	-	-
Sale of services	-	-	-	-
Transfers from own funds:				
Transfers from revenue	-	-	516,520	4,706,484
Transfers from capital	-	-	-	-
Transfers from ERF	-	-	-	-
Total Revenue	91	1,024	626,996	5,082,722
Deduct				
Debt charges	-	-	-	-
Other operating expenses	-	-	-	(173,001)
Transfers to own funds:				
Transfers to capital	-	-	352,478	5,215,200
Total Expenses	-	-	352,478	5,388,201
Change in Fund Balance	91	1,024	274,518	(305,479)
Accumulated Surplus, end of year	**$ 3,335**	**$ 37,738**	**$ 4,182,867**	**$ 12,610,444**

These statements should be read in conjunction with the 2022 Audited Financial Statements and accompanying notes.

Reserve Funds Recreational and Cultural Capital Reserves
Statement of Continuity (Unaudited)

For the Year Ended December 31, 2022

	Sooke Community Park Capital Reserve	Salt Spring Island Park Land Acquisition Capital Reserve	Saturna Island Parks & Recreation Capital Reserve	Sooke and EA Recreation & Facilities Capital Reserve
Opening balance	$ 597,479	$ 912,498	$ 74,693	$ 1,324,496
Add				
Other revenue from own sources:				
Interest earnings	7,767	22,920	2,122	34,736
Other revenues	-	-	-	-
Sale of services	173,000	-	-	-
Transfers from own funds:				
Transfers from revenue	17,886	-	6,644	335,030
Transfers from capital	21,503	-	-	-
Transfers from ERF	-	-	-	-
Total Revenue	220,156	22,920	8,766	369,766
Deduct				
Debt charges	-	-	-	-
Other operating expenses	-	-	-	-
Transfers to own funds:				
Transfers to capital	613,550	100,000	3,000	556,330
Total Expenses	613,550	100,000	3,000	556,330
Change in Fund Balance	(393,394)	(77,080)	5,766	(186,564)
Accumulated Surplus, end of year	**$ 204,085**	**$ 835,418**	**$ 80,459**	**$ 1,137,932**

These statements should be read in conjunction with the 2022 Audited Financial Statements and accompanying notes.

Reserve Funds Recreational and Cultural Capital Reserves
Statement of Continuity (Unaudited)

For the Year Ended December 31, 2022

	Pender Island Parks & Recreation Capital Reserve	Galiano Island Parks & Recreation Capital Reserve	Royal Theatre Capital Reserve	Salt Spring Island Parks & Recreation Capital Reserve
Opening balance	$ 367,005	$ 64,905	$ 867,191	$ 410,214
Add				
Other revenue from own sources:				
Interest earnings	10,589	2,011	29,678	10,830
Other revenues	-	245,548	-	-
Sale of services	-	-	-	-
Transfers from own funds:				
Transfers from revenue	75,015	18,567	378,000	49,532
Transfers from capital	7,454	5,500	-	9,987
Transfers from ERF	-	-	-	-
Total Revenue	93,058	271,626	407,678	70,349
Deduct				
Debt charges	-	-	-	93
Other operating expenses	-	-	-	-
Transfers to own funds:				
Transfers to capital	37,236	48,000	39,796	109,873
Total Expenses	37,236	48,000	39,796	109,966
Change in Fund Balance	55,822	223,626	367,882	(39,617)
Accumulated Surplus, end of year	**$ 422,827**	**$ 288,531**	**$ 1,235,073**	**$ 370,597**

These statements should be read in conjunction with the 2022 Audited Financial Statements and accompanying notes.

Reserve Funds Recreational and Cultural Capital Reserves
Statement of Continuity (Unaudited)

For the Year Ended December 31, 2022

	Mayne Island Park Land Capital Reserve	Salt Spring Island Parks Capital Reserve	Salt Spring Island Parks Service Area Capital Reserve	McPherson Theatre Capital Reserve
Opening balance	$ 110,463	$ 77,459	$ -	$ 2,210,452
Add				
Other revenue from own sources:				
Interest earnings	3,030	1,948	-	64,601
Other revenues	-	-	-	-
Sale of services	-	-	-	-
Transfers from own funds:				
Transfers from revenue	25,348	13,600	-	348,233
Transfers from capital	1,547	-	-	-
Transfers from ERF	-	-	-	-
Total Revenue	29,925	15,548	-	412,834
Deduct				
Debt charges	-	-	-	-
Other operating expenses	-	-	-	-
Transfers to own funds:				
Transfers to capital	21,000	29,308	-	232,783
Total Expenses	21,000	29,308	-	232,783
Change in Fund Balance	8,925	(13,760)	-	180,051
Accumulated Surplus, end of year	**$ 119,388**	**$ 63,699**	**$ -**	**$ 2,390,503**

These statements should be read in conjunction with the 2022 Audited Financial Statements and accompanying notes.

Reserve Funds Recreational and Cultural Capital Reserves
Statement of Continuity (Unaudited)

For the Year Ended December 31, 2022

	Salt Spring Island Pool Facility Capital Reserve	Galiano Community Use Building Capital Reserve	Regional Parks Capital Reserve	SSI Library Building Capital Reserve
Opening balance	$ 97,461	$ 79,756	$ 1,103,934	$ 64,670
Add				
Other revenue from own sources:				
Interest earnings	3,795	2,278	27,051	1,629
Other revenues	-	-	-	-
Sale of services	-	-	-	-
Transfers from own funds:				
Transfers from revenue	-	9,823	-	31,732
Transfers from capital	2,199	-	-	-
Transfers from ERF	-	-	-	-
Total Revenue	5,994	12,101	27,051	33,361
Deduct				
Debt charges	-	-	5,339	-
Other operating expenses	-	-	-	-
Transfers to own funds:				
Transfers to capital	5,000	8,750	-	41,150
Total Expenses	5,000	8,750	5,339	41,150
Change in Fund Balance	994	3,351	21,712	(7,789)
Accumulated Surplus, end of year	**$ 98,455**	**$ 83,107**	**$ 1,125,646**	**$ 56,881**

These statements should be read in conjunction with the 2022 Audited Financial Statements and accompanying notes.

Reserve Funds Recreational and Cultural Capital Reserves
Statement of Continuity (Unaudited)

For the Year Ended December 31, 2022

	Recreation & Cultural Equipment Replacement Fund
Opening balance	$ 2,469,056
Add	
Other revenue from own sources:	
Interest earnings	21,544
Other revenues	68,425
Sale of services	-
Transfers from own funds:	
Transfers from revenue	-
Transfers from capital	-
Transfers from ERF	1,210,031
Total Revenue	1,300,000
Deduct	
Debt charges	-
Other operating expenses	-
Transfers to own funds:	
Transfers to capital	891,136
Total Expenses	891,136
Change in Fund Balance	408,864
Accumulated Surplus, end of year	**$ 2,877,920**

These statements should be read in conjunction with the 2022 Audited Financial Statements and accompanying notes.

Reserve Funds Sewer Capital Reserves
Statement of Continuity (Unaudited)

For the Year Ended December 31, 2022

	S.P.W.W.S. Sewer Debt Capital Reserve	Sidney Treatment Plant Capital Reserve	Maliview Estates Sewer Capital Reserve	Magic Lake Estates Sewer System Capital Reserve
Opening balance	$ 1,812,916	$ 982,118	$ 26,389	$ 306,661
Add				
Government transfers	111,829	-	-	-
Other revenue from own sources:				
Interest earnings	45,956	27,389	988	9,432
Transfers from own funds:				
Transfers from revenue	367,930	-	51,652	37,914
Transfers from capital	302,000	-	-	20,646
Transfers from ERF	-	-	-	-
Total Revenue	827,715	27,389	52,640	67,992
Deduct				
Debt charges	26,911	-	-	-
Transfers to own funds:				
Transfers to capital	871,866	-	-	-
Transfers to reserve	600,000	-	-	-
Transfers to ERF	-	-	-	-
Total Expenses	1,498,777	-	-	-
Change in Fund Balance	(671,062)	27,389	52,640	67,992
Accumulated Surplus, end of year	**$ 1,141,854**	**$ 1,009,507**	**$ 79,029**	**$ 374,653**

These statements should be read in conjunction with the 2022 Audited Financial Statements and accompanying notes.

Reserve Funds Sewer Capital Reserves
Statement of Continuity (Unaudited)

For the Year Ended December 31, 2022

	Port Renfrew Sewer System Capital Reserve	Trunk Sewers & Sewage Disposal Facilities Capital Reserve	Northeast Trunk Sewer Capital Reserve	Ganges Sewer LSA Capital Reserve
Opening balance	$ 7,612	$ 1,258,955	$ -	$ 864,625
Add				
Government transfers	-	-	-	-
Other revenue from own sources:				
Interest earnings	296	33,509	-	19,593
Transfers from own funds:				
Transfers from revenue	16,402	-	-	-
Transfers from capital	687	-	-	30,823
Transfers from ERF	-	-	-	-
Total Revenue	17,385	33,509	-	50,416
Deduct				
Debt charges	-	-	-	-
Transfers to own funds:				
Transfers to capital	-	(57,436)	-	222,000
Transfers to reserve	-	-	-	-
Transfers to ERF	-	-	-	100,000
Total Expenses	-	57,436	-	322,000
Change in Fund Balance	17,385	(23,927)	-	(271,584)
Accumulated Surplus, end of year	**$ 24,997**	**$ 1,235,028**	**$ -**	**$ 593,041**

These statements should be read in conjunction with the 2022 Audited Financial Statements and accompanying notes.

Reserve Funds Sewer Capital Reserves
Statement of Continuity (Unaudited)

For the Year Ended December 31, 2022

	Salt Spring Island Septage Capital Reserve	Sewer Equipment Replacement Fund	Core Area Wastewater Capital Reserve	Core Area Wastewater Debt Reserve
Opening balance	$ 171,856	$ 6,239,965	$ 3,913,637	$ 6,389,959
Add				
Government transfers	-	-	-	-
Other revenue from own sources:				
Interest earnings	3,111	54,247	131,588	277,105
Transfers from own funds:				
Transfers from revenue	34,501	-	3,198,206	4,821,437
Transfers from capital	13,914	-	-	-
Transfers from ERF	-	1,741,225	-	-
Total Revenue	51,526	1,795,472	3,329,794	5,098,542
Deduct				
Debt charges	-	-	-	-
Transfers to own funds:				
Transfers to capital	70,000	370,613	1,500,000	-
Transfers to reserve	-	-	-	-
Transfers to ERF	-	-	-	-
Total Expenses	70,000	370,613	(1,500,000)	-
Change in Fund Balance	(18,474)	1,424,859	1,829,794	5,098,542
Accumulated Surplus, end of year	**$ 153,382**	**$ 7,664,824**	**$ 5,743,431**	**$ 11,488,501**

These statements should be read in conjunction with the 2022 Audited Financial Statements and accompanying notes.

Reserve Funds Water Capital Reserves
Statement of Continuity (Unaudited)

For the Year Ended December 31, 2022

	Saanich Peninsula Water Supply Capital Reserve	Magic Lake Estates Water System Capital Reserve	Lyall Harbour/Boot Cove Water Service Capital Reserve	Port Renfrew Sewer & Water Capital Reserve
Opening balance	$ 6,221,195	$ 1,151,915	$ 23,956	$ 52,500
Add				
Other revenue from own sources:				
Interest earnings	141,835	40,748	789	1,511
Other revenues	-	-	-	-
Transfers from own funds:				
Transfers from revenue	1,106,841	-	7,426	4,562
Transfers from capital	-	747	-	-
Transfers from ERF	-	-	-	-
Total Revenue	1,248,676	41,495	8,215	6,073
Deduct				
Debt charges	-	9,863	-	-
Transfers to own funds:				
Transfers to capital	2,052,028	62,162	-	-
Total Expenses	2,052,028	72,025	-	-
Change in Fund Balance	(803,352)	(30,530)	8,215	6,073
Accumulated Surplus, end of year	**$ 5,417,843**	**$ 1,121,385**	**$ 32,171**	**$ 58,573**

These statements should be read in conjunction with the 2022 Audited Financial Statements and accompanying notes.

Reserve Funds Water Capital Reserves
Statement of Continuity (Unaudited)

For the Year Ended December 31, 2022

	Cedars of Tuam Water Capital Reserve	Surfside Park Estates Water Capital Reserve	Skana Water Service Capital Reserve	Sticks Allison Water Capital Reserve
Opening balance	$ 12,164	$ 65,217	$ 39,384	$ 4,250
Add				
Other revenue from own sources:				
Interest earnings	231	1,888	497	142
Other revenues	-	-	-	-
Transfers from own funds:				
Transfers from revenue	-	3,000	1,757	7,000
Transfers from capital	-	-	-	-
Transfers from ERF	-	-	-	-
Total Revenue	231	4,888	2,254	7,142
Deduct				
Debt charges	-	-	-	-
Transfers to own funds:				
Transfers to capital	5,000	-	30,000	-
Total Expenses	5,000	-	30,000	-
Change in Fund Balance	(4,769)	4,888	(27,746)	7,142
Accumulated Surplus, end of year	**$ 7,395**	**$ 70,105**	**$ 11,638**	**$ 11,392**

These statements should be read in conjunction with the 2022 Audited Financial Statements and accompanying notes.

Reserve Funds Water Capital Reserves
Statement of Continuity (Unaudited)

For the Year Ended December 31, 2022

	Beddis Water Capital Reserve	Fulford Water Capital Reserve	Wilderness Mountain Capital Reserve	Cedar Lane Water Capital Reserve
Opening balance	$ 23,782	$ 85,499	$ 47,351	$ 42,387
Add				
Other revenue from own sources:				
Interest earnings	16	339	1,202	290
Other revenues	-	-	-	-
Transfers from own funds:				
Transfers from revenue	33,191	25,319	-	10,966
Transfers from capital	10,099	8,979	-	-
Transfers from ERF	-	-	-	-
Total Revenue	43,306	34,637	1,202	11,256
Deduct				
Debt charges	165	52	-	-
Transfers to own funds:				
Transfers to capital	62,725	90,500	5,000	36,500
Total Expenses	62,890	90,552	5,000	36,500
Change in Fund Balance	(19,584)	(55,915)	(3,798)	(25,244)
Accumulated Surplus, end of year	**$ 4,198**	**$ 29,584**	**$ 43,553**	**$ 17,143**

These statements should be read in conjunction with the 2022 Audited Financial Statements and accompanying notes.

Reserve Funds Water Capital Reserves
Statement of Continuity (Unaudited)

For the Year Ended December 31, 2022

	Water Equipment Replacement Fund	Highland Fernwood Water Capital Reserve
Opening balance	$ 5,149,738	$ 52,129
Add		
Other revenue from own sources:		
Interest earnings	44,500	3,195
Other revenues	35,061	-
Transfers from own funds:		
Transfers from revenue	-	38,016
Transfers from capital	-	-
Transfers from ERF	627,675	-
Total Revenue	707,236	41,211
Deduct		
Debt charges	-	-
Transfers to own funds:		
Transfers to capital	41,650	52,000
Total Expenses	41,650	52,000
Change in Fund Balance	665,586	(10,789)
Accumulated Surplus, end of year	**$ 5,815,324**	**$ 41,340**

These statements should be read in conjunction with the 2022 Audited Financial Statements and accompanying notes.

Reserve Funds Environmental Health Capital Reserves

Statement of Continuity (Unaudited)

For the Year Ended December 31, 2022

	Solid Waste Capital Reserve	Port Renfrew Solid Waste Capital Reserve	Environmental Health Equipment Replacement Fund
Opening balance	$ 20,667,518	$ 55,260	$ 3,083,908
Add			
Other revenue from own sources:			
Interest earnings	421,329	1,326	22,912
Transfers from own funds:			
Transfers from revenue	9,411,012	4,001	-
Transfers from capital	-	463	-
Transfers from ERF	-	-	1,070
Total Revenue	9,832,341	5,790	23,982
Deduct			
Debt charges	(5,973)	-	-
Transfers to own funds:			
Transfers to capital	(6,115,000)	25,000	474,376
Transfers to reserve	(8,476)	-	-
Total Expenses	6,129,449	25,000	474,376
Change in Fund Balance	3,702,892	(19,210)	(450,394)
Accumulated Surplus, end of year	**$ 24,370,410**	**$ 36,050**	**$ 2,633,514**

These statements should be read in conjunction with the 2022 Audited Financial Statements and accompanying notes.

Reserve Funds General Government Operating Reserves
Statement of Continuity (Unaudited)

For the Year Ended December 31, 2022

	Electoral Area Elections Operating Reserve	Land Bank & Housing Operating Reserve
Opening balance	$ 103,359	$ 206,353
Add		
Other revenue from own sources:		
Interest earnings	1,162	5,776
Transfers from own funds:		
Transfers from revenue	143,037	193,049
Transfers from reserve	-	-
Total revenue	144,199	198,825
Deduct		
Other operating expenses	-	-
Transfers to revenue	122,457	-
Transfers to capital	-	-
Transfers to ERF	-	-
Total expenses	122,457	-
Change in fund balance	21,742	198,825
Accumulated surplus, end of year	**$ 125,101**	**$ 405,178**

These statements should be read in conjunction with the 2022 Audited Financial Statements and accompanying notes.

Reserve Funds General Government Operating Reserves

Statement of Continuity (Unaudited)

For the Year Ended December 31, 2022

	ES HQ Admin Operating Reserve
Opening balance	$ 44,741
Add	
Other revenue from own sources:	
Interest earnings	1,248
Transfers from own funds:	
Transfers from revenue	15,000
Transfers from reserve	-
Total revenue	16,248
Deduct	
Other operating expenses	-
Transfers to revenue	-
Transfers to capital	-
Transfers to ERF	-
Total expenses	-
Change in fund balance	16,248
Accumulated surplus, end of year	**$ 60,989**

These statements should be read in conjunction with the 2022 Audited Financial Statements and accompanying notes.

Reserve Funds General Government Operating Reserves
Statement of Continuity (Unaudited)

For the Year Ended December 31, 2022

	ES Protection Operating Reserve	ES Engineering Operating Reserve	ES Water Quality Operating Reserve
Opening balance	$ 785,349	$ 447,017	$ 398,285
Add			
Other revenue from own sources:			
Interest earnings	21,901	12,466	11,190
Transfers from own funds:			
Transfers from revenue	-	-	118,937
Transfers from reserve	-	-	-
Total revenue	21,901	12,466	130,127
Deduct			
Other operating expenses	-	-	-
Transfers to revenue	-	-	-
Transfers to capital	-	-	-
Transfers to ERF	-	-	-
Total expenses	-	-	-
Change in fund balance	21,901	12,466	130,127
Accumulated surplus, end of year	**$ 807,250**	**$ 459,483**	**$ 528,412**

These statements should be read in conjunction with the 2022 Audited Financial Statements and accompanying notes.

Reserve Funds General Government Operating Reserves

Statement of Continuity (Unaudited)

For the Year Ended December 31, 2022

	IW ES Ops Operating Reserve	Leg&Gen Operating Reserve	Facility Mgmt Operating Reserve	HQ Facility Operating Reserve
Opening balance	$ 979,879	$ 2,227,560	$ 106,277	$ 56,600
Add				
Other revenue from own sources:				
Interest earnings	27,326	62,121	2,964	1,578
Transfers from own funds:				
Transfers from revenue	-	771,224	14,105	154
Transfers from reserve	-	1,177,777	-	-
Total revenue	27,326	2,011,122	17,069	1,732
Deduct				
Other operating expenses	-	(595,121)	-	-
Transfers to revenue	-	(1,087,200)	-	-
Transfers to capital	-	(848,000)	-	-
Transfers to ERF	-	(250,000)	-	-
Total expenses	-	1,590,079	-	-
Change in fund balance	27,326	421,043	17,069	1,732
Accumulated surplus, end of year	**$ 1,007,205**	**$ 2,648,603**	**$ 123,346**	**$ 58,332**

These statements should be read in conjunction with the 2022 Audited Financial Statements and accompanying notes.

Reserve Funds General Government Operating Reserves
Statement of Continuity (Unaudited)

For the Year Ended December 31, 2022

	SGI EA Admin Operating Reserve	Community Health Operating Reserve
Opening balance	$ 97,705	$ -
Add		
Other revenue from own sources:		
Interest earnings	2,686	93
Transfers from own funds:		
Transfers from revenue	54,666	58,504
Transfers from reserve	-	-
Total revenue	57,352	58,597
Deduct		
Other operating expenses	-	(20,008)
Transfers to revenue	40,250	-
Transfers to capital	-	-
Transfers to ERF	-	-
Total expenses	40,250	(20,008)
Change in fund balance	17,102	78,605
Accumulated surplus, end of year	**$ 114,807**	**$ 78,605**

These statements should be read in conjunction with the 2022 Audited Financial Statements and accompanying notes.

Reserve Funds Protective General Operating Reserves

Statement of Continuity (Unaudited)

For the Year Ended December 31, 2022

	Animal Care Services Operating Reserve	Animal Care Legacy Operating Reserve	Electoral Area Soil Deposits & Removal Operating Reserve	Emergency Response 911 Projects Operating Reserve
Opening balance	$ 75,699	$ 517,235	$ 70,228	$ 172,903
Add				
Other revenue from own sources:				
Interest earnings	2,067	14,512	1,958	3,552
Other revenues	-	10,587	-	-
Transfers from own funds:				
Transfers from revenue	20,000	-	2,489	1,860
Total revenue	22,067	25,099	4,447	5,412
Deduct				
Transfers to revenue	22,494	-	-	71,541
Transfers to capital	-	16,217	-	-
Transfers to ERF	-	110,928	-	-
Total expenses	22,494	127,145	-	71,541
Change in fund balance	(427)	(102,046)	4,447	(66,129)
Accumulated surplus, end of year	**$ 75,272**	**$ 415,189**	**$ 74,675**	**$ 106,774**

These statements should be read in conjunction with the 2022 Audited Financial Statements and accompanying notes.

Reserve Funds Protective General Operating Reserves
Statement of Continuity (Unaudited)

For the Year Ended December 31, 2022

	HAZMAT Incident Response Operating Reserve	Noise Control Operating Reserve	Nuisance & Unsightly Premises Operating Reserve
Opening balance	$ 106,444	$ 15,454	$ 11,693
Add			
Other revenue from own sources:			
Interest earnings	2,880	431	326
Other revenues	-	-	-
Transfers from own funds:			
Transfers from revenue	20,147	5,920	6,981
Total revenue	23,027	6,351	7,307
Deduct			
Transfers to revenue	10,633	-	-
Transfers to capital	-	-	-
Transfers to ERF	-	-	-
Total expenses	10,633	-	-
Change in fund balance	12,394	6,351	7,307
Accumulated surplus, end of year	**$ 118,838**	**$ 21,805**	**$ 19,000**

These statements should be read in conjunction with the 2022 Audited Financial Statements and accompanying notes.

Reserve Funds Protective General Operating Reserves

Statement of Continuity (Unaudited)

For the Year Ended December 31, 2022

	SGI Emergency Program Operating Reserve	SSI Emergency Program Operating Reserve	Regional Emergency Program Operating Reserve	Building Inspection Operating Reserve
Opening balance	$ 175,223	$ 62,611	$ 91,024	$ 292,078
Add				
Other revenue from own sources:				
Interest earnings	4,975	1,730	2,071	7,594
Other revenues	-	-	-	-
Transfers from own funds:				
Transfers from revenue	59,033	10,000	-	379,262
Total revenue	64,008	11,730	2,071	386,856
Deduct				
Transfers to revenue	-	2,000	56,199	66,235
Transfers to capital	-	-	-	-
Transfers to ERF	-	-	-	-
Total expenses	-	2,000	56,199	66,235
Change in fund balance	64,008	9,730	(54,128)	320,621
Accumulated surplus, end of year	**$ 239,231**	**$ 72,341**	**$ 36,896**	**$ 612,699**

These statements should be read in conjunction with the 2022 Audited Financial Statements and accompanying notes.

Reserve Funds Protective General Operating Reserves
Statement of Continuity (Unaudited)

For the Year Ended December 31, 2022

	Emergency Planning Operating Reserve
Opening balance	$ 61,439
Add	
Other revenue from own sources:	
Interest earnings	1,608
Other revenues	-
Transfers from own funds:	
Transfers from revenue	10,000
Total revenue	11,608
Deduct	
Transfers to revenue	12,674
Transfers to capital	-
Transfers to ERF	-
Total expenses	12,674
Change in fund balance	(1,066)
Accumulated surplus, end of year	**$ 60,373**

These statements should be read in conjunction with the 2022 Audited Financial Statements and accompanying notes.

Reserve Funds Fire Protection Operating Reserves
Statement of Continuity (Unaudited)

For the Year Ended December 31, 2022

	Durrance Road Fire Operating Reserve	Electoral Area Fire Services Operating Reserve
Opening balance	$ 2,517	$ 336,571
Add		
Other revenue from own sources:		
Interest earnings	76	8,926
Transfers from own funds:		
Transfers from revenue	358	33,572
Total revenue	434	42,498
Deduct		
Transfers to revenue	-	55,270
Total expenses	-	55,270
Change in fund balance	434	(12,772)
Accumulated surplus, end of year	**$ 2,951**	**$ 323,799**

These statements should be read in conjunction with the 2022 Audited Financial Statements and accompanying notes.

Reserve Funds Planning & Development Operating Reserves

Statement of Continuity (Unaudited)

For the Year Ended December 31, 2022

	Climate Action & Adapt Operating Reserve	GIS Data Maintenance Operating Reserve	JDF Community Planning Operating Reserve	Regional Growth Strategy Operating Reserve
Opening balance	$ 85,456	$ 367	$ 315,239	$ 1,569,948
Add				
Other revenue from own sources:				
Interest earnings	5,248	760	8,498	43,831
Transfers from own funds:				
Transfers from revenue	845,876	53,272	97,161	132,832
Total revenue	851,124	54,032	105,659	176,663
Deduct				
Transfers to own funds:				
Transfers to revenue	-	-	35,270	15,354
Total expenses	-	-	35,270	15,354
Change in fund balance	851,124	54,032	70,389	161,309
Accumulated surplus, end of year	**$ 936,580**	**$ 54,399**	**$ 385,628**	**$ 1,731,257**

These statements should be read in conjunction with the 2022 Audited Financial Statements and accompanying notes.

Reserve Funds Planning & Development Operating Reserves

Statement of Continuity (Unaudited)

For the Year Ended December 31, 2022

	Regional Planning Services Operating Reserve	SSI Econ Develop Operating Reserve	SGI Econ Develop Operating Reserve	GeoSpatial Referencing Operating Reserve
Opening balance	$ 2,298,461	$ 8,680	$ 6,493	$ -
Add				
Other revenue from own sources:				
Interest earnings	48,991	225	181	-
Transfers from own funds:				
Transfers from revenue	207,188	18,292	1,490	10,863
Total revenue	256,179	18,517	1,671	10,863
Deduct				
Transfers to own funds:				
Transfers to revenue	857,305	2,000	-	-
Total expenses	857,305	2,000	-	-
Change in fund balance	(601,126)	16,517	1,671	10,863
Accumulated surplus, end of year	**$ 1,697,335**	**$ 25,197**	**$ 8,164**	**$ 10,863**

These statements should be read in conjunction with the 2022 Audited Financial Statements and accompanying notes.

Reserve Funds Recreational & Cultural Operating Reserves

Statement of Continuity (Unaudited)

For the Year Ended December 31, 2022

	Regional Parks Operating Reserve	Regional Parks Legacy Operating Reserve	Panorama Recreation Operating Reserve
Opening balance	$ 94,704	$ 15,885	$ 312,705
Add			
Other revenue from own sources:			
Interest earnings	2,642	464	8,862
Other revenues	-	1,000	-
Transfers from own funds:			
Transfers from revenue	-	-	71,559
Transfers from reserve	-	-	7,961
Total revenue	2,642	1,464	88,382
Deduct			
Transfers to revenue	-	-	-
Total expenses	-	-	-
Change in fund balance	2,642	1,464	88,382
Accumulated surplus, end of year	**$ 97,346**	**$ 17,349**	**$ 401,087**

These statements should be read in conjunction with the 2022 Audited Financial Statements and accompanying notes.

Reserve Funds Recreational & Cultural Operating Reserves

Statement of Continuity (Unaudited)

For the Year Ended December 31, 2022

	Sooke & EA Rec Facilities Operating Reserve	Seaparc Legacy Operating Reserve	Arts and Culture Grants Operating Reserve	SSI Pool Park Land Operating Reserve
Opening balance	$ 26,899	$ 1,960	$ 305,205	$ 35,689
Add				
Other revenue from own sources:				
Interest earnings	750	55	8,512	975
Other revenues	-	-	-	-
Transfers from own funds:				
Transfers from revenue	5,000	-	8,392	5,000
Transfers from reserve	-	-	-	-
Total revenue	5,750	55	16,904	5,975
Deduct				
Transfers to revenue	-	-	-	23,083
Total expenses	-	-	-	23,083
Change in fund balance	5,750	55	16,904	(17,108)
Accumulated surplus, end of year	**$ 32,649**	**$ 2,015**	**$ 322,109**	**$ 18,581**

These statements should be read in conjunction with the 2022 Audited Financial Statements and accompanying notes.

Reserve Funds Recreational & Cultural Operating Reserves

Statement of Continuity (Unaudited)

For the Year Ended December 31, 2022

	SSI Community Recreation Operating Reserve
Opening balance	$ 8,222
Add	
Other revenue from own sources:	
Interest earnings	229
Other revenues	-
Transfers from own funds:	
Transfers from revenue	-
Transfers from reserve	-
Total revenue	229
Deduct	
Transfers to revenue	8,000
Total expenses	8,000
Change in fund balance	(7,771)
Accumulated surplus, end of year	**$ 451**

These statements should be read in conjunction with the 2022 Audited Financial Statements and accompanying notes.

Reserve Funds Sewer Operating Reserves
Statement of Continuity (Unaudited)

For the Year Ended December 31, 2022

	East Coast Interceptor Operating Reserve	LWMP Core & WS Operating Reserve	LWMP Onsite Operating Reserve	LWMP Peninsula Operating Reserve
Opening balance	$ -	$ 986,281	$ 329,009	$ 54,632
Add				
Other revenue from own sources:				
Interest earnings	-	17,398	9,175	1,524
Transfers from own funds:				
Transfers from revenue	-	122,957	46,049	79,155
Transfers from reserve	-	-	-	-
Total revenue	-	140,355	55,224	80,679
Deduct				
Transfers to own funds:				
Transfers to revenue	-	-	-	-
Transfers to capital	-	400,000	-	-
Total expenses	-	400,000	-	-
Change in fund balance	-	(259,645)	55,224	80,679
Accumulated surplus, end of year	**$ -**	**$ 726,636**	**$ 384,233**	**$ 135,311**

These statements should be read in conjunction with the 2022 Audited Financial Statements and accompanying notes.

Reserve Funds Sewer Operating Reserves
Statement of Continuity (Unaudited)

For the Year Ended December 31, 2022

	North East Trunk Sewer Operating Reserve	North East Trunk #2 Operating Reserve	North West Trunk Sewer Operating Reserve	S.P.W.W.S. Sewer Operating Reserve
Opening balance	$ -	$ -	$ -	$ 580,413
Add				
Other revenue from own sources:				
Interest earnings	-	-	-	17,206
Transfers from own funds:				
Transfers from revenue	-	-	-	10,000
Transfers from reserve	-	-	-	50,640
Total revenue	-	-	-	77,846
Deduct				
Transfers to own funds:				
Transfers to revenue	-	-	-	-
Transfers to capital	-	-	-	-
Total expenses	-	-	-	-
Change in fund balance	-	-	-	77,846
Accumulated surplus, end of year	**$ -**	**$ -**	**$ -**	**$ 658,259**

These statements should be read in conjunction with the 2022 Audited Financial Statements and accompanying notes.

Reserve Funds Sewer Operating Reserves
Statement of Continuity (Unaudited)

For the Year Ended December 31, 2022

	Magic Lake Sewer Operating Reserve	SSI Septage Composting Operating Reserve	Maliview Sewer Operating Reserve	Ganges Sewer Operating Reserve
Opening balance	$ 33,825	$ 12,475	$ 29,082	$ 73,603
Add				
Other revenue from own sources:				
Interest earnings	990	366	961	3,315
Transfers from own funds:				
Transfers from revenue	13,260	7,789	13,000	29,090
Transfers from reserve	-	-	-	-
Total revenue	14,250	8,155	13,961	32,405
Deduct				
Transfers to own funds:				
Transfers to revenue	25,000	-	12,000	10,000
Transfers to capital	-	-	-	-
Total expenses	25,000	-	12,000	10,000
Change in fund balance	(10,750)	8,155	1,961	22,405
Accumulated surplus, end of year	**$ 23,075**	**$ 20,630**	**$ 31,043**	**$ 96,008**

These statements should be read in conjunction with the 2022 Audited Financial Statements and accompanying notes.

Reserve Funds Sewer Operating Reserves
Statement of Continuity (Unaudited)

For the Year Ended December 31, 2022

	Port Renfrew Sewer Operating Reserve	Core Area Wastewater Operating Reserve
Opening balance	$ 349	$ 7,698,621
Add		
Other revenue from own sources:		
Interest earnings	28	258,766
Transfers from own funds:		
Transfers from revenue	4,000	1,635,748
Transfers from reserve	-	1,039,992
Total revenue	4,028	2,934,506
Deduct		
Transfers to own funds:		
Transfers to revenue	-	-
Transfers to capital	-	-
Total expenses	-	-
Change in fund balance	4,028	2,934,506
Accumulated surplus, end of year	**$ 4,377**	**$ 10,633,127**

These statements should be read in conjunction with the 2022 Audited Financial Statements and accompanying notes.

Reserve Funds Water Operating Reserves
Statement of Continuity (Unaudited)

For the Year Ended December 31, 2022

	Beddis Water Operating Reserve	Cedar Lane Water Operating Reserve	Fulford Water Operating Reserve	Highland/ Fernwood Water Operating Reserve
Opening balance	$ 9,752	$ 3,027	$ 13,576	$ 22,784
Add				
Other revenue from own sources:				
Interest earnings	418	104	227	746
Transfers from own funds:				
Transfers from revenue	15,000	7,200	10,601	34,036
Total revenue	15,418	7,304	10,828	34,782
Deduct				
Transfers to own funds:				
Transfers to revenue	8,000	5,000	20,000	27,000
Total expenses	8,000	5,000	20,000	27,000
Change in fund balance	7,418	2,304	(9,172)	7,782
Accumulated surplus, end of year	**$ 17,170**	**$ 5,331**	**$ 4,404**	**$ 30,566**

These statements should be read in conjunction with the 2022 Audited Financial Statements and accompanying notes.

Reserve Funds Water Operating Reserves
Statement of Continuity (Unaudited)

For the Year Ended December 31, 2022

	Lyall Harbour Boot Cove Operating Reserve	Magic Lake Estates Water Operating Reserve	Surfside Park Water Operating Reserve	Sticks Allison Water Operating Reserve
Opening balance	$ 815	$ 59,516	$ 24,374	$ 1,426
Add				
Other revenue from own sources:				
Interest earnings	116	2,138	718	113
Transfers from own funds:				
Transfers from revenue	10,000	(16,150)	(10,837)	10,894
Total revenue	10,116	(14,012)	(10,119)	11,007
Deduct				
Transfers to own funds:				
Transfers to revenue	-	-	-	5,000
Total expenses	-	-	-	5,000
Change in fund balance	10,116	(14,012)	(10,119)	6,007
Accumulated surplus, end of year	**$ 10,931**	**$ 45,504**	**$ 14,255**	**$ 7,433**

These statements should be read in conjunction with the 2022 Audited Financial Statements and accompanying notes.

Reserve Funds Water Operating Reserves
Statement of Continuity (Unaudited)

For the Year Ended December 31, 2022

	Skana Water Operating Reserve	Cedar of Tuam Water Operating Reserve	Wilderness Mt Water Operating Reserve	Port Renfrew Water Operating Reserve
Opening balance	$ 1,041	$ 11,461	$ 11,613	$ 4,071
Add				
Other revenue from own sources:				
Interest earnings	164	313	269	100
Transfers from own funds:				
Transfers from revenue	4,887	(1,407)	4,395	10,000
Total revenue	5,051	(1,094)	4,664	10,100
Deduct				
Transfers to own funds:				
Transfers to revenue	-	2,500	10,000	13,000
Total expenses	-	2,500	10,000	13,000
Change in fund balance	5,051	(3,594)	(5,336)	(2,900)
Accumulated surplus, end of year	**$ 6,092**	**$ 7,867**	**$ 6,277**	**$ 1,171**

These statements should be read in conjunction with the 2022 Audited Financial Statements and accompanying notes.

Reserve Funds Environmental Health Operating Reserves

Statement of Continuity (Unaudited)

For the Year Ended December 31, 2022

	Regional Source Control Operating Reserve	Saanich Peninsula Source Control Operating Reserve	Solid Waste Operating Reserve	Stormwater Quality Core Operating Reserve
Opening balance	$ 515,778	$ 45,322	$ 39,976,688	$ 191,512
Add				
Other revenue from own sources:				
Interest earnings	14,384	1,264	816,610	5,341
Transfers from own funds:				
Transfers from revenue	-	1,593	1,306,720	82,333
Total revenue	14,384	2,857	2,123,330	87,674
Deduct				
Transfers to revenue	32,092	-	-	-
Transfers to capital	-	-	15,190,000	-
Total expenses	32,092	-	15,190,000	-
Change in fund balance	(17,708)	2,857	(13,066,670)	87,674
Accumulated surplus, end of year	**$ 498,070**	**$ 48,179**	**$ 26,910,018**	**$ 279,186**

These statements should be read in conjunction with the 2022 Audited Financial Statements and accompanying notes.

Reserve Funds Environmental Health Operating Reserves

Statement of Continuity (Unaudited)

For the Year Ended December 31, 2022

	Stormwater Quality Sannich Pen Operating Reserve	Stormwater Quality SGI Operating Reserve	Stormwater Quality SSI Operating Reserve	Stormwater Quality Sooke Operating Reserve
Opening balance	$ 25,101	$ 13,535	$ 57,225	$ 43,550
Add				
Other revenue from own sources:				
Interest earnings	700	377	1,596	1,214
Transfers from own funds:				
Transfers from revenue	18,356	6,885	19,124	5,648
Total revenue	19,056	7,262	20,720	6,862
Deduct				
Transfers to revenue	-	-	-	-
Transfers to capital	-	-	-	-
Total expenses	-	-	-	-
Change in fund balance	19,056	7,262	20,720	6,862
Accumulated surplus, end of year	**$ 44,157**	**$ 20,797**	**$ 77,945**	**$ 50,412**

These statements should be read in conjunction with the 2022 Audited Financial Statements and accompanying notes.

Reserve Funds Transportation Operating Reserves

Statement of Continuity (Unaudited)

For the Year Ended December 31, 2022

	SSI Transit Operating Reserve	SSI Transportation Operating Reserve
Opening balance	$ 302,186	$ 13,600
Add		
Other revenue from own sources:		
Interest earnings	7,345	468
Transfers from own funds:		
Transfers from revenue	13,265	5,000
Total revenue	20,610	5,468
Deduct		
Transfers to own funds:		
Transfers to revenue	130,000	-
Total expenses	130,000	-
Change in fund balance	(109,390)	5,468
Accumulated surplus, end of year	$ 192,796	$ 19,068

These statements should be read in conjunction with the 2022 Audited Financial Statements and accompanying notes.

Schedule of Safe Restart Grant (Unaudited)

For the Year Ended December 31, 2022

	2022			2021		
Beginning Balance			$ 344,724			$ 1,118,800
Safe Restart Grant Received	$ -			$ 575,000		
Safe Restart Grant to be Allocated			$ 344,724			$ 1,693,800
Eligible Costs by Service	**Allocated**	**Spent**	**Remaining**	**Allocated**	**Spent**	**Remaining**
Regional						
Corporate Emergency Service	276,930	205,088	71,842	1,193,800	916,870	276,930
	276,930	205,088	71,842	1,193,800	916,870	276,930
Juan de Fuca						
JDF Grants-in-Aid	18,505	18,505	-	61,078	42,573	18,505
JDF Planning	-	-	-	8,750	8,750	-
Willis Point Fire Protection	1,919	1,919	-	7,220	5,301	1,919
Otter Point Fire Department	-	-	-	7,480	7,480	-
East Sooke Fire Department	1,833	1,833	-	7,200	5,367	1,833
East Sooke Fire Department	-	-	-	3,690	3,690	-
Port Renfrew Fire Department	-	-	-	8,260	8,260	-
Shirley Fire Department	-	-	-	7,200	7,200	-
JDF Parks	2,455	2,455	-	7,140	4,685	2,455
JDF Community Recreation	-	-	-	3,982	3,982	-
	24,712	24,712	-	122,000	97,288	24,712
SEAPARC						
SEAPARC	-	-	-	1,000	1,000	-
	-	-	-	1,000	1,000	-
Salt Spring Island						
SSI Administration	8,082	446	7,636	11,800	3,718	8,082
SSI Grants-in-Aid	35,000	25,000	10,000	35,000	-	35,000
SSI Economic Development	-	-	-	10,000	10,000	-
SSI Community Parks	-	-	-	125,937	125,937	-
SSI Parks and Recreation	-	-	-	40,000	40,000	-
SSI Parks and Recreation	-	-	-	1,335	1,335	-
SSI Park Land and Pool	-	-	-	39,928	39,928	-
	43,082	25,446	17,636	264,000	220,918	43,082
Southern Gulf Islands						
SGI Grants-in-Aid	-	-	-	113,000	113,000	-
	-	-	-	113,000	113,000	-
Total Eligible Costs	344,724	255,246	89,478	1,693,800	1,349,076	344,724
Ending Balance, Unspent			$ 89,478			$ 344,724
Ending Balance, Unallocated			**$ -**			**$ -**

Note to Schedule:

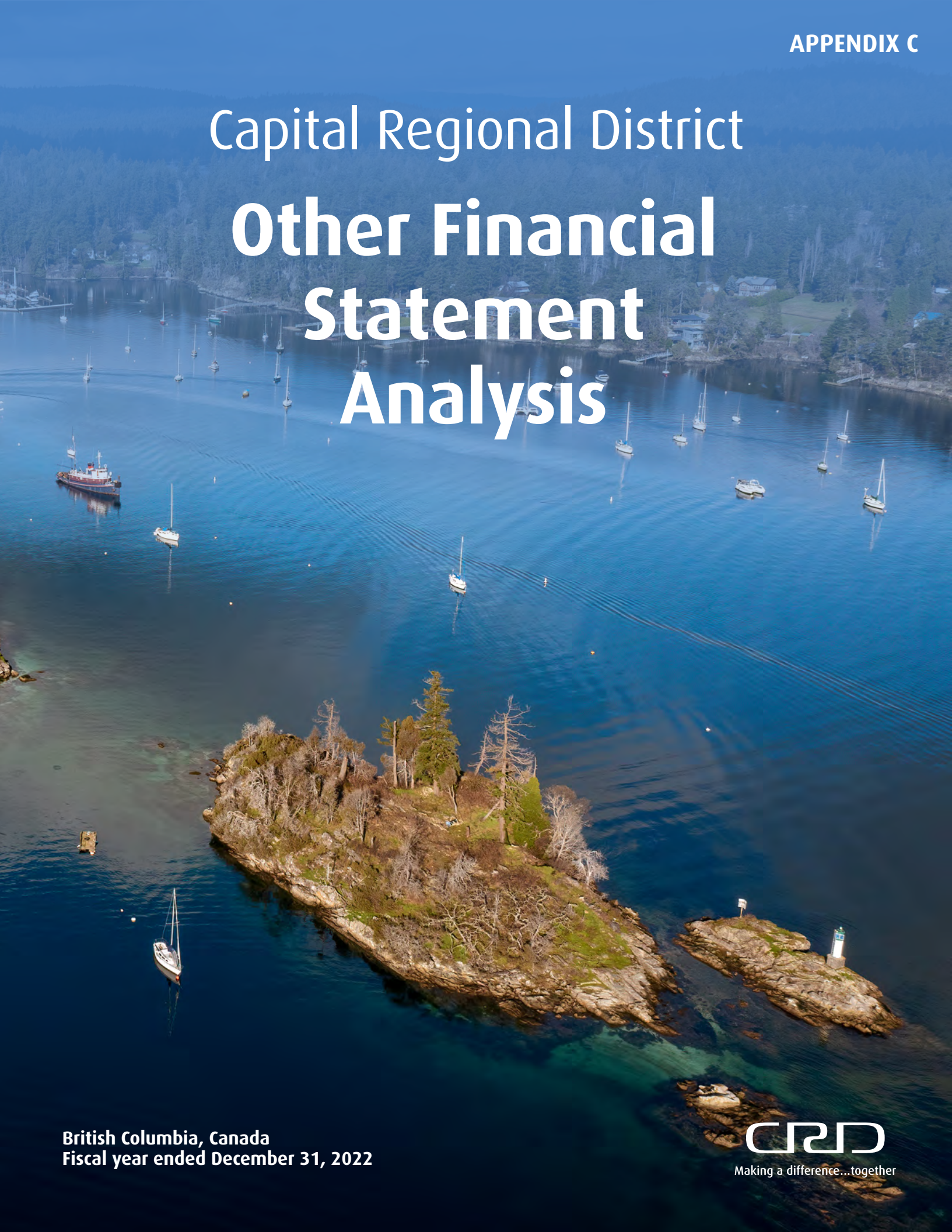
The Province of British Columbia announced in September 2020 funding of up to $425 million for local government operations impacted by COVID-19. This funding is to support local governments as they deal with increased operating costs and lower revenue due to COVID-19. It will ensure local governments can continue to deliver the services people depend on in their communities. Eligible costs include:

a) addressing revenue shortfalls
b) facility reopening and operating costs
c) emergency planning and response costs
d) bylaw enforcement and protective services like fire protection and police
e) computer and other electronic technology costs
f) services for vulnerable persons
g) other related costs

APPENDIX C

Capital Regional District

Other Financial Statement Analysis



British Columbia, Canada
Fiscal year ended December 31, 2022

Making a difference...together

Appendix C: Other Financial Statement Analysis

The audit has now been completed. The 2022 Audited Financial Statements have been prepared by management in accordance with Canadian Public Sector Accounting Board (PSAB) Standards. Under PSAB regulations, governments are required to present five statements with explanatory notes. The first two statements are summarized in the staff report. This appendix provides a summary of the remaining statements.

3. Consolidated Statement of Change in Net Debt

The Statement of Change in Net Debt reconciles current to prior year and informs the reader of change drivers. Included in this statement are expenditures that could be incurred in the year but not consumed during the period. Table 8 summarizes the primary drivers of changes in net debt for 2022:

Table 8 – Change in Net Debt Year over Year ($ millions)

Description	2022	2021
Annual Surplus	67.9	172.7
Acquisition of Tangible Capital Assets	(99.0)	(240.3)
Contributed Tangible Capital Assets	(2.7)	(7.8)
Amortization of Tangible Capital Assets	61.3	58.5
Loss/Proceeds on Disposal of Tangible Capital Assets	1.9	0.6
Inventory and Prepaid Expenses	(0.1)	(0.8)
Net Remeasurement Gain/(Loss)	(5.6)	(1.6)
Total Change in Net Debt	**23.7**	**(18.7)**
Net Debt, Beginning of Year	(99.0)	(80.3)
Net Debt, End of Year	**($75.3)**	**($99.0)**

Overall, the net debt position decreased by $23.7 million, primarily due to an annual surplus of $67.9 million, less $99 million spent on tangible capital assets, less $2.7 million of contributed assets, and an increase of $61.3 million from amortization, and other minor expenses or losses incurred during the period not yet realized.

4. Consolidated Statement of Remeasurement Gains and Losses

As required by PSAB standards, investments are carried at fair value and result in remeasurement gains or losses annually. Gains or losses remain unrealized until they are disposed, at which point they are recognized through the Statement of Operations.

Table 9 – Change in Remeasurement Gains and Losses Year over Year ($ millions)

Description	2022	2021
Accumulated Remeasurement, Beginning of Year	(1.0)	0.6
Net Remeasurement Gains (Losses)	(5.6)	(1.6)
Accumulated Remeasurement, End of Year	**($6.6)**	**($1.0)**

The $5.6 million net unrealized remeasurement loss is largely a due to a decrease in fair value of investments held in MFA funds. The accumulated remeasurement loss at the end of 2022 is $6.6 million, down from the $1.0 million remeasurement loss at the end of 2021.

5. Consolidated Statement of Cash Flows

The Statement of Cash Flows reports the sources and uses of cash during the period, and provides information about capital, investing, and financing activities.

Table 10 – Change in Cash and Cash Equivalents Year over Year ($ millions)

Description	2022	2021
Operating Activities	159.5	127.8
Capital Activities	(98.9)	(176.7)
Investing Activities	(136.5)	(29.4)
Financing Activities	(11.6)	45.5
Net Change in Cash & Cash Equivalents	**(87.5)**	**(32.8)**
Cash & Cash Equivalents, Beginning of Year	144.1	176.9
Cash & Cash Equivalents, End of Year	**$56.6**	**$144.1**

Overall, the CRD's cash position decreased by $87.5 million in 2022.

Operating activities resulted in a net increase to cash and was higher than the prior year, despite an $84.2 million decrease in government transfers revenue. This increase is due to $31.0 million in additional accounts receivable collected, an increase of $6.4 million in accounts payable at year end, and $61.3 million in non-cash amortization expenses in the year.

Cash outflows due to capital activities were lower than prior year due to WTP capital additions being significantly lower than previous years as the project is substantially complete. The decrease of $98.9 million relates to the acquisition of capital assets in the year.

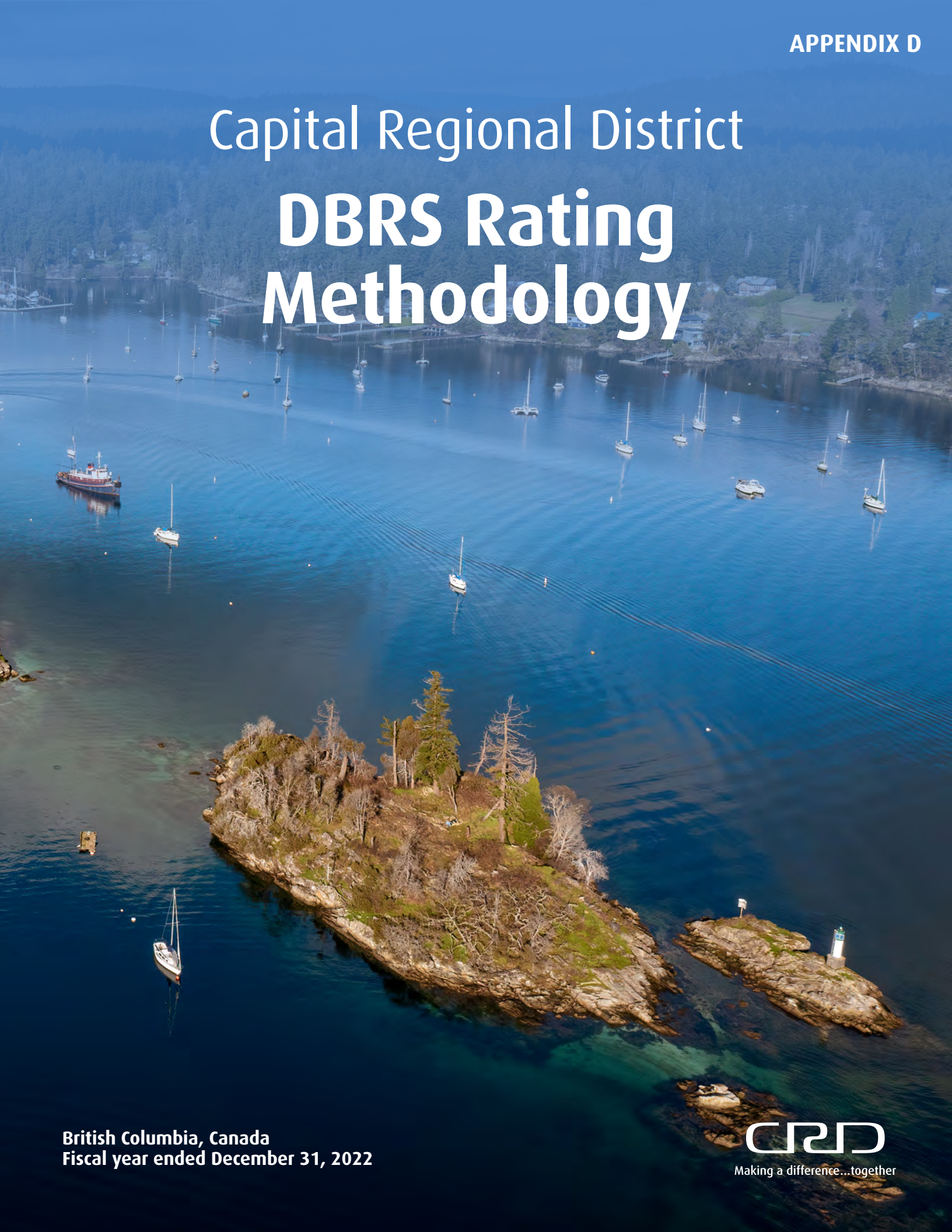
Investing activities resulted in cash outflows of $136.5 million due to transferring working capital balances into the investment portfolio to maximize returns on higher interest rates for term deposits and GICs.

Financing (debt) activities resulted in a decrease of $11.6 million to cash for the year as less borrowing was needed to finance capital additions compared to the prior year and total debt held by the CRD was reduced.

APPENDIX D

Capital Regional District

DBRS Rating Methodology



British Columbia, Canada
Fiscal year ended December 31, 2022

Making a difference...together

MORNINGSTAR | DBRS

Methodology
Rating Canadian Municipal Governments

DBRS Morningstar
April 2022

Previous Release
May 2021

Contents

1 Related Research
1 Scope and Limitations
1 Introduction to DBRS Morningstar Methodologies
2 Overview of the DBRS Morningstar Rating Process
3 Rating Canadian Municipalities—Overview
4 Critical Rating Factors
7 Discussion of Critical Rating Factors
9 Financial Risk Assessment Factors
10 General Considerations in Evaluating a Canadian Municipal Government's Credit Profile
12 Blending the CRFs and FRA into an Issuer Rating
12 Overlay Factors
13 Rating the Specific Instrument and Other Criteria
14 Appendix 1: DBRS Morningstar Adjustments to Reported Financial Figures
16 Appendix 2: Key Financial Ratios

Travis Shaw
Senior Vice President, Public Finance
+1 416 597-7582
travis.shaw@dbrsmorningstar.com

Brenda Lum
Managing Director, Real Estate & Public Finance
+1 416 597-7569
brenda.lum@dbrsmorningstar.com

Eric Beauchemin
Group Managing Director, Global Corporates
+1 416 597-7552
eric.beauchemin@dbrsmorningstar.com

Related Research

DBRS Morningstar is a full-service credit rating agency established in 1976. Spanning North America, Europe, and Asia, DBRS Morningstar is respected for its independent, third-party evaluations of corporate and government issuers. DBRS Morningstar's extensive coverage of securitizations and structured finance transactions solidifies its standing as a leading provider of comprehensive, in-depth credit analysis.

All DBRS Morningstar ratings and research are available in hard-copy format and electronically on Bloomberg and at dbrsmorningstar.com, DBRS Morningstar's lead delivery tool for organized, web-based, up-to-the-minute information. DBRS Morningstar remains committed to continuously refining its expertise in the analysis of credit quality and is dedicated to maintaining objective and credible opinions within the global financial marketplace.

Scope and Limitations

This methodology represents the current DBRS Morningstar approach for rating Canadian municipal governments. It includes consideration of historical and expected business and financial risk factors as well as sector-specific issues, regional nuances, and other subjective factors and intangible considerations. DBRS Morningstar's approach incorporates a combination of both quantitative and qualitative factors. This methodology provides guidance regarding the DBRS Morningstar methods used in the sector and should not be interpreted with formulaic inflexibility, but rather should be understood in the context of the dynamic environment in which it is intended to be applied. The methods described herein may not be applicable in all cases; the considerations outlined in DBRS Morningstar methodologies are not exhaustive and the relative importance of any specific consideration can vary by issuer. In certain cases, a major strength can compensate for a weakness and, conversely, a single weakness can override major strengths of the issuer in other areas.

Introduction to DBRS Morningstar Methodologies

DBRS Morningstar publishes rating methodologies to give issuers and investors insight into the rationale behind DBRS Morningstar's rating opinions. In general terms, DBRS Morningstar ratings are opinions that reflect the creditworthiness of an issuer, a security, or an obligation. DBRS Morningstar ratings assess an issuer's ability to make timely payments on outstanding obligations (whether principal or interest), consistent with the terms of those obligations.

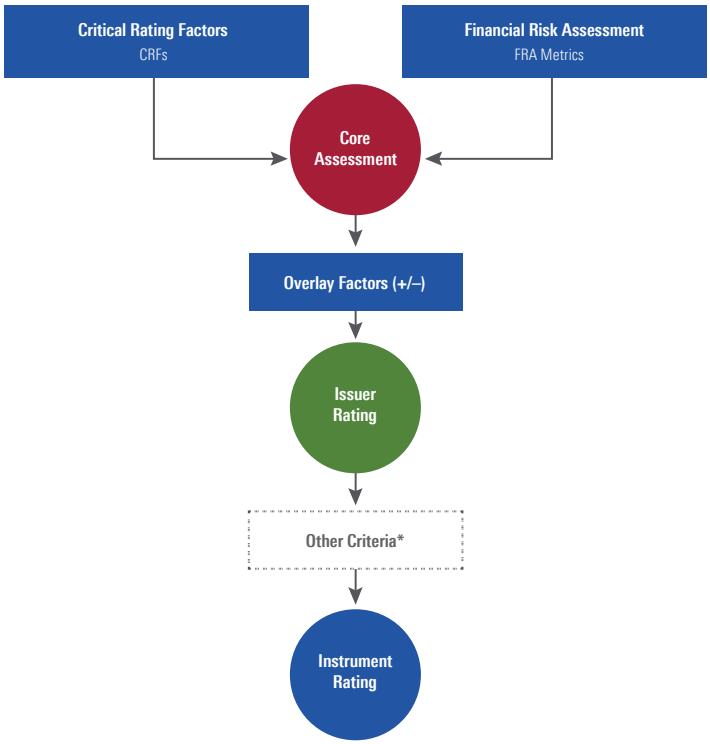
DBRS Morningstar operates with a stable rating philosophy; in other words, DBRS Morningstar strives to factor the impact of a cyclical economic environment into its ratings wherever possible, which minimizes rating changes caused by economic cycles. Rating revisions do occur, however, when more structural changes, either positive or negative, have occurred or appear likely to occur in the foreseeable future. DBRS Morningstar also publishes criteria, which are an important part of the rating process. Criteria typically cover areas that apply to more than one sector. Both methodologies and criteria are publicly available on DBRS Morningstar's website.

"DBRS Morningstar Criteria: Approach to Environmental, Social, and Governance Risk Factors in Credit Ratings" is incorporated by reference into this methodology.

Overview of the DBRS Morningstar Rating Process

- As illustrated below, there are generally four key components to the DBRS Morningstar corporate rating process: (1) Critical Rating Factors (CRFs), (2) the Financial Risk Assessment (FRA), (3) overlay considerations, and (4) specific instrument considerations.
- The CRFs capture the major business risk aspects of the issuer and is determined by assessing each of the CRFs outlined in the industry-specific grid. The FRA pertains to financial soundness and is determined by assessing each of the FRA metrics. Throughout the FRA and CRF determination process, DBRS Morningstar performs a consistency check of these factors relative to the issuer's rated industry peers.
- The CRFs and FRA are then combined to derive the issuer's core assessment. For investment-grade credits, the CRFs will have greater weight than the FRA in determining the core assessment.
- The core assessment may then be adjusted up or down, as applicable, if any of the overlay factors is deemed applicable and material to the credit profile in order to arrive at the issuer rating, which represents DBRS Morningstar's assessment of the issuer's likelihood of default.
- The issuer rating is then used as the basis for specific instrument ratings, which may differ from the issuer rating due to seniority or, in the case of non-investment-grade issuers, expected recovery considerations. (See the Rating the Specific Instrument and Other Criteria section below.)

DBRS Morningstar Rating Analysis Process



* Depending on the instrument, "other criteria" may include *DBRS Morningstar Criteria: Recovery Ratings for Non-Investment Grade-Corporate Issuers* or *DBRS Morningstar Criteria: Preferred Share and Hybrid Security Criteria for Corporate Issuers*, for example. Please refer to the Rating the Specific Instrument and Other Criteria section below for a list of these criteria, as well as other criteria that may be applicable at any stage of the rating process.

Rating Canadian Municipalities—Overview

- This methodology applies to Canadian municipalities rated by DBRS Morningstar. Large local governments generally have a stable revenue base owing to well-defined though limited taxing powers, a basket of responsibilities for the provision of customary public services, developed and diverse economic and taxable assessment bases, and relatively supportive senior governments, which lend support to their credit ratings.
- Nonetheless, economic disparities, varying approaches to fiscal and financial management, capital investment requirements, and debt levels are only a few of the considerations that lead to differing credit quality among major Canadian cities. Overall, large Canadian municipalities currently rank solidly in the investment-grade category.
- While municipalities benefit from their relationship with senior governments, municipal governments are primarily rated based on their own merits, and DBRS Morningstar does not assume any implicit senior government support.

Critical Rating Factors

The table below presents the primary factors (and various subfactors) used by DBRS Morningstar in determining the overall critical rating assessment. Although they are important considerations in the determination of a municipality's rating, these factors only represent a portion of considerations factored into the assessment process, as explained throughout this methodology. While these CRFs are shown in general order of importance, depending upon a specific issuer's situation, this ranking can vary by issuer. The table is followed by a brief discussion of the characteristics of each factor.

Exhibit 1 Critical Rating Factors

	AAA	AA	A	BBB
Economic Structure				
The economic structure of a municipality constitutes a key consideration in the credit assessment of its government, as it is the primary determinant of the capacity of a government to raise the revenue necessary to deliver services and support its debt. This factor evaluates the municipality's economic diversification, volatility, growth potential, and propensity to create jobs and generate wealth.				
Economic Diversification and Volatility	• The economy is viewed as highly dynamic and comprises a broad mix of industries, with no undue reliance on any single sector, which helps reduce volatility and cyclicality in GDP growth.	• The economy is viewed as dynamic and boasts a relatively diversified mix of industries but may be influenced by a few large industries, resulting in average volatility overall.	• The economy may be relatively small or reliant on seasonal industries, with a limited number of key industries accounting for a substantial portion of economic activity, resulting in above-average volatility.	• The economy is relatively small or located far from a major urban centre, with one seasonal or challenged industry accounting for a substantial portion of economic activity.
Population and Taxable Assessment Growth	• Population and taxable assessment growth have been consistently above the provincial average over the last five to ten years.	• Population and taxable assessment growth are sound and fairly consistent with the provincial average year over year.	• Population and/or taxable assessment growth has been steadily below the provincial average or inconsistent in recent years.	• Population is small and/or has been steadily declining in recent years. Assessment growth has been limited.
Income and Wealth of Local Economy	• Income and taxable assessment per capita are above average relative to comparable issuers.	• Income and taxable assessment per capita are consistent with other comparable issuers.	• Income and taxable assessment per capita may be below the average of comparable issuers.	• Income and taxable assessment per capita are markedly below the average of comparable issuers, indicative of lower wealth levels and income potential.
Labour Market	• The labour force is highly skilled, and unemployment is below average. • The labour force is growing above the rate of population growth.	• The labour force is skilled, and unemployment is low and stable. • The labour force is growing in line with average population growth.	• The job market is somewhat dynamic, although the unemployment rate may be somewhat above average. • The labour force is growing below average population growth.	• The job market is less dynamic and is characterized by an unemployment rate that may be notably above the provincial average. • The labour force is growing notably below average population growth or contracting.
Fiscal Management				
The review of a municipality's fiscal management framework assesses the government's commitment to fiscal sustainability, volatility of fiscal performance, budget management and prudence, relative tax competitiveness, and the transparency, timeliness and quality of reporting. DBRS Morningstar evaluates municipal service responsibilities, revenue potential, expenditure management capacity, and the broader coherence of the strategies, policies, and political processes governing the allocation of public funds.				
	AAA	**AA**	**A**	**BBB**
Fiscal Sustainability and Performance	• Fiscal sustainability is a core political and administrative priority, with minimal	• Fiscal sustainability is emphasized by the government, but reliance on	• Fiscal sustainability is an objective of the government, but reliance on one-time	• Fiscal sustainability is not emphasized by the government, and reliance on

	reliance on one-time measures or sizable tax and fee increases to balance the budget. • Volatile or uncertain revenue sources account for a negligible share of the operating budget (<2%). • Consistent record of fiscal surpluses as measured by DBRS Morningstar.	one-time measures or sizable tax and fee increases may be exhibited periodically to balance the budget. • Volatile or uncertain revenue sources account for a low share of the operating budget (<5%) but may be rising gradually.	measures or sizable tax and fee increases to balance the budget is more frequent. • Volatile or uncertain revenue sources are moderate as a share of the operating budget (<10%) or are rising rapidly.	one-time measures to achieve budget balance is high. • Volatile or uncertain revenue sources account for a material share of the operating budget (>10%) or are rising rapidly, and this poses greater risks to the budget framework.
		• Fiscal results, as measured by DBRS Morningstar, generally maintain a balanced position year over year.	• Fiscal results, as measured by DBRS Morningstar, may exhibit greater volatility because of a lower ability to manage in-year budgetary pressures.	• Fiscal results exhibit greater volatility and weakness because of a lower ability to manage in-year budgetary pressures. • Fiscal results, as measured by DBRS Morningstar, have generally been weaker and deficits more frequent.
Budget Management and Prudence	• Budgets are consistently balanced using very conservative assumptions and incorporating meaningful contingencies to help manage unforeseen events. • Demonstrated ability to address unexpected adverse budget deviations to protect fiscal balance. • Budget pressures are managed responsively through very tight expenditure controls or revenue-raising initiatives.	• Budget contingencies vary year to year, although assumptions are generally conservative. • Demonstrated ability to address most unexpected adverse budget deviations to protect fiscal balance. • Budget pressures are managed over time through generally prudent expenditure management or revenue-raising initiatives.	• Budget pressures tend to linger but are viewed as sustainable, although reliance on one-time funding and/or sizable tax increases to balance the budget is high. • Budget assumptions are considered to be adequately prudent, although the use of contingencies may be limited. • Reduced ability and/or willingness to manage budget pressures through meaningful expenditure restraint or revenue-raising initiatives.	• Budget pressures tend to linger and are viewed as potentially unsustainable, resulting in steady reliance on one-time funding and/or sizable tax increases to balance the budget. • Budget assumptions are considered to be less prudent, resulting in more significant variances and use of contingencies. • Limited ability and/or willingness to manage budget pressures through meaningful expenditure restraint or revenue-raising initiatives.
Tax Competitiveness	• Property taxes and user fees are low, providing ample room to raise taxes if necessary. • Political willingness to raise taxes and fees to cover inflationary operating pressures and future capital investment needs.	• Property taxes and user fees are in line with peers, providing moderate flexibility to raise taxes. • Political willingness to raise taxes and fees to cover inflationary operating pressures, but future capital investment needs may remain unfunded.	• Property tax and user-fee burdens may already be somewhat high, limiting the ability to further raise taxes and fees if needed. • Limited political willingness to raise taxes and fees to cover either inflationary operating pressures or capital investment.	• Tax and user-fee burdens are high, and delinquencies are building up. • Political resistance to raising taxes and fees to cover either inflationary operating pressures or capital investment.
Transparency and Reporting	• Fiscal management framework is very well developed and responsive, with detailed planning documents and clear presentation. • Budget documents are clearly comparable to reported financial results.	• Fiscal management framework is well developed, with detailed planning documents. • Budget documents are somewhat comparable to reported financial results. • Transparency is good, and financial reporting is timely.	• The fiscal management framework is well developed, but some key planning documents or reports may lack details. • Budget documents are somewhat comparable to reported financial results.	• The fiscal management framework lacks structure. • Budget documents are not comparable with reported financial results. • Transparency and timeliness of financial reporting are weaker, with only limited planning documents.

	• Transparency and timeliness in financial reporting are exemplary.		• Transparency and timeliness of financial reporting are considered adequate.	

Debt and Liquidity Management

The financial management strategy and practices of a municipal government, including the requirements and financing strategy for capital investment, sophistication of debt and liquidity practices, debt structure and maturity profile, and other unfunded liabilities are central considerations in the determination of a municipal government rating.

	AAA	AA	A	BBB
Capital Investment Outlook	• Capital investment requirements for the foreseeable future are manageable and are not expected to pressure debt materially.	• Capital investment requirements may be sizable, but they are not expected to put excessive pressure on debt.	• Significant capital investment requirements have the potential to lead to significant increases in debt going forward, although management may have been successful at containing upward pressure in recent years.	• Large current and future capital needs are expected to lead to rising debt.
Debt and Liquidity Management Practices	• Debt and liquidity management practices are highly sophisticated and very conservative.	• Debt and liquidity management practices are sophisticated and conservative.	• Debt and liquidity management practices are conservative but may lack formality or sophistication relative to those of frequent borrowers.	• Debt and liquidity management practices are lacking structure and sophistication relative to those of frequent borrowers.
Debt Structure and Maturity Profile	• The debt structure is very prudent, with low refinancing risk, a smooth maturity profile, and minimal unhedged exposure to interest rate reset risk and foreign currency fluctuations.	• The debt structure is prudent but may at times entail sizable refinancing needs, an uneven maturity profile, or modest exposure to interest rate reset risk.	• The debt structure is prudent but may at times entail sizable refinancing due to an uneven maturity profile or moderate exposure to interest rate reset risk.	• The debt structure is less prudent and at times entails sizable refinancing due to an uneven maturity profile or more material exposure to interest rate reset risk.
Pension and Benefits Liabilities	• Unfunded pension and postemployment benefit liabilities, if any, are low and being addressed.	• Unfunded pension and postemployment benefit liabilities may be sizable but are being addressed.	• Unfunded pension and postemployment benefit liabilities may be considerable and steadily growing.	• Unfunded pension and postemployment benefit liabilities may be considerable and steadily growing, leading to pressure on operating results.

Relations with Senior Governments

Relations with senior governments influence the rating of municipal governments, as municipalities receive substantial senior government funding for capital projects and the delivery of certain programs from provincial and federal sources, share their tax base with their provincial and federal counterparts, and are bound by the broader legislative and regulatory frameworks set by provincial and federal governments in areas such as revenue-generating powers and service responsibilities.

	AAA	AA	A	BBB
Municipal Legislative Framework	• The legislative framework defining municipal responsibilities and revenue-generating powers is supportive and fosters financial sustainability. • Adequate provincial monitoring is provided.	• The legislative framework defining municipal responsibilities and revenue-generating powers is supportive and fosters financial sustainability. • Adequate provincial monitoring is provided.	• The legislative framework defining municipal responsibilities and revenue-generating powers is rigid and may lack the guidelines necessary to foster financial sustainability. • Provincial monitoring is more limited.	• The legislative framework defining municipal responsibilities and revenue-generating powers is weak and lacks the guidelines necessary to foster financial sustainability. • Provincial monitoring is potentially insufficient.

Senior Government Funding	• Sizable and reliable funding support is provided by senior governments, particularly for major capital investments and social services.	• Senior government funding support is meaningful and relatively reliable but may display volatility depending on the economic and fiscal environment.	• Senior government funding support is somewhat less meaningful as a share of revenues and is less reliable and predictable. • Funding displays greater volatility depending on the economic and fiscal environment.	• Senior government funding support is viewed as unreliable or inadequate, with a higher level of volatility depending on the economic and fiscal environment.
Relations with Senior Governments	• Co-operative relationship with senior governments and record of supportive tax and program policy objectives. • Limited interference by senior governments in traditional areas of municipal responsibility.	• Reasonable level of co-operation with senior governments, although policy objectives may diverge in some areas. • Some interference by senior governments in traditional areas of municipal responsibility.	• Less co-operative relationships with senior governments. • Direct but infrequent interference by senior governments in traditional areas of municipal responsibility. • History of downloading of service responsibilities with little accompanying fiscal support from senior governments.	• Contentious relationships with senior governments. • Direct interference by senior governments in traditional areas of municipal responsibility. • History of downloading of service responsibilities with no accompanying fiscal support from senior governments.

Discussion of Critical Rating Factors

Economic Structure

- The economic structure of a municipality constitutes an important consideration in the credit assessment of its government, as it is the primary determinant of the capacity of a government to raise the revenue necessary to fulfill its service responsibilities and support its debt.
- A large and diversified economy that is well integrated into the provincial transportation network will generally tend to experience more consistent growth in GDP, a steady population, and taxable assessment growth over the longer term, and it will display better labour market outcomes than smaller, more isolated commodity-based or seasonal municipal economies.
- In the analysis of a suburban commuter municipality highly reliant on a neighbouring urban municipality for employment, DBRS Morningstar may consider some of the larger city's economic fundamentals, provided the municipality being rated is strongly integrated into its larger neighbour and is likely to retain this relationship over time because of its proximity, competitive taxes, and/or considerable availability of land for development, among other factors.

Fiscal Management

- DBRS Morningstar considers the political and administrative commitment to fiscal sustainability, as evidenced by public statements, strategy documents, political/administrative policies, processes, or commitments. Strategies employed to maintain fiscal balance are considered, with one-time measures, deferrals, reserve draws, or reliance on volatile or uncertain revenue sources (e.g., real estate/land transfer taxes) generally viewed as weaknesses in the municipal fiscal management framework. DBRS Morningstar analyzes the volatility of fiscal results, which provides an indication of the government's commitment to maintaining a sound fiscal position.

- DBRS Morningstar evaluates budget management practices and prudence, including the conservatism of assumptions contained within operating/capital budgets, the presence of budget contingencies, and other forms of flexibility to respond to in-year pressures. DBRS Morningstar compares recent years' fiscal results with original budget estimates, examining the frequency and extent of major budget deviations.
- The municipality's fiscal capacity and relative tax and user fee burden is considered in relation to peers locally and nationally, as well as the willingness of political and administrative leaders to respond to both operating and capital pressures considering available revenue tools and provincially mandated service responsibilities.
- DBRS Morningstar considers the timeliness, breadth, and transparency of municipal budgeting and financial reporting as an indicator of the quality of the municipal fiscal framework.

Debt and Liquidity Management

- The financial management strategy and practices of a municipal government, including the requirements and financing strategy for capital investment, sophistication of its debt and liquidity management practices, debt structure and maturity profile, and other unfunded liabilities are central considerations in the determination of a municipal government rating.
- DBRS Morningstar examines current and projected levels of capital investments, as investment in physical infrastructure is the primary driver of borrowing needs based on provincial government prohibitions on debt for operating purposes.
- The government's financial management strategy, including the level of sophistication of its borrowing practices and overall debt structure, helps assess the potential volatility of debt-servicing requirements.
- DBRS Morningstar assesses the composition and maturity structure of the debt stock and its sensitivity to changes in interest and exchange rates (if applicable) and considers the full range of factors that could affect the debt burden and related servicing requirements to assess overall affordability. (See Appendix 1 for DBRS Morningstar's definition of tax-supported and self-supported debt).
- Although pension and employee future benefit liabilities are not included in the calculation of tax-supported debt for municipal governments, they are considered in the analysis of debt affordability to the extent that they will drive future cash funding requirements.

Relations with Senior Governments

- While the creditworthiness of a Canadian municipality is primarily driven by the fundamentals of that municipality, relations with the provincial and federal government may also have an influence on the rating.
- Municipalities receive substantial senior government funding for capital projects and the delivery of certain programs, share their tax base with their provincial and federal counterparts, and are bound by the broader legislative and regulatory frameworks set by the provincial government for revenue-generating powers and service responsibilities. Given these linkages, a stronger provincial and federal government credit profile implies a higher level and consistency of funding support to municipal governments.
- Service responsibilities, revenue-generating powers, and all other determining features of the operating framework of municipalities are defined by provincial governments. As a result, the responsiveness of a provincial government to the realities faced by municipal governments, as well as the various constraints

or flexibilities provided through the legislated framework, may also have significant implications for the credit profile of municipalities, highlighting the importance of considering the dynamic between municipalities and their respective provincial governments.

- DBRS Morningstar considers the current state and history of intergovernmental relations between municipalities and senior governments. The degree of intergovernmental co-operation and policy alignment, including potential interference by senior governments in areas of traditional municipal responsibility or the downloading of services with or without accompanying fiscal support, can have implications for the municipal government's financial outlook.

Financial Risk Assessment Factors

Primary FRA Factors

- Recognizing that any analysis of financial metrics may be prone to misplaced precision, DBRS Morningstar has limited its matrix of the key metrics below to a small sample of critical ratios. For each of these ratios, DBRS Morningstar provides a range within which the issuer's financial risk would be considered as supportive for the rating category. However, the wide range of municipalities in existence throughout Canada, especially in terms of size, location, economic diversification, and wealth, makes any attempt at generalization challenging and potentially misleading. As such, the values provided below are for Canada's larger cities with populations exceeding 300,000, as their credit profiles are generally supported by diversified economies and sophisticated management frameworks.
- This rating methodology can be used for smaller municipalities, although unique strengths or weaknesses such as overreliance on a single industry or location in a shrinking, economically challenged region may distort the analysis and reduce the relevance of the guidelines significantly, requiring financial metrics considerably stronger than noted below for a rating category.
- Furthermore, the ratings in the matrix below should not be understood as the final rating for a large city with matching metrics. The final rating is a blend of both the operating risk and financial risk considerations in their entirety.
- DBRS Morningstar ratings are based heavily on future performance expectations, so while past metrics are important, any final rating will incorporate DBRS Morningstar's opinion on future metrics based on the best available projections and assumptions of a government's future debt burden.
- It is also not uncommon for a government's key ratios to move in and out of the ranges noted in the ratio matrix above. In the application of this matrix, DBRS Morningstar looks beyond the point-in-time ratio.

Exhibit 2 Canadian Municipal Government Financial Risk Assessment Metrics

Key Ratio	AAA	AA	A	BBB
Net tax-supported debt per capita ($)[1]	< 600	600 to 3,000	3,000 to 5,000	> 5,000
Net tax-supported debt as a percentage of taxable assessment (%)	< 0.5	0.5 to 2.0	2.0 to 6.0	> 6.0
Interest costs as a percentage of total revenues (%)	< 1.5	1.5 to 9.0	9.0 to 15.0	> 15.0
Net post–capital expenditure surplus (deficit) as a share of total revenues (five-year average; %)	> 5.0	5.0 to 0.0	0.0 to (5.0)	> (5.0)

1 Refer to Appendix 1 for an explanation of DBRS Morningstar adjustments to reported financial figures. DBRS Morningstar notes that this metric is adjusted periodically.

General Considerations in Evaluating a Canadian Municipal Government's Credit Profile

Fiscal Balance

- Fiscal results are viewed by DBRS Morningstar as an indicator of management proficiency and commitment to fiscal sustainability. A municipal government's operating balance (operating revenues excluding capital revenues minus program expenditures excluding amortization expense) is an indicator of fiscal flexibility, while the net post–capital expenditures (capex) surplus (deficit) (operating balance minus net capex) better reflects overall fiscal sustainability and the potential financing requirements in each year.
- DBRS Morningstar notes that Canadian municipalities are required under legislation to balance their operating budgets, although capital investment and accounting consolidation may at times translate into sizable post-capex deficits and upward pressure on debt and tax rates.
- DBRS Morningstar views operating deficits negatively but will generally discount them if they are the result of nonrecurring events rather than a structural imbalance that the government shows little initiative in addressing. DBRS Morningstar refers to this practice as rating through the cycle.

Revenues

- The primary source of revenue for municipal governments is residential, commercial, and industrial property taxation. Other sources include user fees for services such as water and waste management, senior government grants, and earnings from government enterprises.
- While property tax revenues are subject to seasonal fluctuations based on tax collection dates, these dynamics are well understood and accounted for by municipal governments. Because Canadian municipalities do not tax income or consumption, they generally benefit from a more stable revenue base than provincial governments, as property taxation is also generally insulated from economic and home price cyclicality.
- Emphasis is placed on the resilience of major revenue sources, reliance on provincial government transfers, and competitiveness of the city's tax rates relative to neighbouring jurisdictions. DBRS Morningstar considers overreliance on uncertain or volatile revenue sources (e.g., real estate transfer taxes) to be a weakness in the fiscal management framework.
- Constraints in revenue-generating powers such as legislated caps on certain property tax rates, political willingness to raise taxes, and structural weaknesses in the government's tax system are also considered, including the ability of municipal revenue tools to adequately address inflationary pressures such as salary and benefit escalation and long-term capital investment requirements.
- DBRS Morningstar may make certain adjustments to reported revenue figures to exclude nonrecurring items and ultimately better reflect the underlying fiscal situation of a municipality.

Expenditures

- Municipal government expenditures are also generally predictable and considerably less exposed to demand pressures relative to provincial governments. They also follow patterns that do not vary significantly year to year.
- DBRS Morningstar distinguishes between three major types of expenditures: service and program expenses; capital investments and debt servicing, with an emphasis placed on identifying major trends; and actual and potential areas of pressures and sources of rigidities.

- In its analysis of program expenditures, DBRS Morningstar focuses on the government's primary service responsibilities and the relationship between key expenditure items and factors such as demographics and economic conditions to identify potential sources of fiscal volatility and pressure. Analysts review major program responsibilities established by the provincial government, focusing on the coherence and sustainability of programs and expected cost implications in relation to external revenue sources, if any, such as senior government grants.
- Capital investment accounts for a considerable portion of municipal spending. Municipal governments have some flexibility to manage and partially defer capital spending in the near term in response to both internal budget pressures and external factors, including variability in senior government capital funding. This has contributed to the buildup of significant deferred maintenance deficits in most large Canadian municipalities. However, over the long term, capital investment requirements represent the key driver of debt growth for municipal governments, which are only permitted to borrow for capital purposes.
- DBRS Morningstar considers the capital investment requirements faced by the municipality, including for the state of good repair of public infrastructure and for growth-related investments. This typically includes major public transit infrastructure, roadways and bridges, and municipal water and sewer systems. Financing methods and accounting rules for capital spending are also reviewed to understand the debt implications of projected capital needs.
- Debt servicing is the most rigid expenditure category and can constitute a meaningful portion of a government's budget. Thus the stability and trend of a municipality's debt servicing requirements are important considerations

Balance Sheet and Financial Flexibility Considerations

- The sustainability of a municipality's debt burden and balance sheet flexibility are central considerations in the determination of a credit rating. DBRS Morningstar examines current and projected levels of indebtedness and considers the full range of factors that could affect the debt burden and related servicing requirements.
- The primary focus is on tax-supported debt, which includes financial obligations for which taxpayers are directly accountable. This concept captures tax-supported debt directly issued by the municipality as well as the financial obligations of any other related tax-supported organization that is within municipal jurisdiction (e.g., transit authorities).
- Debt is measured by DBRS Morningstar net of sinking funds and other quality assets set aside explicitly for debt-retirement purposes. The tax-supported debt figure is compared with the municipality's taxable assessment base and on a per-capita basis to assess debt affordability. (See Appendix 1 for DBRS Morningstar's definition of tax-supported debt.)
- Self-supporting debt, which is issued by or for commercial or potentially commercial municipal government enterprises or assets and serviced by a distinct revenue stream (e.g., electric utilities or water services), is analyzed separately by DBRS Morningstar for its affordability and is generally allocated a lesser weighting in the credit review. (See Appendix 1 for DBRS Morningstar's definition of self-supporting debt.)
- Because of the general stability and predictability of revenue and expenditures, liquidity is typically not a material source of concern for Canada's major municipalities, but DBRS Morningstar conducts an

assessment to identify potential liquidity vulnerabilities (see the Overlay Factors: Liquidity section for more information).

Blending the CRFs and FRA into an Issuer Rating

- The core assessment is a blend of the CRFs and FRA. In most cases, the CRFs will have greater weight than the FRA in determining the issuer rating.
- At the low end of the rating scale, however, particularly in the B range and below, the FRA and liquidity factors play a much larger role. The CRFs would, therefore, receive a lower weighting than it would at higher rating levels.
- In addition, DBRS Morningstar also takes into consideration the volatility of an issuer's FRA in arriving at the final rating. An issuer with more volatile credit metrics than its industry peers may be rated lower than it would otherwise be based on a blend of the CRFs and FRA. The lower rating reflects the higher risk, especially in a downturn, associated with the increased volatility.

Overlay Factors

Liquidity

- Given the stability and predictability of municipal government revenues and expenditures, combined with legislative requirements to balance operating budgets, liquidity is typically not a material source of concern for Canada's major municipalities.
- External financing requirements for capital investment and refinancing needs have the potential to create liquidity pressures, although DBRS Morningstar notes that Canadian municipalities generally benefit from (1) access to the lending programs of provincially created municipal finance agencies (Municipal Finance Authority of B.C., Infrastructure Ontario, Alberta Capital Finance Authority, etc.); (2) widespread of sinking funds to retire maturing bullet debentures, largely eliminating refinancing risk for many municipalities and resulting in significant pools of available liquidity; and (3) the ability to partially defer or curtail capital investment in the near term to preserve cash and reserves, which combine to further mitigate concerns with respect to liquidity.
- Nonetheless, similar to other rated sectors, DBRS Morningstar conducts a qualitative liquidity assessment based on four key liquidity determinants (i.e., liquid reserves, capex financing, refinancing needs (if any), and access to external financing) in order to identify potential vulnerabilities in an issuer's liquidity profile.
- Material deficiencies identified in the liquidity assessment may exert downward pressure on the rating.

Ownership of Valuable Municipal Corporations

- DBRS Morningstar considers material benefits generated by the municipal ownership of self-supporting corporations as fulfilling commercial mandates. Electricity-generating utilities are the most common type of valuable corporations owned by major Canadian municipalities. These entities often generate steady dividend streams that contribute positively to fiscal results and could be monetized, if needed, to significantly reduce debt. However, ownership of poorly performing corporations can represent a drain on municipal resources and potentially add to tax-supported debt obligations.

ESG Considerations

- Environmental, Social, and Governance (ESG) factors may affect a credit rating and/or the related credit analysis. The impact of ESG factors may vary across industries, sectors, or asset classes and is described in the *DBRS Morningstar Criteria: Approach to Environmental, Social, and Governance Risk Factors in Credit Ratings*. Where an ESG factor is material to a corporate rating, but is not otherwise addressed in a BRA/FRA factor or other overlay, DBRS Morningstar will reflect the impact of the ESG factor on the rating through this general ESG overlay.

Rating the Specific Instrument and Other Criteria

- The issuer rating (which is an indicator of the probability of default of an issuer's debt) is the basis for rating specific instruments of an issuer, where applicable. DBRS Morningstar uses a hierarchy in rating long-term debt that affects issuers that have classes of debt that do not rank equally. In most cases, lower-ranking classes would receive a lower DBRS Morningstar rating. For more detail on this subject, please refer to the general rating information contained in DBRS Morningstar's *Credit Ratings Global Policy*.
- *In addition to this methodology, the following criteria may be used from time to time in determining a rating.*
- For a discussion of the relationship between short- and long-term ratings and more detail on liquidity factors, please refer to the DBRS Morningstar policy *Short-Term and Long-Term Rating Relationships* and *DBRS Morningstar Criteria: Commercial Paper Liquidity Support for Nonbank Issuers*.
- Guarantees and other types of support are discussed in *DBRS Morningstar Criteria: Guarantees and Other Forms of Support*.

Appendix 1: DBRS Morningstar Adjustments to Reported Financial Figures

In certain circumstances, DBRS Morningstar may adjust the financial results reported by a municipal government in order to (1) allow for a better comparison among peers, (2) capture all material tax-supported debt, (3) exclude debt deemed to be self-supporting within the reporting entity, and/or (4) present fiscal results that are more reflective of the impact of government activities on indebtedness. The most frequent adjustments relate to the following areas:

1. **Net Tax-Supported Debt:** In an effort to capture the full extent of debt obligations to the account of taxpayers, DBRS Morningstar sums the debt of all activities and entities supported in a significant fashion by tax proceeds, such as public transit, road investments, and general municipal services and operations. Tax-supported debt is measured by DBRS Morningstar net of sinking funds and other quality assets set aside explicitly for debt-retirement purposes.

   Tax-supported debt includes direct debt and other long-term capital obligations such as capital leases or liabilities arising from public-private partnership (also known as Alternative Financing and Procurement) contracts if these obligations are materially supported by tax proceeds.

2. **Self-Supporting Debt:** DBRS Morningstar considers certain debt or long-term capital obligations as self-supporting and separate from the tax-supported debt burden. Debt or long-term capital obligations are considered self-supporting provided that the services or assets have commercial value and are operated on a commercially sustainable basis, are highly unlikely to require government support, and are mostly (if not entirely) supported by user fees, a rate base, a levy, or an otherwise distinct revenue stream (e.g., toll revenue) dedicated to servicing and repaying the associated debt or long-term capital obligation. DBRS Morningstar believes that these services or assets could potentially be monetized to repay the related debt obligations if the municipality faced serious financial stress. These activities may include municipal electricity generation and distribution, water treatment/distribution, and tolled transportation and transit infrastructure. Based on the proportion of the direct debt or long-term capital obligation that is serviced and repaid through a user fee, rate base, levy, or otherwise distinct revenue stream, DBRS Morningstar may, on a case-by-case basis, treat that proportion of the obligation as self-supporting.

   In addition, DBRS Morningstar may consider debt leveraged against long-term senior government grants (e.g., federal fuel tax grants) to be self-supported and may therefore exclude such debt from tax-supported debt calculations provided (A) the grants fully cover debt servicing requirements of the related debt, (B) the term of the debt does not exceed the useful life of the assets being funded, (C) the municipality discloses the value of such debt in its financial statements, and (D) the

commitment from the senior government is secured in legislation or by established government policies.

3. **Capex Treatment:** DBRS Morningstar converts capex from an amortization basis to a pay-as-you-go basis to get fiscal results that are more reflective of the full extent of municipal government spending and of external financing needs for a given year.

4. **Nonrecurring Items:** Fiscal results sometimes include extraordinary items that introduce distortions in results and hinder year-over-year comparisons of results. These may include asset sales performed to boost revenues and balance budgets in challenging fiscal times, restructuring costs, or write-offs of tax receivables. DBRS Morningstar attempts to remove all material nonrecurring items from reported results in order to better understand the underlying fiscal position of a municipality.

Appendix 2: Key Financial Ratios

Exhibit 3 Key Financial Ratios

Net Tax-Supported Debt Per Capita	Net tax-supported debt ÷ Total population of the municipality (as reported in most recent census or population estimate) Where, net tax-supported debt is gross market debt outstanding, less • Self-supporting debt (see Appendix 1) • Dedicated debt retirement/sinking funds and debt reserves • Amounts recoverable from senior governments • Municipal government holdings of its own debt obligations (outside of sinking funds)
Net Tax-Supported Debt as a Percentage of Taxable Assessment	Net tax-supported debt (see definition above) ÷ Total residential, commercial, industrial, and farm assessment value (as reported by the municipality or provincial government)
Interest Costs as a Percentage of Total Revenues	Interest charges on market debt outstanding (net of interest earned on sinking funds) ÷ Total revenues (net of interest earned on sinking funds)
Net Post-Capex Surplus (Deficit) as a Share of Total Revenues (Five-Year Average)	Operating surplus (deficit), net of amortization expenses – Net capex (gross capex, minus capital revenues (senior government grants and developer contributions)) ÷ Total revenues

About DBRS Morningstar

DBRS Morningstar is a full-service global credit ratings business with approximately 700 employees around the world. We're a market leader in Canada, and in multiple asset classes across the U.S. and Europe.

We rate more than 3,000 issuers and nearly 60,000 securities worldwide, providing independent credit ratings for financial institutions, corporate and sovereign entities, and structured finance products and instruments. Market innovators choose to work with us because of our agility, transparency, and tech-forward approach.

DBRS Morningstar is empowering investor success as the go-to source for independent credit ratings. And we are bringing transparency, responsiveness, and leading-edge technology to the industry.

That's why DBRS Morningstar is the next generation of credit ratings.

Learn more at dbrsmorningstar.com.



The DBRS Morningstar group of companies consists of DBRS, Inc. (Delaware, U.S.)(NRSRO, DRO affiliate); DBRS Limited (Ontario, Canada)(DRO, NRSRO affiliate); DBRS Ratings GmbH (Frankfurt, Germany)(EU CRA, NRSRO affiliate, DRO affiliate); and DBRS Ratings Limited (England and Wales)(UK CRA, NRSRO affiliate, DRO affiliate). For more information on regulatory registrations, recognitions and approvals of the DBRS Morningstar group of companies, please see: https://www.dbrsmorningstar.com/research/225752/highlights.pdf.

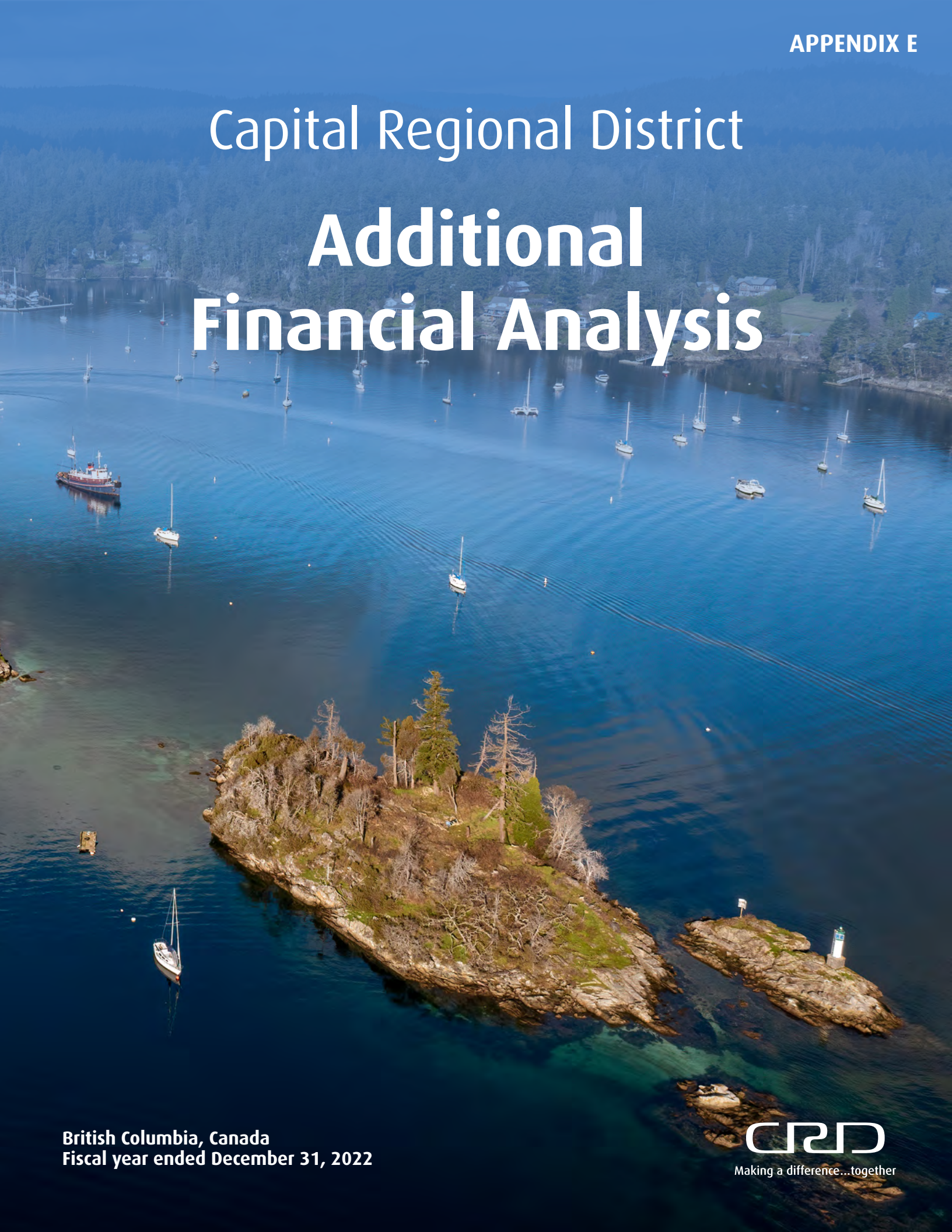
The DBRS Morningstar group of companies are wholly-owned subsidiaries of Morningstar, Inc.

© 2022 DBRS Morningstar. The information upon which DBRS Morningstar credit ratings and other types of credit opinions and reports are based is obtained by DBRS Morningstar from sources DBRS Morningstar believes to be reliable. DBRS Morningstar does not audit the information it receives in connection with the analytical process, and it does not and cannot independently verify that information in every instance. The extent of any factual investigation or independent verification depends on facts and circumstances. DBRS Morningstar credit ratings, other types of credit opinions, reports and any other information provided by DBRS Morningstar are provided "as is" and without representation or warranty of any kind and DBRS Morningstar assumes no obligation to update any such ratings, opinions, reports or other information. DBRS Morningstar hereby disclaims any representation or warranty, express or implied, as to the accuracy, timeliness, completeness, merchantability, fitness for any particular purpose or non-infringement of any of such information. In no event shall DBRS Morningstar or its directors, officers, employees, independent contractors, agents, affiliates and representatives (collectively, DBRS Morningstar Representatives) be liable (1) for any inaccuracy, delay, loss of data, interruption in service, error or omission or for any damages resulting therefrom, or (2) for any direct, indirect, incidental, special, compensatory or consequential damages arising from any use of credit ratings, other types of credit opinions and reports or arising from any error (negligent or otherwise) or other circumstance or contingency within or outside the control of DBRS Morningstar or any DBRS Morningstar Representative, in connection with or related to obtaining, collecting, compiling, analyzing, interpreting, communicating, publishing or delivering any such information. IN ANY EVENT, TO THE EXTENT PERMITTED BY LAW, THE AGGREGATE LIABILITY OF DBRS MORNINGSTAR AND THE DBRS MORNINGSTAR REPRESENTATIVES FOR ANY REASON WHATSOEVER SHALL NOT EXCEED THE GREATER OF (A) THE TOTAL AMOUNT PAID BY THE USER FOR SERVICES PROVIDED BY DBRS MORNINGSTAR DURING THE TWELVE (12) MONTHS IMMEDIATELY PRECEDING THE EVENT GIVING RISE TO LIABILITY, AND (B) U.S. $100. DBRS Morningstar does not act as a fiduciary or an investment advisor. DBRS Morningstar does not provide investment, financial or other advice. Credit ratings, other types of credit opinions and other analysis and research issued by DBRS Morningstar (a) are, and must be construed solely as, statements of opinion and not statements of fact as to credit worthiness, investment, financial or other advice or recommendations to purchase, sell or hold any securities; (b) do not take into account your personal objectives, financial situations or needs; (c) should be weighed, if at all, solely as one factor in any investment or credit decision; (d) are not intended for use by retail investors; and (e) address only credit risk and do not address other investment risks, such as liquidity risk or market volatility risk. Accordingly, credit ratings, other types of credit opinions and other analysis and research issued by DBRS Morningstar are not a substitute for due care and the study and evaluation of each investment decision, security or credit that one may consider making, purchasing, holding, selling, or providing, as applicable. A report with respect to a DBRS Morningstar credit rating or other credit opinion is neither a prospectus nor a substitute for the information assembled, verified and presented to investors by the issuer and its agents in connection with the sale of the securities. DBRS Morningstar may receive compensation for its credit ratings and other credit opinions from, among others, issuers, insurers, guarantors and/or underwriters of debt securities. This publication may not be reproduced, retransmitted or distributed in any form without the prior written consent of DBRS Morningstar. ALL DBRS MORNINGSTAR CREDIT RATINGS AND OTHER TYPES OF CREDIT OPINIONS ARE SUBJECT TO DEFINITIONS, LIMITATIONS, POLICIES AND METHODOLOGIES THAT ARE AVAILABLE ON https://www.dbrsmorningstar.com. Users may, through hypertext or other computer links, gain access to or from websites operated by persons other than DBRS Morningstar. Such hyperlinks or other computer links are provided for convenience only. DBRS Morningstar does not endorse the content, the operator or operations of third party websites. DBRS Morningstar is not responsible for the content or operation of such third party websites and DBRS Morningstar shall have no liability to you or any other person or entity for the use of third party websites.

APPENDIX E

Capital Regional District

Additional Financial Analysis



British Columbia, Canada
Fiscal year ended December 31, 2022

Making a difference...together

Table of Contents

Introduction 2

1) Net Tax-Supported Debt Per Capita 3

2) Net Tax-Supported Debt as a Percentage of Assessment 4

3) Interest Costs / Total Revenue 5

4) Net Post-capex surplus (deficit) as a share of total revenues (5 year average) 6

5) Debt Service Costs / Total Revenue 7

6) Principal and Interest as Proportion of Debt Service Costs 8

7) Current Ratio 9

8) Contributions to Reserves / Total Reserves 10

9) Total Debt 11

10) Tangible Capital Assets 12

11) Capital Investment vs. Amortization 13

Introduction

The financial performance of the organization is illustrated in the financial indicators contained in this appendix. These indicators should be read in conjunction with the 2022 Audited Financial Statements and accompanying notes. These measures demonstrate a consistent, healthy financial position based on current operational needs, existing market conditions and debt servicing costs. The debt ratios using the Dominion Bond Rating Service (DBRS) rating methodology demonstrate the CRD is able to meet its obligations and is unlikely to be adversely affected by future events.

DBRS is Canada's largest and the world's fourth largest credit rating agency, respected for its independent, third-party evaluation of credit quality. They publish research whitepapers describing their methodology of rating Canadian municipal governments (Appendix D). Their methodology includes analyzing the economic environment within which the government operates, and assessing fiscal management by looking at revenue generation, program responsibilities and fiscal discipline, as well as at the coherence and appropriateness of the strategies, policies and processes governing the planning and allocation of public funds. Other critical rating factors include financial management in terms of debt and liquidity, and relations with senior governments.

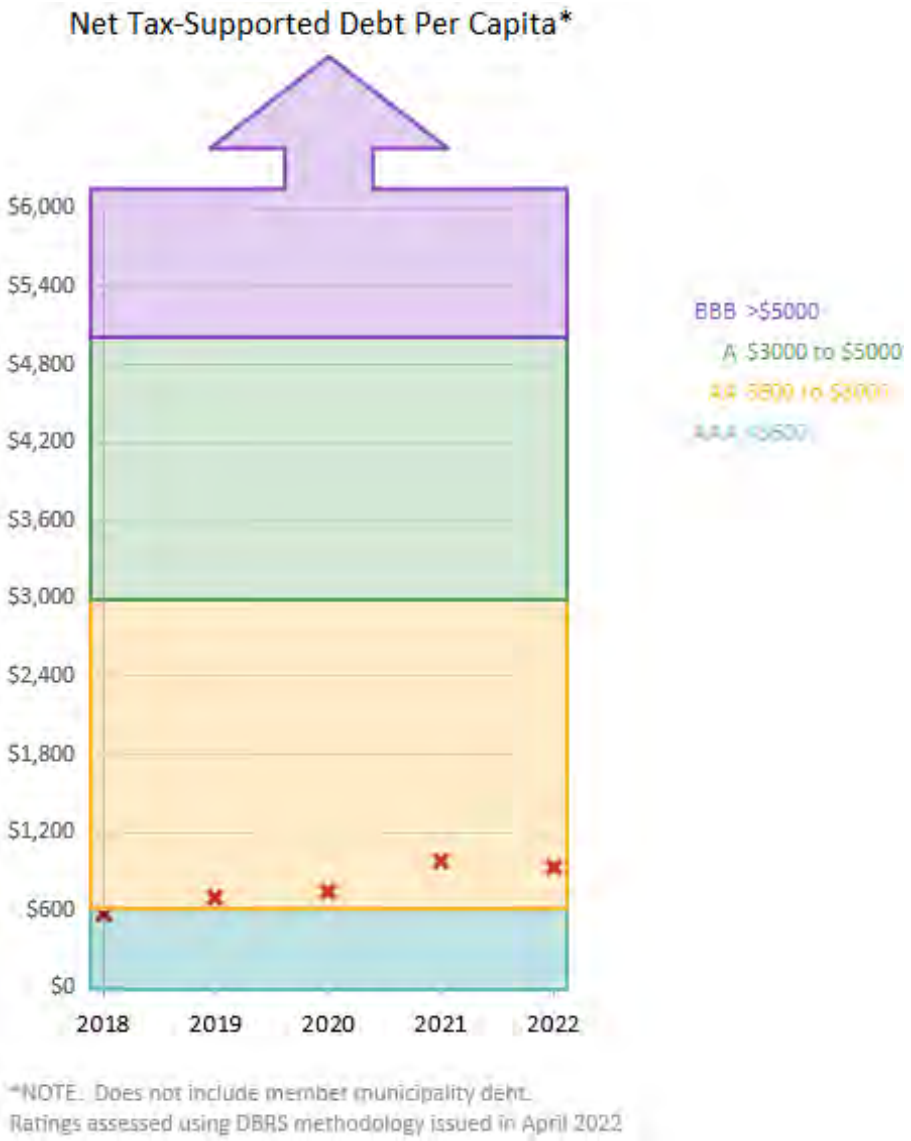
Although the final rating considers a blend of both operating risk and financial risk in their entirety, key ratios can provide a quick measure in assessing the government's financial strength— its ability to make timely payments on outstanding obligations (whether principal, interest, or other expenditures) with respect to the terms of the obligation. The following pages outline CRD key ratios.

The four ratings, from exceptional to adequate credit quality, are:

1. 'AAA' – The capacity for the payment of financial obligations is exceptionally high and unlikely to be adversely affected by future events.
2. 'AA' – The capacity for the payment of financial obligations is considered high. Differs from AAA only to a small degree. Unlikely to be significantly vulnerable to future events.
3. 'A' – The capacity for the payment of financial obligations is substantial. May be vulnerable to future events, but considered manageable.
4. 'BBB' – Adequate credit quality. The capacity for the payment of financial obligations is considered acceptable. May be vulnerable to future events.

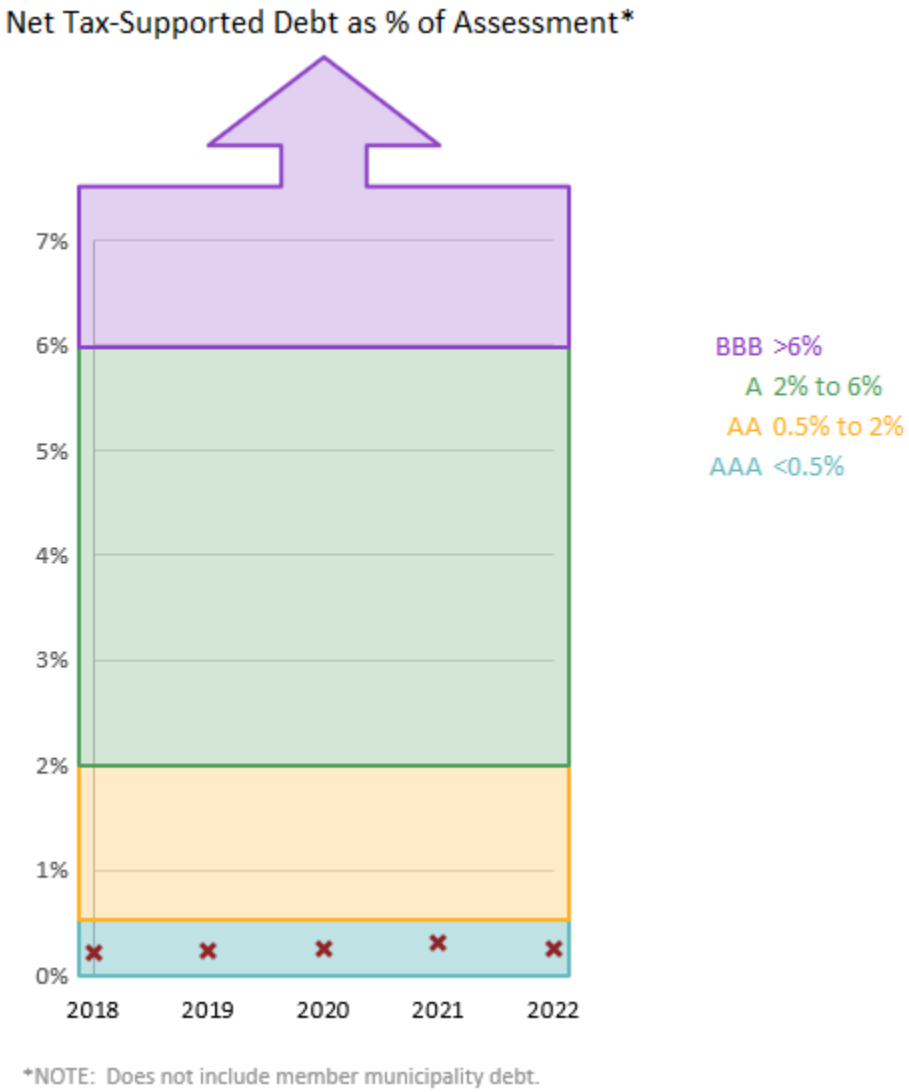
1) Net Tax- Supported Debt Per Capita

Tax-Supported Debt includes financial obligations for which taxpayers are directly accountable. Net Tax-Supported Debt per Capita is a measure of CRD's debt, excluding member municipality debt, expressed in terms of the amount attributable to each citizen under CRD's jurisdiction. This indicator is an important factor when analyzing CRD's ability to continue paying its debt service costs through current levels of tax revenue. In 2022, there was a $17.5 million net decrease in debt. The net tax-supported debt per capita is $922 as at fiscal end 2022 ($983 – 2021), within the AA rating threshold of $600 to $3000. Decisions to fund investment through debt are managed through corporate guideline which considers ideal levels of reserve and debt based on asset life; aligning timing of cost recovery to timing of services benefit to community.



2) Net Tax-Supported Debt as a Percentage of Assessment

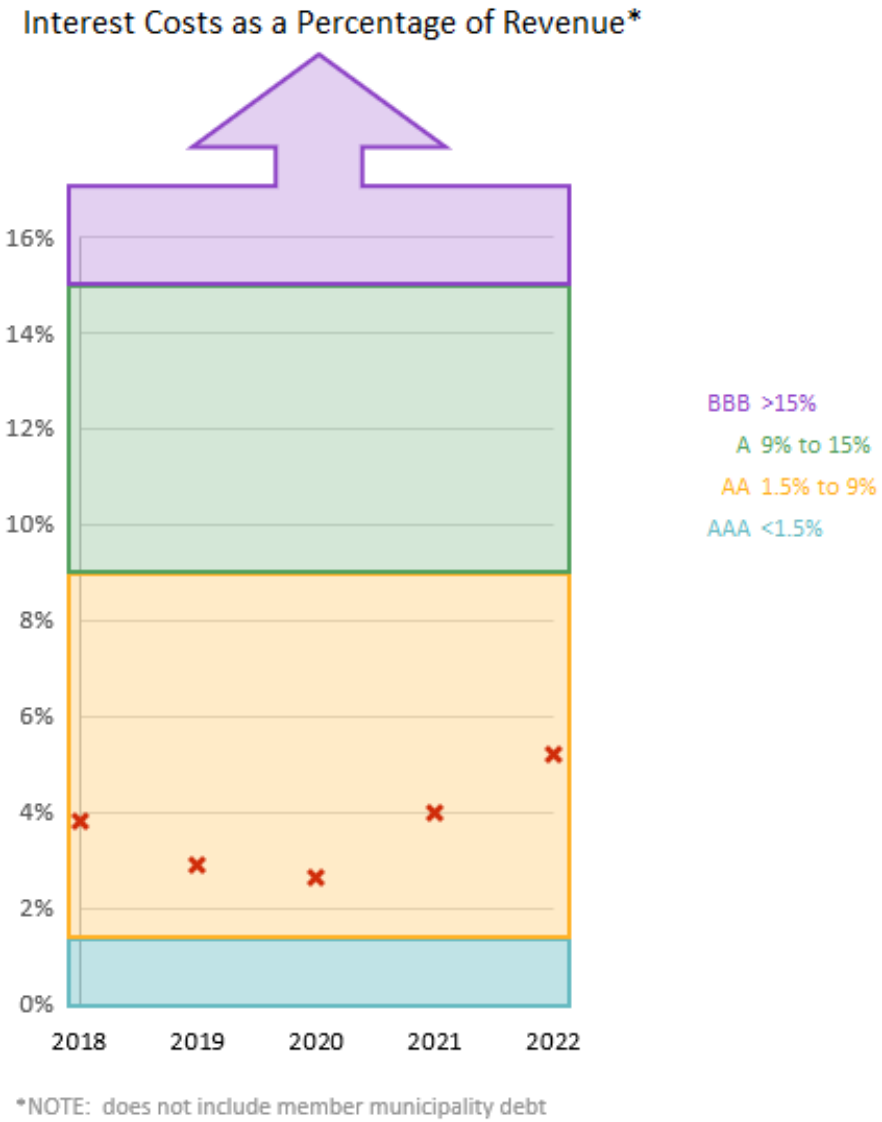
A second measure to assess debt affordability, this ratio takes the same net tax-supported debt as above and expresses it in terms of taxable assessment. This indicator is 0.25% in 2022 (0.32% - 2021), well within the AAA rating threshold of 0.5%.



*NOTE: Does not include member municipality debt.

3) Interest Costs / Total Revenue

This is the percentage of revenue committed to payment of interest on temporary and long-term debt (excluding municipal debt). A high percentage indicates greater use of revenues for servicing interest on outstanding debt, and less ability to adjust to unplanned events and changing circumstances. Interest as a percentage of total revenue was 5.23% in 2022 (4.0% - 2021), still within a AA rating. This increase was driven by interest expense that was $0.5 million higher due to a full calendar year of interest for the Residuals Treatment Facility P3 agreement, and a decrease in revenues from prior years during which significant capital grants were received for the WTP project. The percentage of revenue committed to debt repayment is monitored through corporate guideline by service, limiting commitments to within performance indicator benchmarks.



*NOTE: does not include member municipality debt

4) Net Post-capex surplus (deficit) as a share of total revenues (5 year average)

The net post-capex surplus (deficit) (operating balance minus net capital expenditures) reflects overall fiscal sustainability in each year. Net Post-capex surplus as a share of total revenue, 5 year average, for 2018-2022 is 27.4%, resulting in an AAA rating. The improvement in this ratio from 2021 is due to the removal of 2017 figures which included significant WTP capital expenditures, but limited WTP grant revenues. During 2022, net surplus post-capex improved due to a decrease in capital expenditures of $146.3 million and a decrease in capital revenues of $124.9 million largely attributable to the completion of the WTP project.

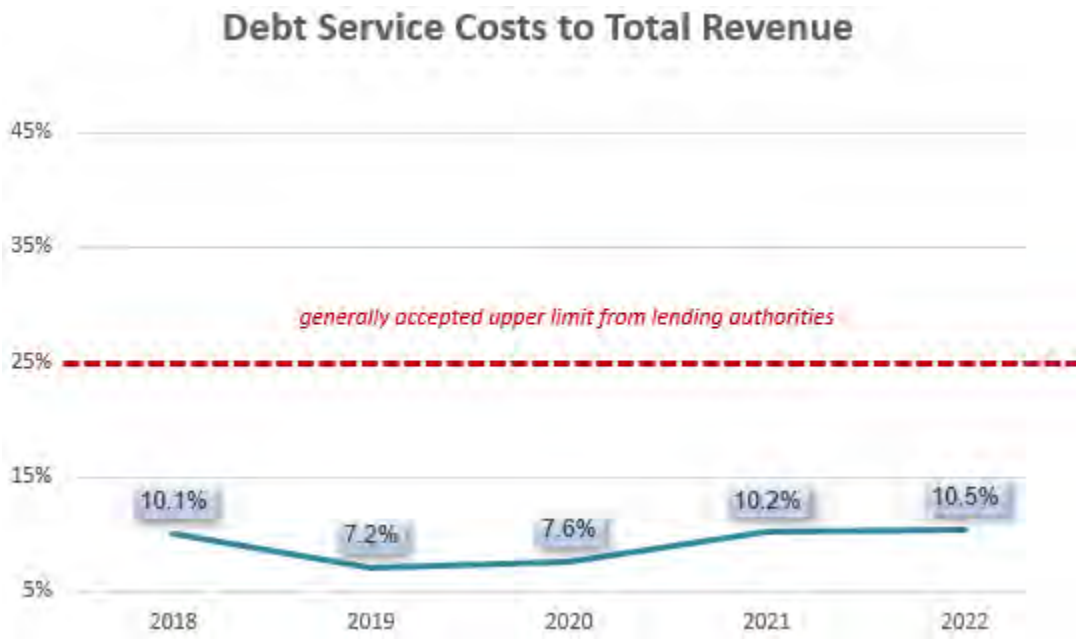
	2017-2021 Average		2018-2022 Average	
Surplus post-capex	89,947,533	**26.1%**	99,461,543	**27.4%**
Total Revenue	344,722,440		362,871,505	
		AAA		**AAA**

*NOTE: does not include member municipality debt
**NOTE: adjustments to prior year information were made for comparability

BBB	> -5.0%
A	0.0% to -5.0%
AA	5.0% to 0.0%
AAA	>5.0%

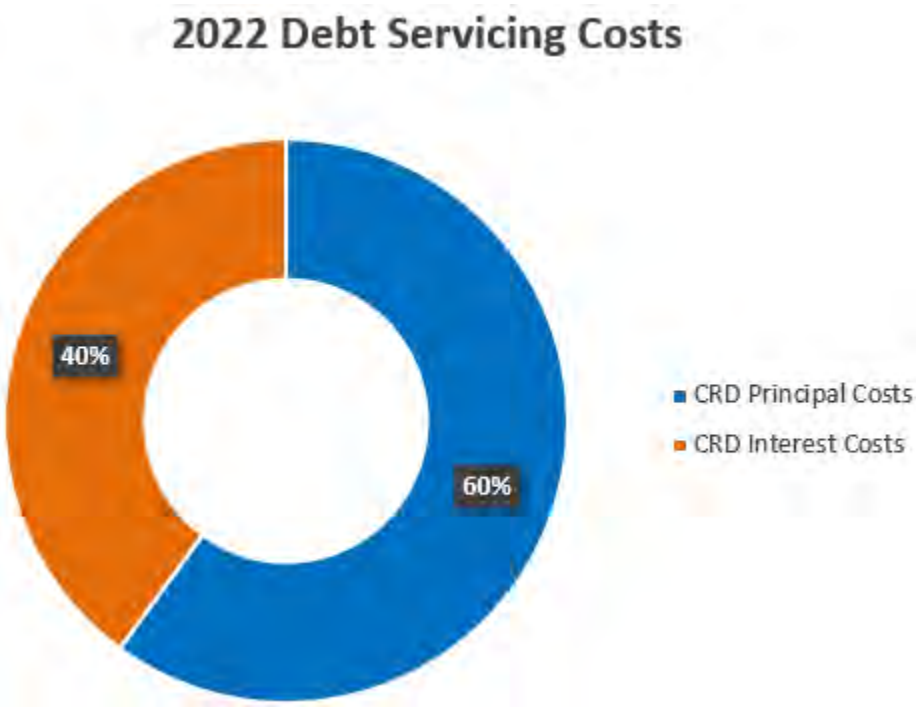
5) Debt Service Costs / Total Revenue

Related to indicator 3, this is the percentage of revenue committed to the payment of interest and principal on temporary and long-term debt. A high percentage indicates greater use of revenue for the repayment of debt, and less ability to adjust to unplanned events and changing circumstances. The CRD's average debt service cost (excluding municipal debt and normalized for WTP temporary financing transactions) to revenue for the last four years averages 8.8%, while the 2022 result is up to 10.5%. The debt service cost to total revenue increased from the prior years because those prior years included significant one-time grant revenues to fund the WTP project.



6) Principal and Interest as Proportion of Debt Service Costs

Debt servicing costs for debt incurred, through MFA or otherwise, will at first be primarily interest, with a small amount of principal included. As debt moves closer to maturity, the principal portion of the payment will increase, and the interest portion will decrease. This is due to the interest charge being calculated off the present outstanding balance of the debt, which decreases as more principal is repaid. The smaller the debt principal, the less interest is charged. In 2022, CRD's debt servicing costs (excluding municipal and WTP debt) show more principal repayment than interest, however a lower percentage was allocated to principal when compared to 2021 (62% principal costs).



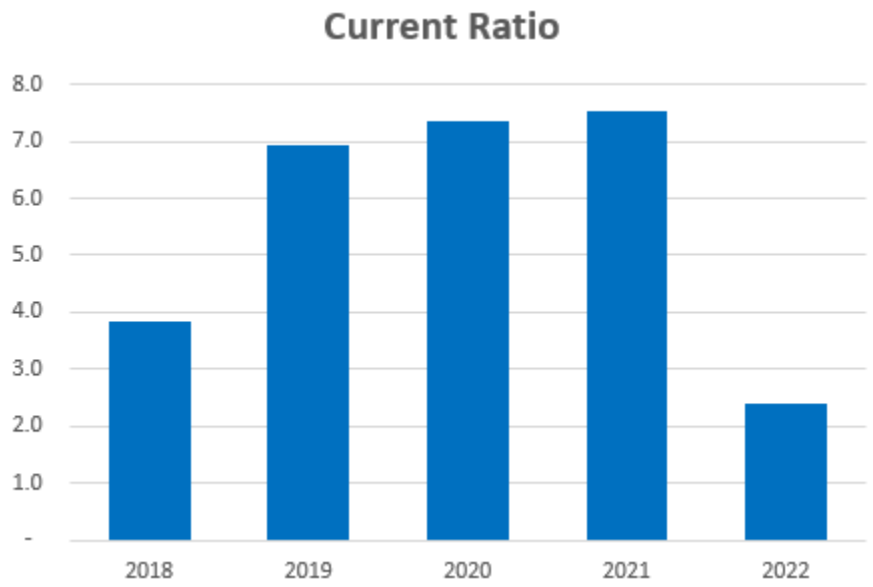
7) Current Ratio

The current ratio is a measure of the liquidity of an organization, meaning CRD's ability to meet current obligations (accounts payable) through current assets (cash and accounts receivable) of the organization. A high ratio indicates a greater ability to meet budgeted and unexpected expenditures. The current ratio has decreased to 2.4 for 2022 (adjusted to exclude balances for WTP) which was primarily driven by the CRD's treasury management strategy of shifting idle working capital from cash accounts into investments to take advantage of favorable interest rates. Generally, a current ratio greater than one is considered healthy for a government entity.

(in 000s)

	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 Actual
Current Assets	88,199 **3.8 : 1**	201,762 **6.9 : 1**	194,953 **7.3 : 1**	163,459 **7.5 : 1**	81,316 **2.4 : 1**
Current Liabilities	23,126	29,150	26,614	21,788	34,022

*Actual excludes WTP



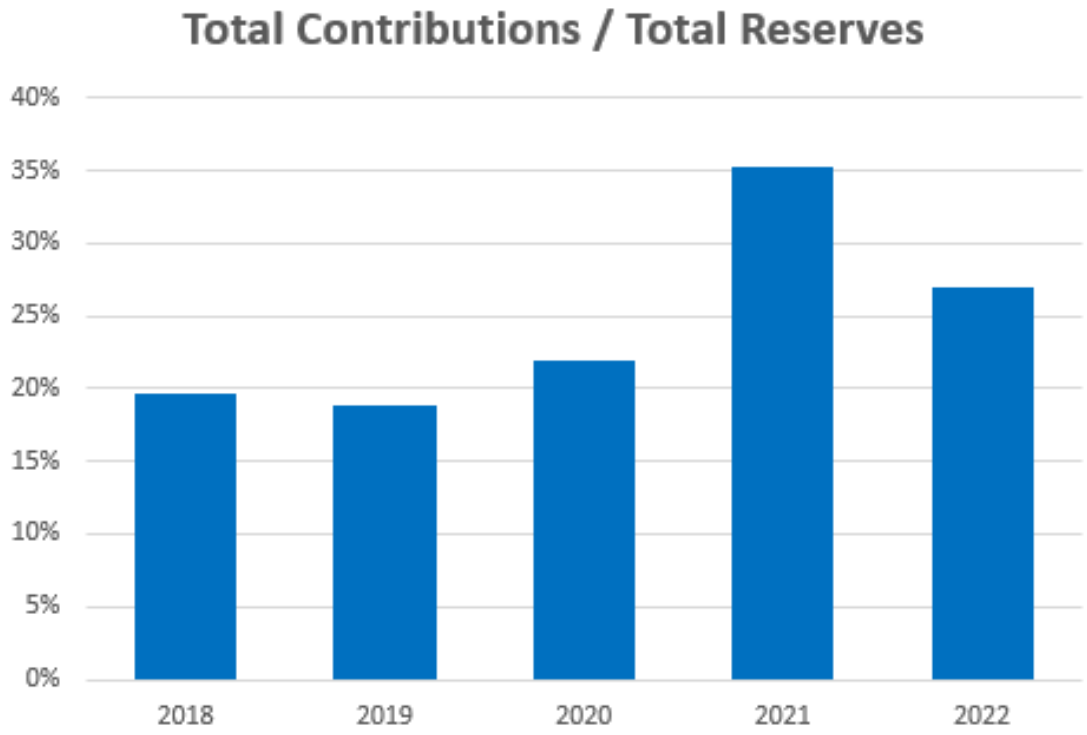
*NOTE: Current assets include cash and cash equivalents. Cash equivalents include short-term highly liquid investments with a term to maturity of less than 90 days at acquisition.

8) Contributions to Reserves / Total Reserves

The following graph shows the percentage of total reserve contributions to total reserve balances. For the previous four years, the CRD has been contributing an average of 23.8% per year to reserves. The CRD continues to contribute to reserves in order to sustain the existing infrastructure, maintain consistent debt servicing levels, and leverage grant funding.

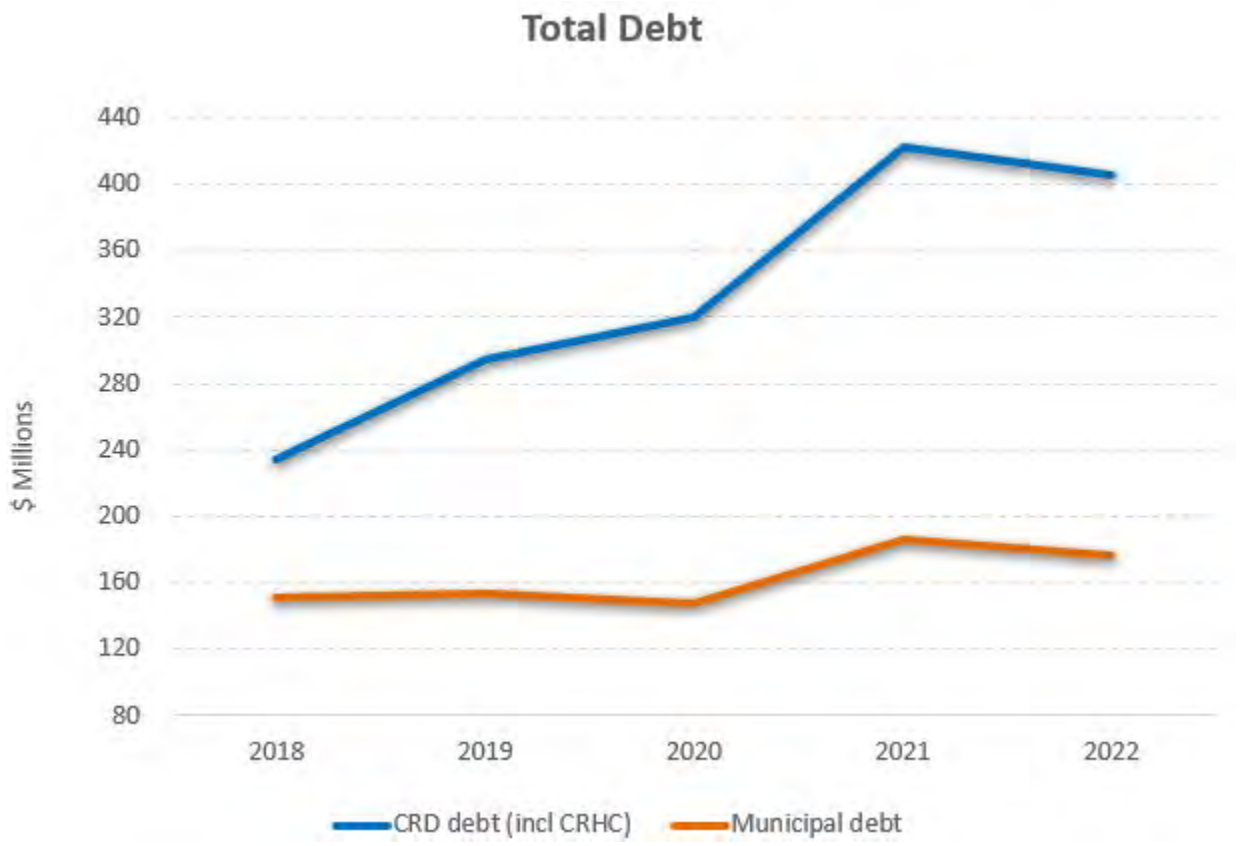
(in 000s)

	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 Actual
Reserve Contributions	26,145 **19.5%**	25,789 **18.7%**	30,785 **21.8%**	60,008 **35.2%**	46,825 **26.8%**
Total Reserves	134,029	137,814	141,413	170,334	174,511



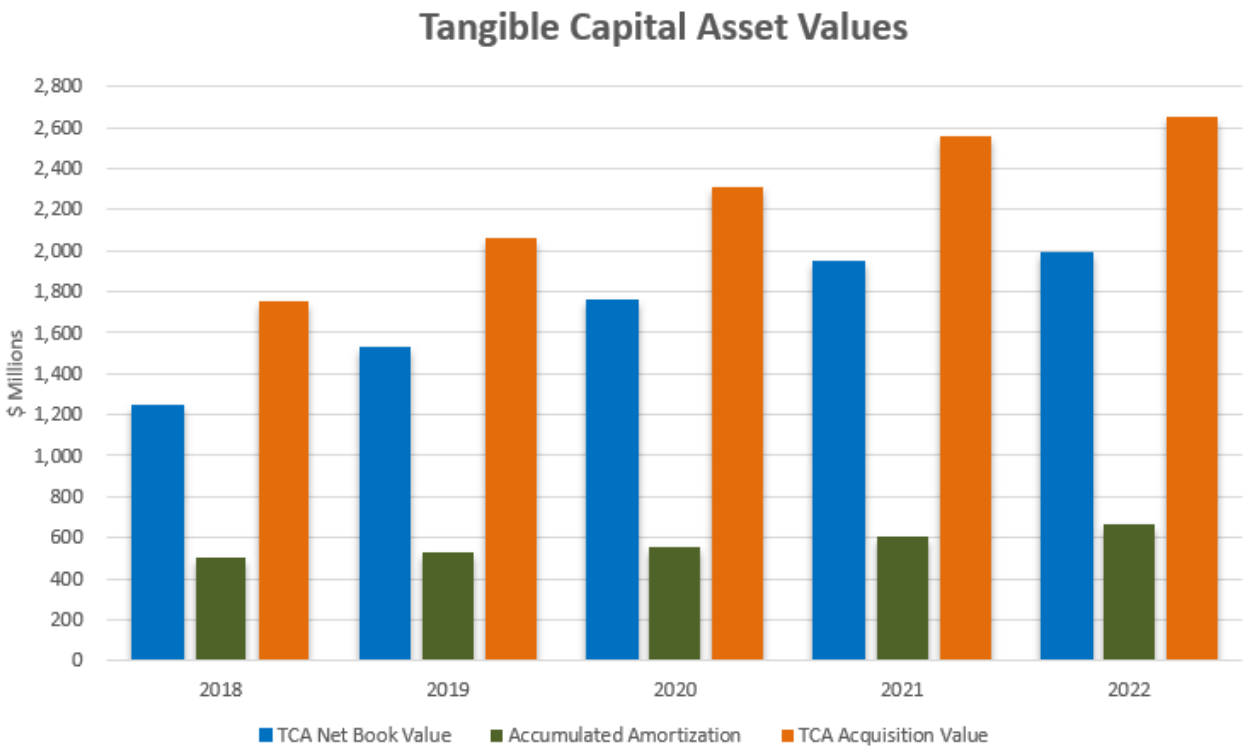
9) Total Debt

The CRD borrows long and short-term debt predominantly through the MFA that pools the borrowing and investment needs of BC communities to offer better rates through economies of scale. In addition to debt incurred directly, the CRD also incurs long-term debt on behalf of its member municipalities. The additional debt servicing costs are offset by corresponding receivables from municipalities. In 2022, there was a $17.5 million net decrease in debt.



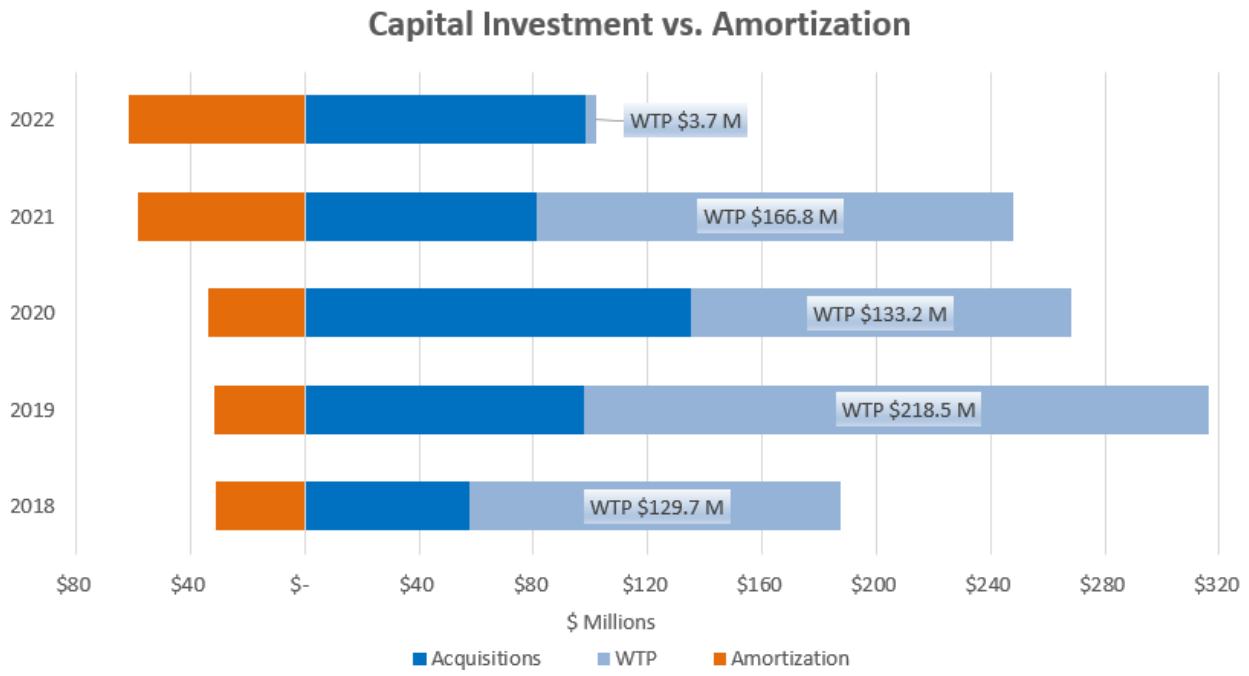
10) Tangible Capital Assets

CRD's tangible capital assets include land, engineering structures, buildings, equipment, and vehicles. Where assets have an anticipated useful life of more than one year, the practice is to amortize or allocate part of the asset's expense each year through its useful life, instead of expensing the entire cost in the year the asset was purchased. Net book value is an approximation of the remaining value of the assets that CRD uses in the provision of services. At the end of 2022, CRD has acquired a total $2.65 billion in assets. After accumulated amortization, CRD is left with assets totaling a net book value of $1.99 billion.



11) Capital Investment vs. Amortization

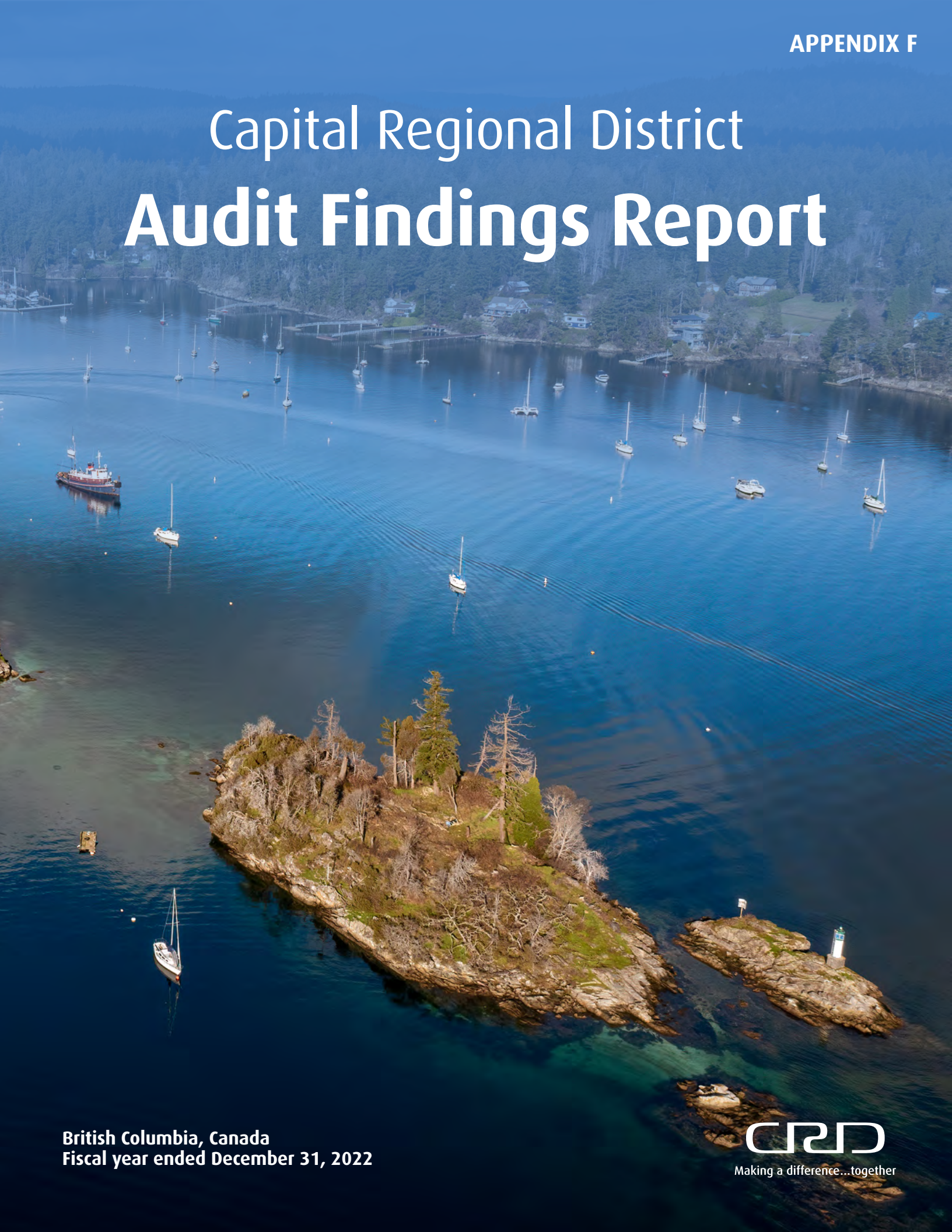
The amount spent on tangible capital assets or capital investment, less amortization is called net investment. If capital investment is consistently higher than amortization, net investment will be positive, indicating that productive capacity is increasing. Conversely, if capital investment is consistently lower than amortization, net investment will be negative, indicating that productive capacity is decreasing. On an annual basis, CRD is acquiring assets at a faster rate than assets are amortizing. In 2022, CRD was acquiring assets 1.66 times faster than amortization (a decrease from 4.24 times in 2021), indicating that productive capacity is increasing. The WTP project, which was a significant portion of the District's total annual asset additions in the past 4 years, was substantially lower in 2022 as the project was completed and the final costs were incurred. The gap between acquisitions and amortization decreased in the year as expected with the completion of WTP.



APPENDIX F

Capital Regional District

Audit Findings Report



British Columbia, Canada
Fiscal year ended December 31, 2022

Making a difference...together

Capital Regional District

Audit Findings Report
year ended December 31, 2022

KPMG LLP

For the meeting on May 3, 2023

kpmg.ca/audit



KPMG contacts

Key contacts in connection with this engagement

Lenora Lee

Lead Audit Engagement Partner

250-480-3588

lenoramlee@kpmg.ca

Sarah Burden

Senior Manager

250-480-3562

sburden1@kpmg.ca

Cameron Rice-Gural

Manager

250-480-3677

cricegural@kpmg.ca



Table of contents

4 **Audit highlights**

5 **Status of the audit**

6 **Audit risks and results**

9 **Misstatements**

10 **Control deficiencies and improvement observations**

11 **Additional matters**

13 **Appendices**

The purpose of this report is to assist you, as a member of the Finance Committee, in your review of the results of our audit of the financial statements as at and for the period ended December 31, 2022. This report builds on the Audit Plan we presented to the Finance Committee. This report is intended solely for the information and use of Management, the Finance Committee and the Board of Directors and should not be used for any other purpose or any other party. KPMG shall have no responsibility or liability for loss or damages or claims, if any, to or by any third party as this report has not been prepared for, and is not intended for, and should not be used by, any third party or for any other purpose.

Digital use information

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

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

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

Audit highlights

Purpose of this report

The purpose of this report is to assist you, as a member of the Finance Committee (the "Committee"), in your review of the results of our audit of the consolidated financial statements of Capital Regional District ("CRD" or the "District") as at and for the year ended December 31, 2022.

Status of the audit

We have completed the audit of the consolidated financial statements, with the exception of certain remaining outstanding procedures, which are highlighted on page 5 of this report.

Significant changes to our audit plan

There were no significant changes to our audit plan which was originally communicated to you in the audit planning report.

Audit risks and results

Findings related to significant risks are discussed on page 6.

Audit risks and results – other focus areas

Findings related to other focus areas are discussed on pages 7 - 8.

Uncorrected audit misstatements

Professional standards require that we request of management and the Committee that all identified audit misstatements be corrected.

We concur with management's representation that the differences are not material to the financial statements. A summary of the impact of the uncorrected audit misstatements is noted on page 9.

Corrected audit misstatements

There were no corrected audit misstatements that impact total assets, liabilities or annual surplus.

The management representation letter includes all misstatements identified as a result of the audit, communicated to management, and subsequently corrected in the audited consolidated financial statements.

Control deficiencies and improvement observations

We did not identify any control deficiencies that we determined to be significant deficiencies in internal control over financial reporting. Details are noted on page 10.

Significant accounting policies and practices

Findings related to significant accounting policies and practices are discussed on page 11.

Independence

As required by professional standards, we have considered all relationships between KPMG and CRD that may have a bearing on independence. We confirm that we are independent with respect to CRD within the meaning of the relevant rules and related interpretations prescribed by the relevant professional bodies in Canada and any other standards or applicable legislation or regulation from January 1, 2022 up until the date of this report.

Status of the audit

As of May 3, 2023, we have completed the audit of the consolidated financial statements, with the exception of certain remaining procedures, which include amongst others:

- Completing our discussions with the Finance Committee
- Obtaining evidence of Board acceptance of the consolidated financial statements
- Obtaining a signed management representation letter
- Completing subsequent event review procedures up to the date of the Board of Directors' acceptance of the financial statements.

We will update the Committee and Board of Directors, and not solely the Chair, on significant matters, if any, arising from the completion of the audit, including the completion of the above procedures.

Our auditor's report, a draft of which is included in the draft consolidated financial statements, will be dated upon the completion of any remaining procedures.



Significant risks and results

We highlight our significant findings in respect of **significant risks** as identified in our discussion with you in the Audit Plan, as well as any additional significant risks identified.



Fraud risk from management override of controls

This is a presumed fraud risk. Management is in a unique position to perpetrate fraud because of its ability to manipulate accounting records and prepare fraudulent financial statements by overriding controls that otherwise appear to be operating effectively. Although the level of risk of management override of controls will vary from entity to entity, the risk nevertheless is present in all entities. We have not identified any specific additional risks of management override relating to this audit.

Our response

Our procedures included:

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

Significant findings

We noted no issues as a result of our testing.

Audit focus areas

We highlight findings in other areas of focus as identified in the Audit Plan as follows:

Hartland landfill closure and post-closure costs

Landfill closure and post-closure costs are recognized as a liability in the financial statements, including disclosure in the notes. Estimated costs are recognized annually, resulting in an increase in liability, as the capacity of the site is utilized. The liability recognized at December 31, 2022 was $12.7 million (2021 - $11.9 million).

Our response

Closure and post-closure costs are a significant estimate recognized in the District's consolidated financial statements. Measurement involves multiple assumptions and data inputs including capacity available and used, future costs, discount rates, inflation rates, among others.

The last detailed assessment of cost data for covering cells, conducted by an external expert, was performed in 2020. The assessments of closure and post-closure costs are updated annually. Management performed an analysis of and updated significant assumptions in 2022 to estimate the liability and costs to be recognized in 2022.

We assessed the elements of the estimate such as the estimation method, the assumptions used, the data used and the application of the method. We assessed the degree of uncertainty, complexity, and subjectivity in the closure and post-closure cost estimate to determine the level of audit response. The higher the level of response, the more persuasive the audit evidence was needed. We evaluated the projections and discount rates used by management to determine the closure and post-closure liabilities for the landfill and verified the accuracy of management's calculations.

Significant findings

In 2021, the Board approved a final Solid Waste Management Plan and endorsed next steps for implementation. Management's assessment of the liability and expense in 2022 considered the impact of activities that would extend the life of the landfill. The proposed expansion was excluded from the recorded estimate of the liability and expenses as the landfill Design Operations and Closure Plan (DOCP) is awaiting Provincial approval.

An estimated overstatement of the liability of $2.1 million is noted as an unadjusted audit difference. This is a non-cash estimated difference, due primarily to temporary changes in inflation and discount rates applied in management's estimation model. Recognition of the adjustment may result in volatility in the liability, whereas the liability reported in the financial statements represent a more systematic escalation to match the savings accumulating in reserves to eventually fund the closure costs when incurred. As a result, Management has chosen not to adjust this difference to reduce the volatility in the liability and expense. We reviewed management's decision and concur with management that the differences are not material to the financial statements

Effective for the 2023 fiscal year, new accounting standards for asset retirement obligations will require a significant revaluation of the landfill liability and recognition of all closure and post-closure costs upfront rather than as capacity of the landfill is used. Management is currently working through the analysis and impact of this transition. Management expects the adoption of the new accounting standard and approval of the DOCP will result in significant changes to the estimated liability in 2023.

Audit focus areas

We highlight findings in other areas of focus as identified in the Audit Plan as follows:

Tangible capital assets

The District has several on-going capital projects, including but not limited to projects under the Regional Housing First Program and the Hartland biogas upgrading facility, among others. The District will also be adopting PS 3280, *Asset Retirement Obligations* in fiscal 2023 and management is in the process of reviewing its asset inventory and asset management plans to understand the impact of adoption on the District.

Our response

Regional Housing First Program

We reviewed the related Board meeting minutes and inquired with management on any changes or updates to this program. We performed substantive audit procedures by obtaining and reviewing contracts and agreements between CRD, CRHC, BC Housing and CMHC. We tested a sample of capital asset additions to invoices and tested the accuracy of related grants and forgivable loans. We concur with management's accounting treatment in the financial statements, including the removal of transactions between CRD and CRHC in the consolidated financial statements.

Residuals Treatment Facility

The facility was placed in service in 2021 and was in full operation in 2022. We obtained an understanding of any contract modifications to the design-build agreement, services contract and Hartland Resource Management General Partnership ('HRMG") project agreement. We obtained management's models for recognition of the obligation owing, including the capital and operating components. We verified the inputs into the models, and assessed them for modifications as needed in 2022. We reviewed the adequacy of management's disclosures. Management adopted a new accounting standard PS 3160, *Public Private Partnerships*. We obtained management's analysis of the impact of adopting the new accounting standard and concur that no adjustments were required to P3 assets or liabilities on adoption.

Other Capital Assets

We tested a sample of capital additions and disposals during the year by agreeing to contract, progress statement, or third party invoice. We tested a sample of transfers from work-in-progress to in use to confirm that assets had been placed into service. We verified the accuracy of amortization expense.

Significant findings

We noted no issues as a result of our testing

Uncorrected audit misstatements

Uncorrected audit misstatements include financial presentation and disclosure omissions.



Impact of uncorrected audit misstatements – Not material to the financial statements

The management representation letter includes the Summary of Uncorrected Audit Misstatements, which discloses the impact of all uncorrected misstatements considered to be other than clearly trivial, including the effect of uncorrected misstatements related to prior periods on the relevant classes of transactions, account balances or disclosures, and the financial statements as a whole.

Two uncorrected misstatements were noted, both resulting in an understatement of annual surplus

- $2.1M estimated overstatement of landfill liability
- $1.9M overstatement of expenses in 2022 for costs incurred in prior years. This error was identified by management as a result of its work to more accurately present tangible capital asset and remove assets that are no longer in productive use.

Based on both qualitative and quantitative considerations, management have decided not to correct certain misstatements and represented to us that the misstatements —individually and in the aggregate—are, in their judgment, not material to the financial statements. This management representation is included in the management representation letter.

We concur with management's representation that the uncorrected misstatements are not material to the financial statements. Accordingly, the uncorrected misstatements have no effect on our auditor's report.

Control deficiencies and improvement observations

Consideration of internal control over financial reporting (ICFR)

In planning and performing our audit, we considered ICFR relevant to CRD's preparation of the financial statements in order to design audit procedures that are appropriate in the circumstances for the purpose of expressing an opinion on the financial statements, but not for the purpose of expressing an opinion on ICFR.

Our understanding of internal control over financial reporting was for the limited purpose described above and was not designed to identify all control deficiencies that might be significant deficiencies. The matters being reported are limited to those deficiencies that we have identified during the audit that we have concluded are of sufficient importance to merit being reported to those charged with governance.

Our awareness of control deficiencies varies with each audit and is influenced by the nature, timing, and extent of audit procedures performed, as well as other factors. Had we performed more extensive procedures on internal control over financial reporting, we might have identified more significant deficiencies to be reported or concluded that some of the reported significant deficiencies need not, in fact, have been reported.

A deficiency in internal control over financial reporting

A deficiency exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent or detect misstatements on a timely basis. A deficiency in design exists when (a) a control necessary to meet the control objective is missing or (b) an existing control is not properly designed so that, even if the control operates as designed, the control objective would not be met. A deficiency in operation exists when a properly designed control does not operate as designed, or when the person performing the control does not possess the necessary authority or competence to perform the control effectively.

Significant deficiencies in internal control over financial reporting

A significant deficiency in internal control over financial reporting is a deficiency, or combination of deficiencies, in internal control that, in the auditor's professional judgment, is of sufficient importance to merit the attention of those charged with governance.

We did not identify any significant deficiencies in internal control over financial reporting.

Significant accounting policies and practices

Significant accounting policies

- There were no initial selections of or changes to significant accounting polices and practices with the exception of the adoption of PS 3160, *Public Private Partnerships* as discussed on page 8.
- There were no significant accounting policies in controversial or emerging areas.
- There were no issues noted with the timing of the CRD's transactions in relation to the period in which they were recorded, except as discussed on page 9.
- There were no issues noted with the extent to which the financial statements are affected by a significant unusual transaction and extent of disclosure of such transactions.
- There were no issues noted with the extent to which the financial statements are affected by non-recurring amounts recognized during the period and extent of disclosure of such transactions.

Significant qualitative aspects of financial statement presentation and disclosure

- There were no issues noted with the judgments made, in formulating particularly sensitive financial statement disclosures.
- There were no issues noted with the overall neutrality, consistency, and clarity of the disclosures in the financial statements.
- There were no significant potential effects on the financial statements of significant risks, exposures and uncertainties.

Significant accounting estimates

- There were no issues noted with management's identification of accounting estimates.
- There were no issues noted with management's process for making accounting estimates.
- There were no indicators of possible management bias.

Other audit matters

We highlight below examples of audit procedures performed including those that do not relate specifically to a transaction reported in the financial statements, but rather procedures performed to obtain an understanding of the organization and its internal controls to inform our risk assessment and design procedures to address where material errors could

Risk Assessment

- Update our understanding of the Entity and its environment (industry, economic environment, regulatory and legislative requirements).
- Identify key business processes (Treasury and Debt, Revenue, Purchases and Payments, Payroll) and where material errors in the financial statements could arise, including from error and fraud.
- Validate our understanding of key business processes by performing a walkthrough of each significant process to determine if the process operates as described.
- Update our understanding of the Entity's internal controls and risk assessment processes and evaluate their suitability based on the nature and complexity of the organization.
- Evaluate if a culture of honesty and ethical behaviour has been created and maintained.
- Evaluate if appropriate policies and procedures for communications and information systems are in place to support accurate and timely preparation of the financial statements.
- Documents inspected include Code of Conduct, Reporting of Serious Misconduct Policy and Procedure, Quarterly financial reporting and management updates.

Substantive audit procedures

- Cash, investments and debt balances were confirmed with the respective financial institutions.
- A sample of capital asset additions, disposals, and WIP transfers were compared to underlying source documents. An estimate of amortization expense was compared to actual.
- A sample of payments made after year end were tested to determine if they were recorded in the appropriate fiscal year.
- Revenues and expenses were tested by way of analytical procedures, developing an expectation based on prior year and budget, and comparing to actual.
- Government transfer revenues and deferred revenues were tested by obtaining grant terms and determining if accounting as revenue or deferred revenue is appropriate.
- Salaries and wage expense included testing internal controls over management review of payroll expense as well as comparing actual to prior year.

Concluding and reporting

- Evaluate management bias in the preparation of financial statements, based on patterns in the selection and application of accounting policies and principles.
- Financial statement presentation and disclosure were evaluated for compliance with accounting standards and comparability to industry leading practice, for example financial reporting award requirements of Government Finance Officers Association International.
- Legal exposure and estimates of contingency provisions were evaluated against supporting documentation including direct confirmation with external legal counsel.
- Disclosures in the financial statement notes were evaluated for completeness based on our knowledge of the Entity's ability to continue as a going concern, related party transactions, future contractual commitments and events occurring after year end.
- Deficiencies in internal control and other control observations were discussed with management, and if significant, communicated to the Board through a separate communication entitled Management Letter.

Appendices

1. Other required communications
2. Management representation letter
3. Selected financial information
4. Changes in accounting standards
5. Insights to enhance your business
6. Upcoming changes to auditing standards
7. Audit and assurance insights
8. Environmental, social and governance (ESG)



Appendix 1: Other required communications



Auditors' report

Refer to the draft report attached to the consolidated financial statements.

Engagement letter

A copy of the engagement letter and any subsequent amendments has been provided to management.



Reports to the Board of Directors

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

Management representation letter

A copy of the management representation letter is attached.

Appendix 2: Management representation letter

KPMG LLP
Chartered Professional Accountants
St. Andrew's Square II
800-730 View Street
Victoria, BC V8W 3Y7

May 10, 2023

We are writing at your request to confirm our understanding that your audit was for the purpose of expressing an opinion on the consolidated financial statements (hereinafter referred to as "financial statements") of Capital Regional District ("the Entity") as at and for the period ended December 31, 2022.

General:

We confirm that the representations we make in this letter are in accordance with the definitions as set out in **Attachment I** to this letter.

We also confirm that, to the best of our knowledge and belief, having made such inquiries as we considered necessary for the purpose of appropriately informing ourselves:

Responsibilities:

1) We have fulfilled our responsibilities, as set out in the terms of the engagement letter dated September 9, 2022, including for:

   a) the preparation and fair presentation of the financial statements and believe that these financial statements have been prepared and present fairly in accordance with the relevant financial reporting framework.

   b) providing you with all information of which we are aware that is relevant to the preparation of the financial statements ("relevant information"), such as financial records, documentation and other matters, including:

      — the names of all related parties and information regarding all relationships and transactions with related parties;

      — the complete minutes of meetings, or summaries of actions of recent meetings for which minutes have not yet been prepared, of board of directors and committees of the board of directors that may affect the financial statements. All significant actions are included in such summaries.

Appendix 2: Management representation letter (continued)

c) providing you with unrestricted access to such relevant information.

d) providing you with complete responses to all enquiries made by you during the engagement.

e) providing you with additional information that you may request from us for the purpose of the engagement.

f) providing you with unrestricted access to persons within the Entity from whom you determined it necessary to obtain audit evidence.

g) such internal control as we determined is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error. We also acknowledge and understand that we are responsible for the design, implementation and maintenance of internal control to prevent and detect fraud.

h) ensuring that all transactions have been recorded in the accounting records and are reflected in the financial statements.

Internal control over financial reporting:

2) We have communicated to you all deficiencies in the design and implementation or maintenance of internal control over financial reporting of which we are aware.

Fraud & non-compliance with laws and regulations:

3) We have disclosed to you:

a) the results of our assessment of the risk that the financial statements may be materially misstated as a result of fraud.

b) all information in relation to fraud or suspected fraud that we are aware of that involves:

— management;

— employees who have significant roles in internal control over financial reporting; or

— others

Appendix 2: Management representation letter (continued)

where such fraud or suspected fraud could have a material effect on the financial statements.

c) all information in relation to allegations of fraud, or suspected fraud, affecting the financial statements, communicated by employees, former employees, analysts, regulators, or others.

d) all known instances of non-compliance or suspected non-compliance with laws and regulations, including all aspects of contractual agreements or illegal acts, whose effects should be considered when preparing financial statements.

e) all known actual or possible litigation and claims whose effects should be considered when preparing the financial statements.

Subsequent events:

4) All events subsequent to the date of the financial statements and for which the relevant financial reporting framework requires adjustment or disclosure in the financial statements have been adjusted or disclosed.

Related parties:

5) We have disclosed to you the identity of the Entity's related parties.

6) We have disclosed to you all the related party relationships and transactions/balances of which we are aware.

7) All related party relationships and transactions/balances have been appropriately accounted for and disclosed in accordance with the relevant financial reporting framework.

Estimates:

8) The methods, the data and the significant assumptions used in making accounting estimates, and their related disclosures are appropriate to achieve recognition, measurement or disclosure that is reasonable in the context of the applicable financial reporting framework.

Going concern:

9) We have provided you with all information relevant to the use of the going concern assumption in the financial statements.

10) We confirm that we are not aware of material uncertainties related to events or conditions that may cast significant doubt upon the Entity's ability to continue as a going concern.

Appendix 2: Management representation letter (continued)

Misstatements:

11) The effects of the uncorrected misstatements described in **Attachment II** are immaterial, both individually and in the aggregate, to the financial statements as a whole.

12) We approve the presentation of internal management fees charged between the Corporation and Rental Housing Operating Funds of $2,807,698 (2021 – 2,425,159) to be shown on a net rather than gross basis.

Non-SEC registrants or non-reporting issuers:

13) We confirm that the Entity is not a Canadian reporting issuer (as defined under any applicable Canadian securities act) and is not a United States Securities and Exchange Commission ("SEC") Issuer (as defined by the Sarbanes-Oxley Act of 2002).

14) We also confirm that the financial statements of the Entity will not be included in the group financial statements of a Canadian reporting issuer audited by KPMG or an SEC Issuer audited by any member of the KPMG organization.

Yours very truly,

_____
Ted Robbins, Chief Administrative Officer

_____
Nelson Chan, Chief Financial Officer

Appendix 2: Management representation letter (continued)

Attachment I – Definitions

Materiality

Certain representations in this letter are described as being limited to matters that are material.

Information is material if omitting, misstating or obscuring it could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

Judgments about materiality are made in light of surrounding circumstances, and are affected by perception of the needs of, or the characteristics of, the users of the financial statements and, the size or nature of a misstatement, or a combination of both while also considering the entity's own circumstances.

Information is obscured if it is communicated in a way that would have a similar effect for users of financial statements to omitting or misstating that information. The following are examples of circumstances that may result in material information being obscured:

a) information regarding a material item, transaction or other event is disclosed in the financial statements but the language used is vague or unclear;

b) information regarding a material item, transaction or other event is scattered throughout the financial statements;

c) dissimilar items, transactions or other events are inappropriately aggregated;

d) similar items, transactions or other events are inappropriately disaggregated; and

e) the understandability of the financial statements is reduced as a result of material information being hidden by immaterial information to the extent that a primary user is unable to determine what information is material.

Fraud & error

Fraudulent financial reporting involves intentional misstatements including omissions of amounts or disclosures in financial statements to deceive financial statement users.

Misappropriation of assets involves the theft of an entity's assets. It is often accompanied by false or misleading records or documents in order to conceal the fact that the assets are missing or have been pledged without proper authorization.

An error is an unintentional misstatement in financial statements, including the omission of an amount or a disclosure.

Appendix 2: Management representation letter (continued)

Attachment II – Summary of Audit Misstatements Schedule

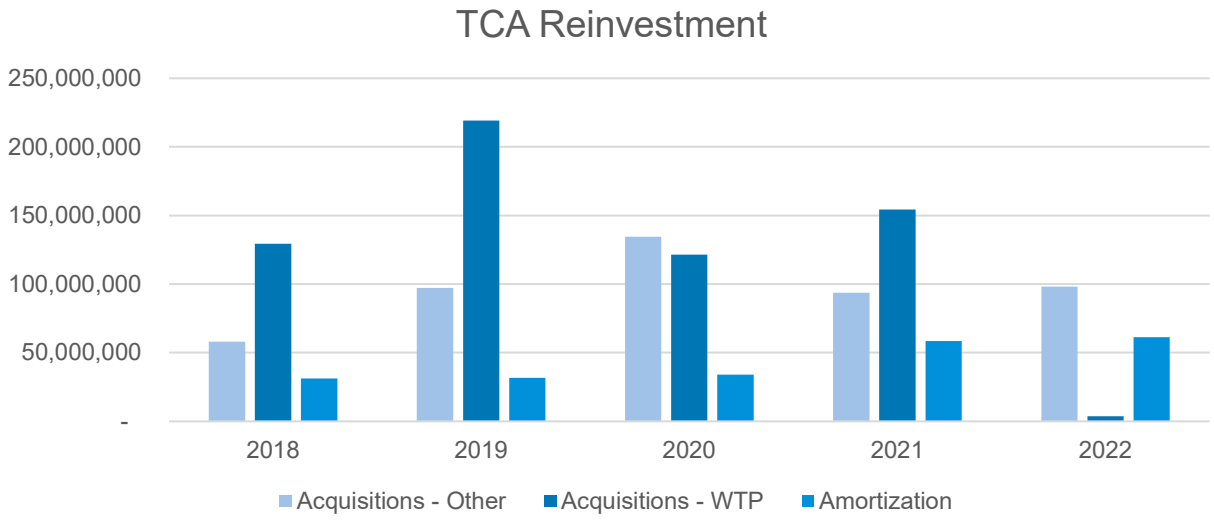
Presented in dollars	Statement of operations effect	Statement of financial position effect		
Description of individually significant misstatements	(Decrease) Increase	Assets (Decrease) Increase	Liabilities (Decrease) Increase	Accumulated surplus (Decrease) Increase
Estimated overstatement of landfill liability	$2,122,788	-	($2,122,788)	-
Overstatement of expenses in 2022 for capital asset disposals incurred in prior years.	$877,870	-	-	($877,870)
Overstatement of expenses in 2022 for costs incurred in prior years	$1,013,321	-	-	($1,013,321)
Total misstatements	**$4,013,979**	-	**($2,122,788)**	**$1,891,191**

Appendix 3: Selected financial information

As part of the audit, there are certain key ratios and trends that we review. We share these ratios with the Board and Management and welcome any questions related to our interpretation of trends. The following financial information is taken from the annual audited financial statements prepared in accordance with Public Sector Accounting Standards. The accounting framework used in these financial statements differs from the framework used in the financial plan in that the rate-setting formula is based on a cash-basis and includes transfers from reserves and other unspent funds and planned capital acquisitions rather than amortization of capital assets.

Tangible Capital Asset (TCA) Reinvestment

TCA is the District's most significant asset and is funded by a combination of internal reserves and external financing. The following illustration depicts TCA acquisitions and amortization amounts for the past five years:



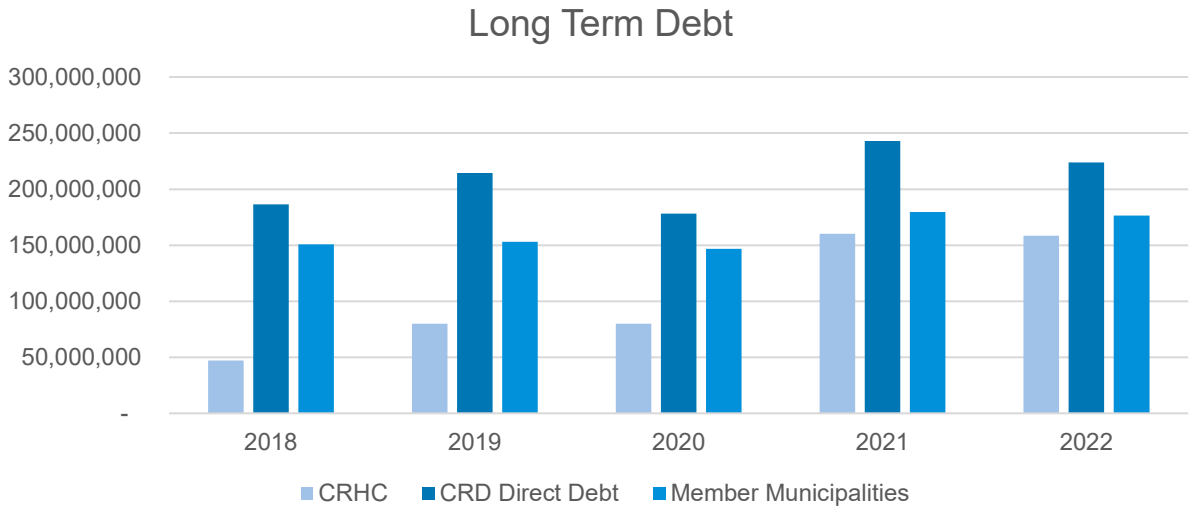
Starting in 2018, significant capital additions were acquired due to the Wastewater Treatment Project (WTP), which are shown separately in the chart. While WTP was substantially completed in 2021, with only $3.7 million of additions in 2022, other capital additions increased and continued to exceed amortization due to projects such the Hartland biogas upgrading facility.

In 2021, the District began amortization on the WTP, which resulted in an increase in amortization expense. The value of amortization since 2021 has remained relatively consistent.

Appendix 3: Selected financial information (continued)

Long-term debt

The District incurs debt directly, and on behalf of its member municipalities through agreements with the MFA. Repayments of interest and principal on long-term debt for member municipalities are included in annual operating expenses for each function. The Community Charter and Municipal Liabilities regulation provides that a municipality's (district's) annual cost of servicing its aggregate liabilities for the year cannot exceed 25% of its annual revenue for the previous year. Interest expense in 2022 represents approximately 7.04% of the District's revenue (15% excluding government transfers) and interest expense related to municipal borrowing is approximately 3.94% of government transfers revenue.



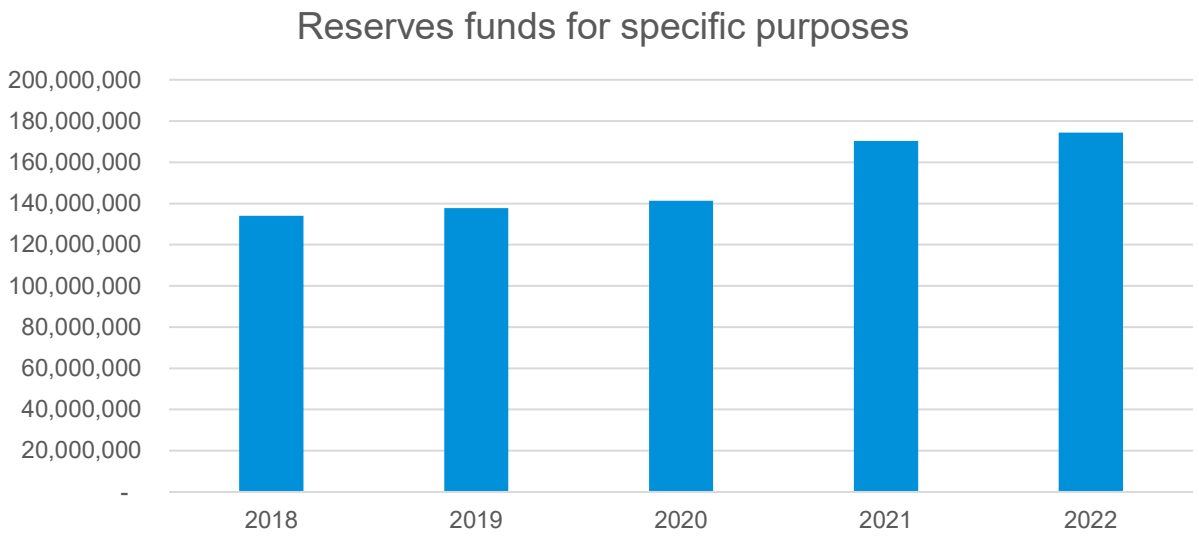
CRD direct debt increased in 2018 and 2019 in order to finance the Wastewater Treatment Project and in 2021 for the Residuals Treatment Facility. In 2020 and 2022, debt started to decrease due to repayments exceeding new debt.

Member municipalities' debt and CRHC debt has remained relatively consistent from 2021 to 2022. The increase in CRHC debt since 2019 represents new debt obtained to fund purchases in relation to the RHFP and other ongoing capital projects.

Appendix 3: Selected financial information (continued)

Reserves

The accumulated surplus for the District is made up of amounts invested in tangible capital assets, operating reserves, for both the District and Capital Region Housing Corporation, and reserves set aside for regional, sub-regional and local purposes. The amounts shown in the graph relate to reserve funds set aside for specific purposes as detailed in note 11 in the financial statements:



These reserves are tracked on a per service basis. Each year, the amount presented is the accumulated amount. Since 2018, the reserves have continued to grow at a consistent rate, with the exception of 2021, where reserves increased by 20.45% over prior year. This was due primarily to WTP being commissioned in use and related increases in the Core Area Wastewater Operating Reserve Fund, Core Area Wastewater Debt Reserve Fund, the Solid Waste Capital Reserve Fund, the Juan De Fuca Water Development Costs Capital Reserve Fund, the Core Area Wastewater Service Capital Reserve Fund, and the Equipment Replacement Fund. In 2022, reserves continue to grow at a consistent rate to previous periods.

Appendix 4: Changes in accounting standards

Standard	Summary and implications

Asset retirement obligations	• The new standard PS 3280 *Asset retirement obligations* is effective for fiscal years beginning on or after April 1, 2022.
	• The new standard addresses the recognition, measurement, presentation and disclosure of legal obligations associated with retirement of tangible capital assets. Retirement costs will be recognized as an integral cost of owning and operating tangible capital assets.
	• The asset retirement obligations (“ARO”) standard will require the public sector entity to record a liability related to future costs of any legal obligations to be incurred upon retirement of any controlled tangible capital assets (“TCA”). The amount of the initial liability will be added to the historical cost of the asset and amortized over its useful life if the asset is in productive use.
	• As a result of the new standard, the public sector entity will:
	  • Consider how the additional liability will impact net debt, as a new liability will be recognized with no corresponding increase in a financial asset;
	  • Carefully review legal agreements, senior government directives and legislation in relation to all controlled TCA to determine if any legal obligations exist with respect to asset retirements;
	  • Begin considering the potential effects on the organization as soon as possible to coordinate with resources outside the finance department to identify ARO and obtain information to estimate the value of potential ARO to avoid unexpected issues.

Appendix 4: Changes in accounting standards (continued)

Standard	Summary and implications
Revenue	• The new standard PS 3400 *Revenue* is effective for fiscal years beginning on or after April 1, 2023. • The new standard establishes a single framework to categorize revenue to enhance the consistency of revenue recognition and its measurement. • The standard notes that in the case of revenue arising from an exchange transaction, a public sector entity must ensure the recognition of revenue aligns with the satisfaction of related performance obligations. • The standard notes that unilateral revenue arises when no performance obligations are present, and recognition occurs when there is authority to record the revenue and an event has happened that gives the public sector entity the right to the revenue.
Government not-for-profit strategy	• The Public Sector Accounting Board has approved its government not-for-profit (“GNFP”) strategy implementation plan. • The approved strategy option is to incorporate the PS 4200 series of standards with potential customizations into public sector accounting standards. This means reviewing the existing PS 4200 series of standards to determine if they should be retained and added to public sector accounting standards. Incorporating the updated or amended PS 4200 series standards in public sector accounting standards would make the guidance available to any public sector entity. Accounting and/or reporting customizations may be permitted if there are substantive and distinct accountabilities that warrant modification from public sector accounting standards.

Appendix 4: Changes in accounting standards (continued)

Standard	Summary and implications
Purchased Intangibles	• The new Public Sector Guideline 8 *Purchased intangibles* is effective for fiscal years beginning on or after April 1, 2023 with earlier adoption permitted. • The guideline allows public sector entities to recognize intangibles purchased through an exchange transaction. The definition of an asset, the general recognition criteria and GAAP hierarchy are used to account for purchased intangibles. • Narrow scope amendments were made to PS 1000 *Financial statement concepts* to remove the prohibition to recognize purchased intangibles and to PS 1201 *Financial statement presentation* to remove the requirement to disclose purchased intangibles not recognized. • The guideline can be applied retroactively or prospectively.

Appendix 4: Changes in accounting standards (continued)

Standard	Summary and implications
Concepts Underlying Financial Performance	• The revised conceptual framework is effective for fiscal years beginning on or after April 1, 2026 with earlier adoption permitted. • The framework provides the core concepts and objectives underlying Canadian public sector accounting standards. • The ten chapter conceptual framework defines and elaborates on the characteristics of public sector entities and their financial reporting objectives. Additional information is provided about financial statement objectives, qualitative characteristics and elements. General recognition and measurement criteria, and presentation concepts are introduced.

Financial Statement Presentation	• The proposed section PS 1202 *Financial statement presentation* will replace the current section PS 1201 *Financial statement presentation*. PS 1202 *Financial statement presentation* will apply to fiscal years beginning on or after April 1, 2026 to coincide with the adoption of the revised conceptual framework. Early adoption will be permitted.
	• The proposed section includes the following:
	  • Relocation of the net debt indicator to its own statement called the statement of net financial assets/liabilities, with the calculation of net debt refined to ensure its original meaning is retained.
	  • Separating liabilities into financial liabilities and non-financial liabilities.
	  • Restructuring the statement of financial position to present total assets followed by total liabilities.
	  • Changes to common terminology used in the financial statements, including re-naming accumulated surplus (deficit) to net assets (liabilities).
	  • Removal of the statement of remeasurement gains (losses) with the information instead included on a new statement called the statement of changes in net assets (liabilities). This new statement would present the changes in each component of net assets (liabilities), including a new component called “accumulated other”.
	  • A new provision whereby an entity can use an amended budget in certain circumstances.
	  • Inclusion of disclosures related to risks and uncertainties that could affect the entity’s financial position.
	• The Public Sector Accounting Board is currently deliberating on feedback received on exposure drafts related to the reporting model.

Appendix 5: Insights to enhance your business

We have the unique opportunity as your auditors to perform a deeper dive to better understand your business processes that are relevant to financial reporting.

Learn more

Lean in Audit

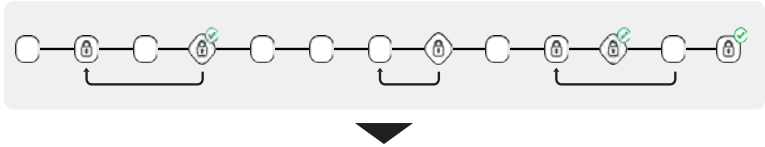
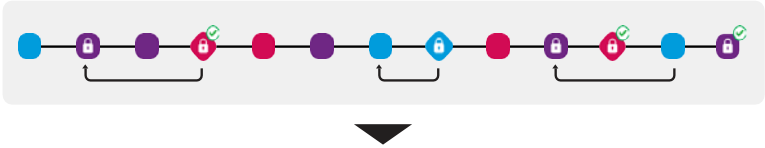
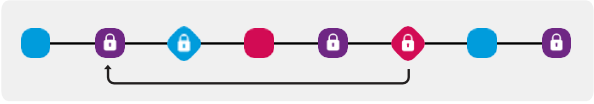
Lean in Audit™ is KPMG's award-winning methodology that offers a new way of looking at processes and engaging people within your finance function and organization through the audit.

By incorporating Lean process analysis techniques into our audit procedures, we can enhance our understanding of your business processes that are relevant to financial reporting and provide you with new and pragmatic insights to improve your processes and controls.

Clients like you have seen immediate benefits such as improved quality, reduced rework, shorter processing times and increased employee engagement.

We look forward to discussing how we can use this approach for your audit going forward.

How it works

Standard Audit	Typical process and how it's audited	
Lean in Audit™	Applying a Lean lens to perform walkthroughs and improve Audit quality and minimize risks and redundant steps	
How Lean in Audit helps businesses improve processes	Make the process more streamlined and efficient for all	

Value: what customers want **(maximize)**

Necessary: required activities **(minimize)**

Redundant: non-essential activities **(remove)**

Process controls

Key controls tested

Appendix 6: Upcoming changes to auditing standards

The International Auditing and Assurance Standards Board (IAASB) has issued three new and revised standards to strengthen and modernize the approach to quality management.

These standards address an evolving and increasingly complex environment, including a need for quality management systems that are proactive and adaptable.

	ISQM 1	ISQM 2	ISA 220 (Revised)
Scope	• Focuses on quality management **at the firm** level • Requires the firm to design, implement and operate a system of quality management (SoQM) to manage the quality of engagements performed by the firm • Applies to all firms that perform audits or reviews of financial statements, or other assurance or related services engagements	• Focuses on the appointment of the engagement quality (EQ) reviewer and the EQ reviewer's responsibilities relating to the performance and documentation of an EQ review • Applies to audits and reviews of financial statements; and other assurance and related services engagements	• Focuses on quality management **at the engagement** level • Clarifies and strengthens the key elements of quality management at the engagement level, focusing on the critically important role of the engagement partner and reinforcing the importance of quality to all members of the engagement team • Applies to audits of financial statements
Effective date	Firms are required to: • have their SoQM designed and implemented by 15 December 2022 • evaluate the SoQM at least annually, and no later than 15 December 2023 for the first evaluation	Periods beginning on or after 15 December 2022	Periods beginning on or after 15 December 2022

Appendix 6: Upcoming changes to auditing standards

KPMG Global Quality Framework – in practice

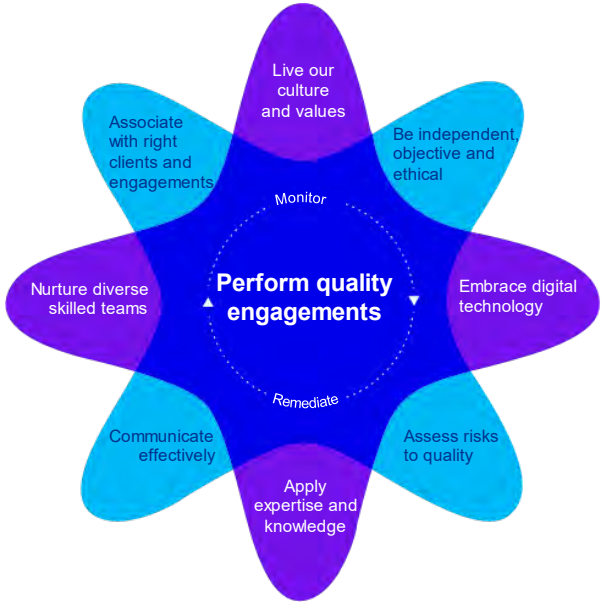
*Our Global Quality Framework outlines how we deliver quality at KPMG and how every partner and staff member contributes to its delivery. Quality **value drivers** are the cornerstones of our approach underpinned by the **supporting drivers**. **Performing quality engagements** sits at the core with our commitment to continually **monitor and remediate** to fulfil these drivers.*

Live our culture and values
- Foster the right culture, starting with the tone at the top
- Clearly articulate strategy focused on quality, consistency, trust and growth
- Define accountabilities, roles and responsibilities, including for leadership
- Oversee using robust governance structures

Embrace digital technology
- KPMG Clara
- Intelligent, standards-driven audit workflow
- Digital data and emerging technologies

Apply expertise and knowledge
- Methodology aligned with professional standards, laws and regulations
- Deep technical expertise and knowledge
- Quality and risk management manual
- Standardized workpapers and guidance

Nurture diverse skilled teams
- Recruit appropriately qualified and skilled people, including specialists, with diversity of perspective and experience
- Invest in data centric skills – including data mining, analysis and visualization
- Focus on learning and development on technical expertise, professional acumen and leadership skills
- Assign appropriately qualified team
- Recognize quality



Monitor and remediate
- Rigorously monitor and measure quality at the local and global level – e.g. Quality performance review
- Obtain, evaluate and act on stakeholder feedback
- Anticipate opportunities to improve quality
- Perform root cause analysis

Perform quality engagements
- Critically assess audit evidence, using professional judgement and skepticism
- Direct, coach, supervise and review, including second line of defense and engagement quality review
- Appropriately support and document conclusions
- Monitor engagement milestones
- Consult where necessary

Associate with the right clients and engagements
- Follow the client acceptance and continuance policies
- Accept appropriate engagements
- Manage portfolio of clients

Be independent, objective and ethical
- Act with integrity and live our values
- Maintain an objective, independent and ethical mindset, in line with our code of conduct and policies
- Have zero tolerance of bribery and corruption

Assess risks to quality
- Identify and understand risks to delivering quality engagements and implement effective mitigating controls

Communicate effectively
- Provide insight, and maintain open and honest two-way communication
- Actively manage information flows within firms and between firms, regions and global
- Conduct and follow-up on the Global people survey
- Issue external communications, including transparency reports

See KPMG International's Transparency Report for more information on our approach to audit quality.

Appendix 7: Audit and assurance insights

Our latest thinking on the issues that matter most to Audit Committees, board of directors and management.

KPMG Audit & Assurance Insights
Curated research and insights for audit committees and boards.

Accelerate 2023
The key issues driving the audit committee agenda in 2023.



Board Leadership Centre
Leading insights to help board members maximize boardroom opportunities

Momentum
A quarterly newsletter with the latest thought-leadership from KPMG's subject matter leaders across Canada and valuable audit resources for clients.

Current Developments
Series of quarterly publications for Canadian businesses including Spotlight on IFRS, Canadian Securities & Auditing Matters and US Outlook reports.

KPMG Climate Change Financial Reporting Resource Centre
Our climate change resource centre provides insights to help you identify the potential financial statement impacts to your business.

Audit Committee Guide – Canadian Edition
A practical guide providing insight into current challenges and leading practices shaping audit committee effectiveness in Canada.

IFRS Breaking News
A monthly Canadian newsletter that provides the latest insights on international financial reporting standards and IASB activities.

Appendix 8: Environmental, Social and Governance (ESG)

The Importance of Sustainability Reporting

Sustainability Reporting – Who is impacted?

- **Lenders and underwriters –** increased focus on ESG considerations when making access to capital decisions
- **Investors –** ESG integration has become an investment norm
- **Employees –** ESG has become a key factor in attracting and retaining top talent
- **Consumers –** stakeholders increasingly scrutinize companies' ESG performance and transparency affecting brand acceptance and consumer demand

Importance to the Audit Committee

- **Regulatory developments –** ESG-related compliance costs and disclosure requirements continue to evolve as rules are finalized
- **Material ESG issues –** Audit Committees should understand stakeholder priorities and the company's material ESG risks and opportunities
- **Value creation –** developing a clear ESG strategy, along with a standardized reporting process can set a company apart from its competitors

Governance on ESG Data and Sustainability Reporting

- **Data collecting and reporting –** understand the ESG frameworks and reporting standards most commonly adopted in the industry and jurisdiction (benchmark to others in the industry)
- **ESG assurance –** Audit Committees are best positioned to understand which ESG metrics merit assurance. An assurance readiness assessment on Carbon is a common and often recommended first place to start

Appendix 8: Environmental, Social and Governance (ESG)

All companies are facing climate-related risks and opportunities – and are making strategic decisions in response. The impacts of climate-related risks in the financial statements are broad, potentially complex and will depend on the industry-specific risks.

How might climate-related risks impact the financial statements?



01 Assets

Consider the useful lives and residual values of PP&E and intangible assets, cash flow projections used for impairment testing of non-financial assets, and the potential impacts on inventories.

02 Liabilities

Consider the recognition of environmental and decommissioning obligations, accounting for emissions or 'green' schemes, impact on employee-benefit arrangements, and restructuring provisions.

03 Borrowers

Consider the accounting for different forms of government assistance, potential for embedded derivatives in green bonds, lease of green technology, impacts of leasing polluting assets.

04 Lenders

Consider how climate-related risks impact operating and financing leases, the potential impact on expected credit losses, and whether green loans meet the SPPI criterion.

05 Disclosures

Consider the impact on the going concern assessment and related disclosures and whether the impacts of climate-related matters have been disclosed clearly.

See here for more information

Appendix 8: Environmental, Social and Governance (ESG)

The Sustainability reporting journey: Regulatory update

Recent Activity[1]

International (ISSB)

- Proposals published in March 2022 include **IFRS S1** – general requirements for disclosure of sustainability-related financial information and **IFRS S2** – climate-related disclosures, which would require investor-focused information on all sustainability-related risks and opportunities that the company is exposed to
- Applicability will be determined by national jurisdictions
- The ISSB has been actively redeliberating its two proposals with goal of finalizing as early as possible in 2023
- Some of the key items discussed at recent meetings include: keeping Scope 3 emissions disclosures in the final standards, requirement to report at the same time as financial statements, and maintaining the concept of investor materiality

EU (EFRAG)

- Proposals published in April 2022 would require companies to report information to meet the needs of all stakeholders across a range of sustainability topics specified in the CSRD
- In November, the European Parliament and European Council approved and adopted the CSRD, which amends and significantly expands the existing EU requirements for sustainability reporting
- In December, the CSRD was published in the Office Journal of the EU and will enter into force in early 2023. Member states will then have 18 months to transpose it into national law, and may make revisions as part of that process
- Notwithstanding that the CSRD is an EU Directive, there are considerable ESG reporting implications for non-EU based companies[2]

US (SEC)

- Proposal published in March 2022 would require investor-focused climate disclosures
- Due to a technological error, the SEC reopened the comment period through November 1 for its proposed climate rules and its proposed ESG rules for investment companies and advisers (along with other proposed rules)
- The SEC expects to release its final climate rules in April 2023
- The SEC's recent agenda also includes looking at disclosure rules on human capital management, with a proposal-expected to be released in April 2023

Canada (CSA)

- Proposal published in October 2021 would require investor-focused climate disclosures
- In October 2022, the CSA stated that it continues to actively consider international developments and how they may impact or inform its proposed climate-related disclosure rule

What about the CSSB?

- The Canadian Sustainability Standards Board (CSSB) is in the early stages of development and aims to be operational by April 2023
- In December, the CSSB was appointed an inaugural member of the SSAF, which will work with the ISSB towards a comprehensive global baseline of sustainability-related disclosure for capital markets

1. Refer to our *Q4 2022 Current Developments – Spotlight on IFRS*, *Q4 2022 Current Developments – Canadian Securities* and *Q4 2022 US Quarterly Outlook* publications for more details
2. Refer to our publication *ESG in Europe – Requirements covering non-EU companies formally adopted*

Appendix 8: Environmental, Social and Governance (ESG)

ESG Discovery | Client journey

What is ESG Discovery?

ESG Discovery through KPMG Ignition is a 3-hour session held virtually or in-person, bringing you relevant insights to inspire thinking and inspire change.

Why book an ESG Discovery session?

The consideration of ESG (Environmental, Social and Governance) factors has become critical to the success of organizations across all sectors including yours.

Time commitment for you and selected individuals

- Sponsor attends 30-min kick-off call
- Provided ESG 101 material and a 15-minute ESG self-assessment questionnaire
- All participate in a 3-hour ESG Discovery session
- Sponsor attends a 30-minute debrief following session with KPMG

What we'll cover

- Overview of ESG and how it applies to your organization and industry
- Results and analysis of self-assessment
- Identification of ESG stakeholders and their interests
- Scenario planning exercises
- Prioritization of key actions

Exceptional experience

Explore and better understand your organization's ESG challenges and opportunities through a highly interactive ideation session that will help you prioritize next steps on your ESG journey.

What you'll get

- An understanding of current and future state impacts of ESG to your organization
- Clarity of the ESG priority areas for your organization going forward – and how KPMG can help

Next steps

Connect with your KPMG Partner to explore booking an ESG Discovery session for your organization



kpmg.ca

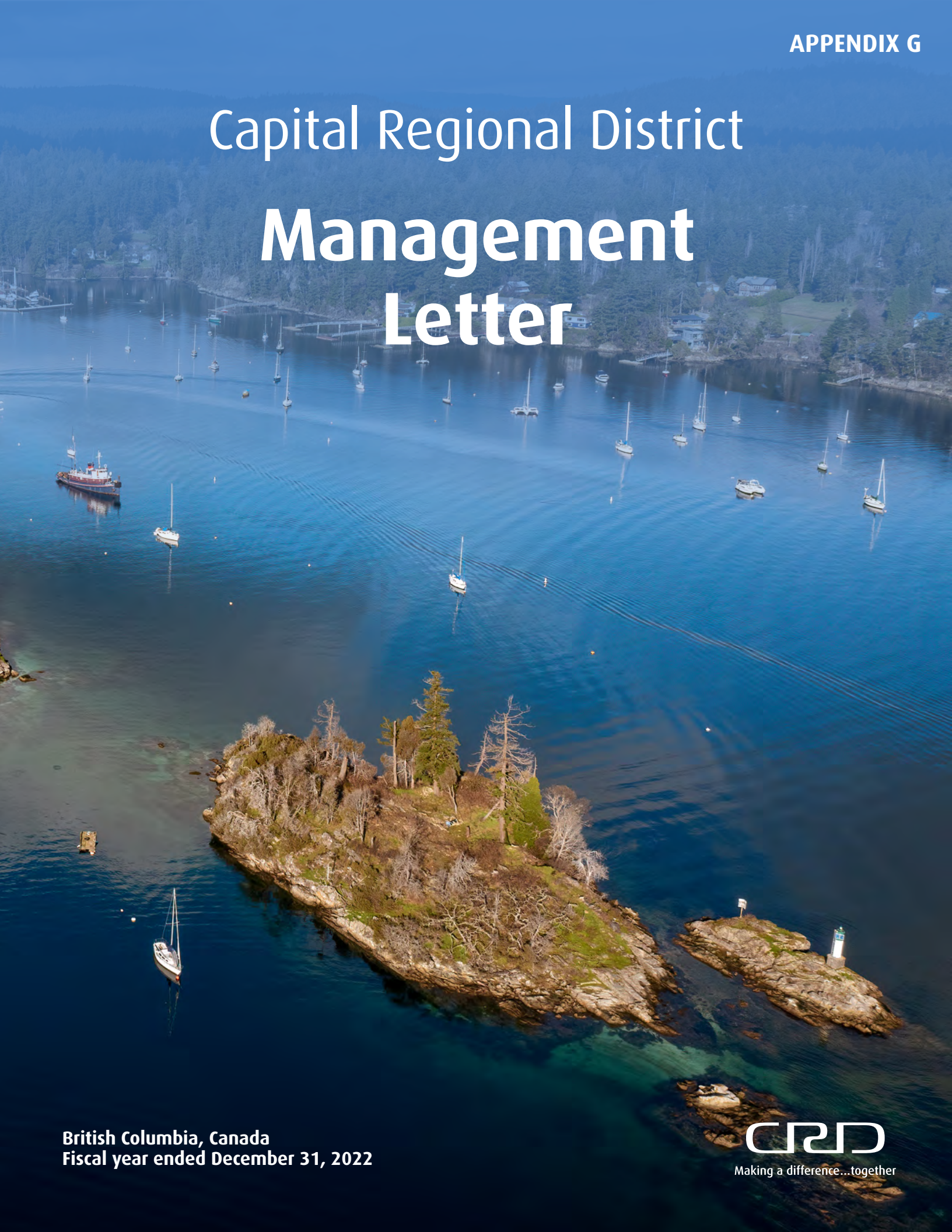
© 2023 KPMG LLP, an Ontario limited liability partnership and a member firm of the KPMG global organization of independent member firms affiliated with KPMG International Limited, a private English company limited by guarantee. All rights reserved. The KPMG name and logo are trademarks used under license by the independent member firms of the KPMG global organization.

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

APPENDIX G

Capital Regional District

Management Letter



British Columbia, Canada
Fiscal year ended December 31, 2022

Making a difference...together

KPMG LLP
Chartered Professional Accountants
St. Andrew's Square II
800-730 View Street
Victoria BC V8W 3Y7

Telephone (250) 480-3500
Telefax (250) 480-3539
Internet www.kpmg.ca

PRIVATE & CONFIDENTIAL

Nelson Chan
Chief Financial Officer
Capital Regional District
625 Fisgard Street
Victoria, BC V8W 2S6

May 3, 2023

Dear Mr. Chan:

Re: Reporting on internal control matters

In planning and performing our audit of the consolidated financial statements of Capital Regional District ("the District") for the period ended December 31, 2022, we obtained an understanding of internal control over financial reporting (ICFR) relevant to the District's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances for the purpose of expressing an opinion on the financial statements, but not for the purpose of expressing an opinion on ICFR. Accordingly, we do not express an opinion on the effectiveness of the District's ICFR.

Our understanding of ICFR was for the limited purpose described above and was not designed to identify all control deficiencies that might be significant deficiencies and therefore, there can be no assurance that all significant deficiencies and other control deficiencies have been identified. As a result, any matters reported below are limited to those deficiencies in ICFR that we identified during the audit.

Our awareness of control deficiencies varies with each audit and is influenced by the nature, timing, and extent of audit procedures performed, as well as other factors.

IDENTIFICATION

We did not identify any significant deficiencies in internal control.

Refer to the Appendix B for the definitions of various control deficiencies.

OTHER CONTROL MATTERS

We identified certain control matters that have not been communicated to management by other parties and that, in our professional judgment, are of sufficient importance to merit management's attention. Refer to Appendix A.

MANAGEMENT'S RESPONSES

Management's responses have not been subjected to the audit procedures applied in the audit, and accordingly, we express no opinion on them.

USE OF LETTER

This letter is for the use of management and those charged with governance in carrying out and discharging their responsibilities and should not be used for any other purpose or anyone other than management and those charged with governance. KPMG shall have no responsibility or liability for loss or damages or claims, if any, to or by any third party as this letter has not been prepared for, and is not intended for, and should not be used by, any third party or for any other purpose.

Yours very truly,

KPMG LLP

Chartered Professional Accountants

Appendix A — Update on Previous Year's Continuing Other Control Matters

1. Adoption of New Accounting Standards

Observation and implication:
The District will be required to adopt new accounting standards in fiscal 2023 and 2024, PS 3280 *Asset retirement obligations* in 2023, and PS 3400 *Revenue* in 2024. As part of the adoption process, management will need to evaluate and attest to the completeness of liabilities, commitments and revenue in the financial statements under these new accounting standards. This will be a significant amount of effort and requires Finance to have knowledge of the material contracts, strategic partnerships, and unique multi-party, multi-year contracts entered into by the District's various departments to enable it to make the required representations regarding accuracy and completeness.

Update from 2022 audit:
The Finance team is increasingly dependent on information from and expertise of other departments within the District in order to prepare accurate financial statements. Examples of such information include contract commitments, legal negotiations, landfill fill rates, tangible capital asset transactions and related retirement obligations.

Management's awareness of transactions outside of the Finance team and analysis of the financial impact is limited to information provided by other departments. In 2022, through early work performed by the Finance team to prepare for adoption of PS 3280 *Asset retirement obligations*, Finance noted that approximately $1.9M of tangible capital assets had been sold or should have been recognized as an expense when incurred in previous years.

Recommendation:
We recommend Finance continue internal education related to adoption of these standards and the Executive Leadership Team hold departments accountable for evaluating completeness of contractual obligations and reporting relevant information in alignment with these standards. A comprehensive understanding of contracts and commitments will support management in its efforts to gain assurance over the completeness of liabilities, commitments and revenue in its budgeting and financial reporting activities.

We recommend Finance consider options to enhance internal controls related to certification or attestation of internal information by other departments that has a material impact on financial reporting, including documentation of data sources, valuation methodologies, significant assumptions and other details to support the accuracy of information provided to Finance.

Management Response:
Management acknowledges that new and changing accounting and regulatory compliance increase risk for financial reporting and ultimately legislative compliance has in some ways increased reliance on information produced internally to Financial Services for financial reporting purposes. Accurate and complete information about transactions of the organizations is the targeted level of due diligence. Management has been successful in applying this level of due diligence in the past when adopting such standards as the PS 3260 *Liability for contaminated sites* accounting standard. Management intends to extend this process, specifically internal attestation activity, in preparing financial reporting to meet legislative requirements by adhering with accounting standards.

During 2022, management continued to work on the development of a centralized SharePoint corporate contract management system. This design work includes consideration for activities that would support completeness and accuracy of information provided for financial reporting purposes. For example, new metadata to track information such as potential revenues or expenses, contractual requirements with financial implications, and purchase order information.

Recommendations are taken under advisement. As the contracts review process is applied across the organization with a wide scale of agreements, management will continue the existing education plan and investigate areas of concern and implement improvements where necessary.

2. Recurring financial reporting adjusting entries

Observation and implication:
During our audit, we noted that many manual adjusting entries required for financial reporting are not recorded in SAP but are recorded each year end as "PSAB" entries. These entries are tracked in excel and are the trail to reconciling balances in SAP to the final audited financial statements. Tracking these entries in excel rather than directly in SAP increases the risk entries are incorrect, incomplete or knowledge of their source is lost during unexpected employee turnover or extended leave.

Update from 2022 Audit:

We note that management has performed significant analysis over how these entries would be input directly into SAP. Certain entries were migrated to SAP in 2020 and are no longer adjusted manually. For the remaining entries not migrated to SAP, based on the current general ledger structure, there are significant complexities to being able to record these in SAP.

In 2022, management started work on S/4HANA and general ledger structure projects, including evaluating a new chart of account structure to support recording all transactions directly in SAP. Management has identified a need for business transformation beyond financial reporting requirements to reduce manual processes related to core finance activities, enhance access to real time performance insights using financial data and leverage technology to serve the needs of the business in a more efficient and effective manner, to support alignment with the District's strategic objectives.

Until the migration takes place, management has maintained its process of recording manual "PSAB" entries, but has significantly enhanced the control environment around such entries, including more detailed documentation regarding the rationale for each entry and the calculation of the amount, as well as the audit trail to support each entry. Additional training has and will continue to be provided to finance team members on public sector accounting standards to further enhance and embed knowledge of these entries in preparation for the integration with SAP.

Recommendation:
The manual "PSAB" entries continue to pose a high risk on the accuracy of financial reporting due to their complexities and we recommend management continue to enhance the controls around these entries and work towards integration of the entries when migrating to S/4HANA.We acknowledge the progress that has been made to date on enhancing controls around these entries and support management's longer term plan to integrate the entries when migrating to S/4HANA.

Management Response:

Management continues to improve processes and supporting documentation for the year end (manual) "PSAB" entries. In 2022, management completed migration of all year-end financial reporting working papers, including "PSAB" entries, to Caseware. The software's centralized filing system acts as a repository and audit trail for all year-end working papers, eliminating information retention issues and introducing a stronger control environment for the preparation year end entries and the financial statements.

Management recognizes the increasing complexities of accounting standards and regulatory compliance over financial reporting. Anticipating this, management responded by launching a program committed to reaching a higher level of maturity around internal controls over financial reporting (ICFR) as part of service planning. During 2022, staff continued to advance the development of CRD's internal control framework and respond to findings and recommendations.

Also in service planning, with the approval of the 2023 S4/Hana Initiative Business Case (IBC), the organization has launched the discovery and planning for the organizations migration to S4Hana as the current ERP version reached end of life. Confirmed already in this work is priority for the integration of "PSAB" entries into the financial statements by service and by organization into SAP as part of the greater roadmap. Early discovery work completed on the existing chart of accounts has highlighted the need to reduce "last mile" or 'manual' efforts relating to accounting compliance.

Appendix B – Definitions

Terminology	Definition
DEFICIENCY IN INTERNAL CONTROL	A deficiency in internal control exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent or detect misstatements on a timely basis. A deficiency in design exists when (a) a control necessary to meet the control objective is missing; or (b) an existing control is not properly designed so that, even if the control operates as designed, the control objective would not be met. A deficiency in operation exists when a properly designed control does not operate as designed or the person performing the control does not possess the necessary authority or competence to perform the control effectively.
SIGNIFICANT DEFICIENCY IN INTERNAL CONTROL	A significant deficiency in internal control is a deficiency or combination of deficiencies in internal control that, in the auditor's professional judgment, is of sufficient importance to merit the attention of those charged with governance.

Making a difference...together

REPORT TO FINANCE COMMITTEE
MEETING OF WEDNESDAY, MAY 03, 2023

SUBJECT **Scope of the Financial Statement Audit**

ISSUE SUMMARY

This report provides additional information on the purpose and scope of the annual financial statement audit.

BACKGROUND

At the January 11, 2023 Capital Regional District (CRD) Board meeting, through a motion arising, the Board referred the issue of audit scope and mandate to a future Finance Committee meeting for review.

BACKGROUND

The *Local Government Act* and the *Community Charter* require local governments to prepare financial statements annually in accordance with generally accepted accounting principles and Canadian Public Sector Accounting Board (PSAB) standards. In addition, the statements must be independently qualified by independent third-party auditors who follow procedures in accordance with Canadian Auditing Standards (CAS) and the International Standards on Auditing (ISA).

Financial Statement Scope

The CRD, the Capital Regional Hospital District (CRHD) and the Capital Region Housing Corporation (CRHC) undergo an annual audit of their financial statements. As a fundamental component of auditing standards, the auditors begin by circulating the Audit Planning Report (APR) through committee for information prior to the start of the process. The APR includes the audit strategy and approach used in assessing financial reporting accuracy including the quality and effectiveness of management's internal controls over financial reporting.

The audit process concludes with a detailed Audit Findings Report (AFR) to accompany the financial statements that are provided to the respective committees and Boards annually in May.

The AFR also includes:

1) The Independent Auditors' Report which provides an audit opinion on whether the financial statements are free from material error
2) The Management Letter which provides the auditor's observations with respect to any identified internal control deficiencies which require a response from management

During the audit, key internal controls are reviewed for efficiency and effectiveness, assessing the design of controls to prevent misstatement. For example, ensuring internal controls over payroll processes such that an individual cannot initiate and authorize payments without a secondary reviewer.

The external audit opinion is the primary source of independent assurance on the financial statements. In addition, the organization adheres to legislative and regulatory requirements such as the Goods and Services Tax (GST) Filings, Payroll Remittances among others.

Internal Controls over Financial Reporting Program

Internal Controls over Financial Reporting Program (ICFR) is designed to manage risks related to financial reporting. A high performing ICFR program is a deliberate and effective approach to managing risk and providing reasonable assurance that financial information is processed correctly. In 2020, Staff formalized the existing ICFR Program which includes dedicated effort to update and maintain the control environment annually, with cyclical reviews of design efficacy. The ICFR program also enhances:

- Process efficiency through control optimization (eliminate redundant/duplicate controls)
- Assurance towards Legislative and Regulatory compliance
- Risk mitigation on matters most important to the organization as directed by management and/or the Board
- Insights over a broad range of enterprise risks, including operational, financial, people, fraud, technology, compliance and strategic risks

CONCLUSION

At the January 11, 2023 CRD Board meeting, the Board directed that the issue of audit scope be referred to a future Finance Committee meeting. The CRD, CRHD and the CRHC undergo an audit of their financial statements annually in accordance with generally accepted accounting principles and Canadian PSAB standards. This annual financial statement audit scope aligns with the requirements of the *Local Government Act* and the *Community Charter*, where the purpose is to ensure the statements are free from material error.

RECOMMENDATION

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

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

Making a difference...together

REPORT TO FINANCE COMMITTEE
MEETING OF WEDNESDAY, MAY 03, 2023

SUBJECT **Capital Regional District External Grants Update**

ISSUE SUMMARY

To provide the Finance Committee and the Capital Regional District (CRD) Board a bi-monthly update on external grants activity for the period between February 14, 2023 and April 17, 2023.

BACKGROUND

This report summarizes activities and outcomes since the CRD External Grants Update was last presented in March. The External Grants Dashboard (Appendix A) details applications submitted, updated, awarded and declined as of 2023. Appendix B provides a summary of grant alerts for 2023.

IMPLICATIONS

Financial Implications

Grants/Contributions Awarded

1. $11,559,000, through the Province of British Columbia's (BC) Ministry of Municipal Affairs, Growing Communities Fund to support infrastructure projects and amenities to enable service expansion and accommodate community growth

2. $6,000,000, through Canada Community-Building Fund's 2022 Strategic Priorities Fund, intake to support the Regional Water Supply Main No. 4 Mt. Newton to Highway 17 Section Replacement Project

3. $600,000, through the Province of BC's Ministry of Transportation and Infrastructure Island Rail Corridor Funding Grant, to support Island Rail Corridor Consultation

4. $500,000, through the Province of BC's Ministry of Transportation and Infrastructure 2022-23 BC Active Transportation Infrastructure Grants Program, Active Transportation Infrastructure Stream to support the Mayne Island Regional Trail Phase 1 Development Project

5. $180,000, through Environment and Climate Change Canada's Priority Places Program, to continue support for Species at Risk Assessment, Planning and Habitat Restoration at Mill Hill Park, 2023-2026

6. $178,599, through the Union of British Columbia Municipalities' (UBCM) Community Emergency Preparedness Fund 2022 Volunteer and Composite Fire Departments Equipment and Training, to support the Capital Regional District Fire Department Training & Equipment Project

7. $60,000, through the Province of BC's Ministry of Municipal Affairs Inclusive Governance Study Grant to support Inclusive Regional Governance

8. $50,000, through the Province of BC's Ministry of Emergency Management and Climate Readiness Regional Emergency Management Planning, to support regional emergency planning exercises.

9. $18,000, through UBCM's – Community Emergency Preparedness Fund – 2023 Emergency Support Services, to support the CRD Electoral Areas Evacuee Registration and Assistance Team

10. $15,000, through Province of BC's – Ministry of Municipal Affairs – Restructure Planning Grant for a Community Issues Assessment for Magic Lake Estates, Pender Island, Southern Gulf Islands.

11. $9,000, through Salt Spring Island Foundation's Community Grants Fund, to support the Salt Spring Island MultiSpace Dance Project

12. $5,000, through Province of BC's Ministry of Municipal Affairs Restructure Implementation Grant, for the Conversion and Transfer of Seagirt Waterworks to CRD

There are an additional four grants under news embargo.

Applications Submitted

Eight CRD applications were submitted:

1. $175,000, through Federation of Canadian Municipalities' Green Municipal Fund Sustainable Affordable Housing Study Grant, to support the Campus View Redevelopment Study Project

2. $30,00, through Island Coastal Economic Trust's Capital and Innovation Program, Miners Bay Dock Revitalization Project, Mayne Island

3. $30,000, through UBCM's Community Emergency Preparedness Fund 2023 Emergency Operations and Training Centres, for CRD Departmental Operations Centres (DOC)/Electoral Areas Emergency Operations Centres (EOC) Capacity Development Project

4. $14,768, through Canadian Parks and Recreation Association 2023 Youth Employment Experience Program, to support a Youth Program Leader Position, Salt Spring Island

5. $8,550 through Salt Spring Island Foundation's Community Grant Fund to support the Uniforms and Safety Gear for Martial Arts and Wrestling Programs, Salt Spring Island.

6. $8,000, through Canadian Parks and Recreation Association 2023 Youth Employment Experience Program, to support an Assistant Cultural Programmer for Regional Parks

7. $7,500, through the Salt Spring Island Foundation Community Grant Fund, to support New Audio System to support the Salt Spring Island Middle School (SIMS) Gymnasium, Salt Spring Island

8. $4,200, through PlanH Healthy Communities Grant Community Connectedness Stream, to Support Building Community Connection – Regional Parks Inclusive and Adaptive Hiking with Power to Be

Service Delivery Implications

New Grant Opportunities

Thirty-three grant calls (includes programs with multiple streams) were issued during the reporting period and are summarized in the table below. Appendix B details relevant active grants (as of April 17, 2023) and lists recently closed grants for 2023.

Grant	Deadline	Information
Fairs, Festivals and Events Fund – Ministry of Tourism, Arts, Culture and Sport	03-Mar-23	One-time funding to event organizers to support the sustained recovery of community events
Community Foundation Grants – Canada Post Community Foundation	09-Mar-23	Funding to small municipalities to make a difference in the lives of children and youth
Emotive Community Outreach Incentive Program – Go Electric Program – CleanBC	17-Mar-23	Funding to small municipalities assist in delivering Electric Vehicle (EV) awareness campaigns to accelerate adoption of EVs across B.C
Community Wellness Grant Program – Island Health	22-Mar-23	Funding for upstream wellness interventions that reduce barriers and increase supports for health and wellness
Living Cities Fund – Green Communities Canada	27-Mar-23	Funding for community-based local organizations with training, funding, and logistical support to implement transformative green infrastructure projects
2023 Emergency Operations Centres (EOC): Training and Equipment – Community Emergency Preparedness – UBCM	31-Mar-23	Funding for purchase of equipment and supplies to maintain/improve EOCs and training
Community Grants Program – Victoria Foundation	04-Apr-23	Funding to strengthen community resilience through flexible, general operating funding to eligible local organizations
Enabling Small Modular Reactors Program – Natural Resources Canada	07-Apr-23	Funding for research and development to develop and deploy small modular reactors for waste management

Grant	Deadline	Information
Codes Acceleration Fund – Natural Resources Canada	Extended to 14-Apr-23	Funding to support adoption and implementation of national model building energy codes through two streams: 1. Those who have the ability to adopt energy codes 2. Those that do not have the ability to adopt energy codes
Emerging Approaches for Reducing Landfill Methane Emissions – Environment and Climate Change Canada	14-Apr-23	Funding to encourage additional testing and further adoption of emerging technologies that permit continuous or drone-based monitoring of methane emissions in landfills
2023 Pilot Program – Urban Communities Partnering for Reconciliation – UBCM	14-Apr-23	Funding for events and activities to enhance dialogue and support reconciliation efforts and resolve issues of common responsibility
Habitat Acquisition Grants – Habitat Conservation Trust Foundation	17-Apr-23	Funding for land trust organizations, including regional governments, to purchase properties to protect fish and wildlife habitat
2023 Public Notification and Evacuation Planning – Community Emergency Preparedness – UBCM	28-Apr-23	Funding for evacuation route planning and public notification, emergency support services and EOC training
Heritage Legacy Fund – Heritage BC	28-Apr-23	Funding for community initiatives and conserve and increase the understanding and appreciation of heritage resources as well as those working towards reconciliation with Indigenous peoples through collaboration
Deep Retrofit Accelerator Initiative – Natural Resources Canada	28-Apr-23	Funding to support accelerated development of deep retrofit projects
Community Anniversaries – Building Communities Through Arts and Heritage – Canadian Heritage	30-Apr-23	Funding for one-time events/capital projects that celebrate the 100th (or 125th/150th /175th, etc.) anniversary of a significant historical event/personality

Grant	Deadline	Information
Capacity Grant Habitat – Conservation Trust Foundation	01-May-23	Funding to build and strengthen the capacity of organizations to design and deliver conservation or restoration projects
Community to Community Program – UBCM	05-May-23	Funding to support increased understanding and improve relations between First Nations and local governments
Asset Management Planning Program – UBCM	12-May-23	Funding for local governments to deepen and strengthen asset management practices
Emerging Priorities Stream – Community Workforce Response Grant – WorkBC	15-May-23	Funding for immediate skills training needs for labour market challenges/opportunities
2023 Healthy Communities Grant – PlanH	15-May-23	Funding through two streams to support initiatives that advance programs and strategies that improve health equity and well-being: 1. Community Connectedness 2. Healthy Public Policy
AgriSpirit Fund – Farm Credit Canada	15-May-23	Funding for capital projects that enrich the lives of residents in communities of less than 150,000
Housing Accelerator Fund – Canada Mortgage and Housing Corporation (CMHC)	01-Jun-23	Incentive funding to local governments to encourage initiatives aimed at increasing housing supply
Project Feasibility Studies – CleanBC Industry Fund – Ministry of Environment and Climate Change	02-Jun-23	Funding to support preliminary studies for potential projects intending to apply for funding through the Emissions Performance or Innovation Accelerator Request for Proposal (RFP) streams
Extreme Temperature Risk Mapping, Assessment and Planning – Community Emergency Preparedness Fund – UBCM	02-Jun-23	Funding to support effective response plans and strategies to prepare, mitigate and adapt to risks of extreme temperatures
Infrastructure Planning Grant – Ministry of Municipal Affairs	12-Jul-23	Funding to help governments develop or improve long-term comprehensive plans including asset management plans, integrated stormwater management plans, etc.

Grant	Deadline	Information
Community Placemaking Program – Island Coastal Economic Trust	Continuous	Funding for communities to reimagine and revitalize public spaces
Jobs and Growth Fund in British Columbia – Pacific Economic Development Canada	Continuous through March 31, 2024	Funding for four streams: 1. Activities that support the transition to a green economy 2. Activities that foster an inclusive recovery 3. Activities that advance Canada's competitiveness and grow small and medium-sized enterprises through digital adoption 4. Activities that strengthen capacity in sectors critical to Canada's recovery and growth

CONCLUSION

The CRD recognizes grants are a supplementary funding source to address the needs of services provided to the region. The External Grants Update outlines how the CRD continues to integrate and consider these grant opportunities relative to service needs, as well as informing local partners of these opportunities through the Grants Dashboard and Grants Alerts. The CRD will continue to provide a summary of activities and outcomes in the External Grants Update on a bimonthly basis.

RECOMMENDATION

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

Submitted by:	Lia Xu, MSc., CPA, CGA, Finance Manager, Local Services
Concurrence:	Nelson Chan, MBA, FCPA, FCMA, Chief Financial Officer
Concurrence:	Ted Robbins, B. Sc., C. Tech., Chief Administrative Officer

ATTACHMENTS

Appendix A: 2023 External Grants Dashboard
Appendix B: 2023 Grant Alerts

APPENDIX A **2023 EXTERNAL GRANTS DASHBOARD**

(Updated as of 17-Apr-23)

Approved	Pending	Declined / Withdrawn
15	16	12
$22,637,601	$13,268,132	$14,617,071

2023 Approved Grants

Department	Grant Program	Project	Amount ($)	Year Submitted
Corporate Services	Inclusive Governance Study Grant – Ministry of Municipal Affairs – Province of BC *NEW	Inclusive Regional Governance	60,000	N/A
	Restructure Planning Grant – Ministry of Municipal Affairs – Province of BC *NEW	Community Issues Assessment for Magic Lake Estates	15,000	N/A
Executive Services	CleanBC Organic Infrastructure and Collection Program – Organic Processing Infrastructure	Salt Spring Island (SSI) Composting Project	168,462	2021
	Bloom Fund – Salt Spring Island Foundation	SSI: Mount Maxwell Park Land Acquisition	100,000	2022

Department	Grant Program	Project	Amount ($)	Year Submitted
Executive Services cont'd	Community Grants Fund – Salt Spring Island Foundation *NEW	Salt Spring Island Multi-Space Dance Project	9,000	2022
Finance and Technology	Growing Communities Fund – Ministry of Municipal Affairs – Province of BC *NEW	Growing Communities Fund	11,559,000	N/A
Integrated Water Services	Strategic Priorities Fund – Canada Community-Building Fund *NEW	Regional Water Supply Main No. 4 Mt. Newton to Highway 17 Section Replacement	6,000,000	2022
	Restructure Implementation Grant – Ministry of Municipal Affairs – Province of BC *NEW	Conversion and Transfer of Seagirt Waterworks to the CRD	5,000	N/A
Parks & Environmental Services	2022/23 Active Transportation Infrastructure Stream – BC Active Transportation Infrastructure Grants Program *NEW	Mayne Island Regional Trail Phase 1 Development Project	500,000	2022
	Priority Places Program – Environment and Climate Change Canada *NEW	Species at Risk Assessment, Planning, and Habitat Restoration at Mill Hill Regional Park 2023-2026	180,000	2022
Planning and Protective Services	Reaching Home: Canada's Homelessness Strategy – Infrastructure Canada	Designated Communities Stream (2023-24)	3,194,540	2023-24
	Island Rail Corridor Funding Grant – Ministry of Transportation and Infrastructure – Province of BC *NEW	Island Rail Corridor Consultation	600,000	2023

Department	Grant Program	Project	Amount ($)	Year Submitted
Planning and Protective Services cont'd	2022 Volunteer & Composite Fire Departments Equipment and Training – Community Emergency Preparedness Fund – UBCM *NEW	Capital Regional District Fire Department Training & Equipment Project	178,599	2022
	Regional Emergency Management Planning Grant – Ministry of Emergency Management and Climate Readiness – Province of BC *NEW	Regional Emergency Planning 2023	50,000	N/A
	2023 Emergency Operations & Training – Community Emergency Preparedness Fund – UBCM *NEW	CRD Evacuee Registration and Assistance (ERA) Team Project	18,000	2023
		Total	$ 22,637,601	

2023 Pending Grants

Department	Grant Program	Project	Amount ($)	Year Submitted
Corporate Services	Capital and Innovation Program – Island Coastal Economic Trust *NEW	Miners Bay Dock Revitalization Project	30,000	2023
	Infrastructure Planning Grant Program – Province of BC	SSI: Mount Erskine Water System Infrastructure Condition Assessment	7,500	2022
	TD Friends of the Environment Foundation – TD Bank	SGI Pender Island Parks and Recreation Commission Youth Native Tree Planting Program Project	7,000	2023
Executive Services	2023 Canada Summer Jobs – Employment and Social Development Canada	Three applications for 35 positions across CRD Services: Panorama $51,365; SEAPARC $42,908; and Salt Spring Island Parks $24,320	118,593	2023
	Community Grants Fund – Salt Spring Island Foundation *NEW	Uniforms and Safety Gear for Martial Arts and Wrestling Programs	8,550	2023
	Community Grants Fund – Salt Spring Island Foundation *NEW	New Audio System for SIMS Gymnasium	7,500	2023
Parks & Environmental Services	CleanBC Communities Fund – Climate Change Mitigation – Green Infrastructure Stream – Investing in Canada Infrastructure Program	Capital Regional District Public Electric Vehicle Charging Network Project	6,403,671	2022

Department	Grant Program	Project	Amount ($)	Year Submitted
Parks & Environmental Services cont'd	Active Transportation Fund – Infrastructure Canada	Galloping Goose Regional Trail and Selkirk Trestle Enhancement Project (Submitted by Ministry of Transportation and Infrastructure, in partnership with Regional Parks)	5,848,328	2022
	CleanBC – BC Hydro Commercial Custom Program	Panorama Energy Recovery Project	200,000	2020
	Sustainable Communities and Industry Partnerships Project Implementation Offer – BC Hydro	Neighbourhood Energy Navigator Project	59,000	2023
	Pacific Institute for Climate Solutions Internship Program – University of Victoria	Regional Climate Projections: Understanding Current Use, Gaps, and Opportunities	12,000	2023
	2023 Youth Employment Experience – Canadian Parks and Recreation Association *NEW	Assistant Cultural Programmer for Regional Parks	8,000	2023
	Community Connectedness Stream – Healthy Communities Grant – PlanH *NEW	Building Community Connection – Regional Parks Inclusive and Adaptive Hiking with Power to Be	4,200	2023
Planning & Protective Services	2023 FireSmart Community Funding & Supports – Community Resiliency Investment Program – UBCM	CRD FireSmart Project	348,790	2022
	Sustainable Affordable Housing Study Grant – Green Municipal Fund – Federation of Canadian Municipalities *NEW	Campus View Redevelopment Project	175,000	2023

Department	Grant Program	Project	Amount ($)	Year Submitted
Planning & Protective Services cont'd	2023 Emergency Operations & Training – Community Emergency Preparedness Fund – UBCM *NEW	CRD DOC/EOC Capacity Development Project	30,000	2023
		Total	$13,268,132	

2023 Declined / Withdrawn Grants

Department	Grant Program	Project	Amount ($)	Year Submitted
Corporate Services	Economic Diversification Stream – Rural Economic Diversification and Infrastructure Program *NEW	Last-mile Connectivity and Economic Development Project for the Southern Gulf Islands (Declined)	576,725	2023
Executive Services	Environmental Quality – Green Infrastructure Stream – Investing in Canada Infrastructure Program	SSI: Cedars of Tuam – New Well and Water Treatment Plant (Declined)	1,143,948	2022
	Active Transportation Infrastructure Stream – BC Active Transportation Infrastructure Grants Program *NEW	SSI: Merchant Mews Pathway Project (Declined)	81,900	2022
	Reaching Each and Everyone: A Community Sport Intervention Program – Canadian Parks and Recreation Association*NEW	SSI: Inclusive Recreation Project (Declined)	50,000	2022
	Community Grants Program – ICBC *NEW	Salt Spring Island Speed Reader Boards (Withdrawn)	21,200	2022
	2023Youth Employment Experience – Canadian Parks and Recreation Association *NEW	Youth Program Leader Position, Salt Spring Island (Declined)	14,768	2023
Integrated Water Services	Environmental Quality – Green Infrastructure Stream – Investing in Canada Infrastructure Program	JDF: Anderson Cove Water Main Extension Project (Declined)	1,766,905	2022
	Environmental Quality – Green Infrastructure Stream – Investing in Canada Infrastructure Program	SGI: Skana Water System Storage Tank Replacement (Declined)	535,272	2022

Department	Grant Program	Project	Amount ($)	Year Submitted
Parks & Environmental Services	Strategic Priorities Fund – Canada Community Building Fund *NEW	Lochside Regional Trail and Swan Lake Trestle Enhancement Project, Capital Region, Victoria, BC (Declined)	5,999,999	2022
	Strategic Priorities Fund – Canada Community Building Fund *NEW	Lochside Regional Trail and Brett Avenue Trestle Enhancement Project, Capital Region, Victoria, BC (Declined)	4,376,354	2022
	New Horizons for Seniors Program – Employment and Social Development Canada	Community Garden Improvements at the Greenglade Community Centre (Declined)	25,000	2020
	New Horizons for Seniors Program – Employment and Social Development Canada *NEW	Dinner Bay Seniors Fitness Circuit Project (Declined)	25,000	2022
		Total	$14,617,071	

Making a difference...together

APPENDIX B **2023 GRANT ALERTS**

Open Grants as of 17-April-23

DEADLINE	PROGRAM	DESCRIPTION
17-Apr-23	Habitat Acquisition Grants – Habitat Conservation Trust Foundation [LINK]	Funding for land trust organizations, including regional governments, to purchase properties to protect fish and wildlife habitat
18-Apr-23	Broadband Fund – Canadian Radio and Television Commission – Government of Canada [LINK]	Funding for transport projects, mobile wireless projects and projects requiring operational funding to increase satellite transport capacity
28-Apr-23	Deep Retrofit Accelerator Initiative – Natural Resources Canada [LINK]	Funding to support accelerated development of deep retrofit projects
28-Apr-23	Heritage Legacy Fund – Heritage BC [LINK]	Funding for community initiatives to conserve and increase the understanding and appreciation of heritage resources as well as those working towards reconciliation with Indigenous peoples through collaboration
28-Apr-23	2023 Public Notification & Evacuation Route Planning – Community Emergency Preparedness – Union of British Columbia Municipalities (UBCM) [LINK]	Funding for evacuation route planning and public notification, emergency support services and Emergency Operations Centres (EOC) training

DEADLINE	PROGRAM	DESCRIPTION
30-Apr-23	Community Anniversaries – Building Communities Through Arts and Heritage – Canadian Heritage [LINK]	Provides funding for one-time events/capital projects that celebrate the 100th (or 125th/150th /175th, etc.) anniversary of a significant historical event/personality
01-May-23	Capacity Grants – Habitat Conservation Trust Foundation [LINK]	Funding to build and strengthen the capacity of organizations to design and deliver conservation or restoration projects
05-May-23	Community to Community Program – UBCM [LINK]	Funding to support increased understanding and improve relations between First Nations and local governments
12-May-23	Asset Management Planning Program – UBCM [LINK]	Funding for local governments to deepen and strengthen asset management practices
15-May-23	AgriSpirit Fund – Farm Credit Canada [LINK]	Funding for capital projects that enrich the lives of residents in communities of less than 150,000
15-May-23	Healthy Communities Grant – PlanH [LINK]	Funding through two streams to support initiatives that advance programs and strategies that improve health equity and well-being: 1. Community Connectedness 2. Healthy Public Policy
15-May-23	Emerging Priorities Stream – Community Workforce Response Grant – WorkBC [LINK]	Funding for immediate skills training needs for labour market challenges/opportunities
01-Jun-23	Housing Accelerator Fund – Canada Mortgage and Housing Corporation (CMHC) [LINK]	Incentive funding to local governments to encourage initiatives aimed at increasing housing supply

DEADLINE	PROGRAM	DESCRIPTION
02-Jun-23	Extreme Temperature Risk Mapping, Assessment and Planning – Community Emergency Preparedness Fund – UBCM [LINK]	Funding to support effective response plans and strategies to prepare, mitigate and adapt to risks of extreme temperatures
02-Jun-23	Project Feasibility Studies – CleanBC Industry Fund – Ministry of Environment and Climate Change [LINK]	Funding to support preliminary studies for potential projects intending to apply for funding through the Emissions Performance or Innovation Accelerator Request for Proposal (RFP) streams
12-Jul-23	Infrastructure Planning Grant – Ministry of Municipal Affairs [LINK]	Funding to help governments develop or improve long-term comprehensive plans including asset management plans, integrated stormwater management plans, etc.
19-Jul-23	Disaster Mitigation and Adaptation Fund – Infrastructure Canada [LINK]	Funding for infrastructure projects designed to mitigate current and future climate-related risks and disasters triggered by natural hazards
31-Dec-23	2023 Fire Smart Community Funding and Supports Program – Community Resiliency Investment – UBCM [LINK]	Funding to increase community resiliency through Fire Smart planning/activities to reduce wildfire risk
Continuous through 2023	Community Placemaking Program – Island Coastal Economic Trust [LINK]	Funding for communities to reimagine and revitalize public spaces
Continuous through 2023	2 Billion Trees Program – Government of Canada [LINK]	Funding for tree planting through three streams: 1. Mass Planting 2. Small-Scale Planting 3. Urban/Suburban

DEADLINE	PROGRAM	DESCRIPTION
Continuous through 2023	Forest Enhancement Society of BC [LINK]	Funding support to reduce wildfire risk and increase community resilience
Continuous through 2023	Play Your Court Program – National Bank of Canada [LINK]	Funding to revitalize more than 100 tennis courts in communities across Canada
Continuous through March 31, 2024	Jobs and Growth Fund in British Columbia – Pacific Economic Development Canada [LINK]	Funding through four streams: 1. Activities that support the transition to a green economy 2. Activities that foster an inclusive recovery 3. Activities that advance Canada's competitiveness and grow small and medium-sized enterprises through digital adoption 4. Activities that strengthen capacity in sectors critical to Canada's recovery and growth
Continuous	Community Building Recommissioning Grant – Green Municipal Fund – Federation of Canadian Municipalities [LINK]	Funding to identify opportunities to reduce whole-building energy use by up to 5-15 percent (with higher savings possible), extend equipment life and reduce maintenance costs - Two types of projects are eligible for this grant: building recommissioning and building retro-commissioning
Continuous	Capital Projects Stream – Rural Transit Solutions Fund – Infrastructure Canada [LINK]	Funding for rural and remote community capital projects to support both traditional and non-traditional transport modes and transportation systems
Continuous	Homelessness Community Action Grant – Social Planning and Research Council of BC [LINK]	One-time funding for local planning and collaborative initiatives to respond to the needs of those who are homeless or at risk of becoming homeless
Continuous	Canada Cultural Spaces – Canadian Heritage [LINK]	Funding for improvement of physical conditions for heritage, culture and creative innovation

DEADLINE	PROGRAM	DESCRIPTION
Continuous	Capital Project: Signature Initiative – Green Municipal Fund – Federation of Canadian Municipalities [LINK]	Funding (combined loans and grants) to help Canadian cities and communities of all sizes implement bold environmental projects that reduce Greenhouse Gas Emissions (GHG) emissions and protect the air, water, or land
Continuous	Commemorate Canada – Canadian Heritage [LINK]	Funding for initiatives that commemorate and celebrate historical figures, places, events and accomplishments of national significance
Continuous	Community Building Monitoring and Analysis Grant – Green Municipal Fund – Federation of Canadian Municipalities [LINK]	Funding to track energy use of existing community facilities over time, compare the energy performance of their buildings to similar buildings in other municipalities and identify opportunities to save energy. Funding is intended for community building owners who do not have a building monitoring and analysis system in place.
Continuous	GHG Reduction Pathway Feasibility – Green Municipal Fund – Federation of Canadian Municipalities [LINK]	Funding to assess feasibility for projects that reduce energy and GHGs for recreational and cultural facilities
Continuous	McConnell Foundation Fund [LINK]	Funding to support projects through three streams: 1. Climate 2. Reconciliation 3. Communities
Continuous	Medium and Heavy Duty Zero Emission Vehicles Program – Transport Canada [LINK]	Funding to encourage adoption of medium and heavy-duty zero emissions vehicles.
Continuous	Planning Stream: Early Support for Sustainable Affordable Housing – Green Municipal Fund – Federation of Canadian Municipalities [LINK]	Funds for deliverables required in applications for additional funding of energy efficient affordable housing

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

Closed Grants

DEADLINE	PROGRAM	DESCRIPTION
04-Jan-23	Rural Economic Diversification and Infrastructure Program – Ministry of Employment, Business and Economic Development [LINK]	Funding for rural economic development projects that promote economic capacity building, economic diversification, resilience, clean economy and infrastructure development through three streams: 1. Economic Capacity 2. Economic Diversification 3. Forest Impact Transition. (CRD is excluded but EAs may request an exemption)
11-Jan-23	Green Jobs – Science and Technology Internship Program – Natural Resources Canada [LINK]	Funding for youth training placements to build knowledge and skills for future employment in the natural resources sectors
12-Jan-23	Canada Summer Jobs – Employment and Social Development Canada [LINK]	Funding for wage subsidies for employers to create summer work experiences for youth 15-30 years of age
12-Jan-23	Documentary Heritage Communities Program – Libraries and Archives Canada [LINK]	Funding to commemorate local history and heritage
15-Jan-23	TD Friends of the Environment Foundation Grant – TD Bank [LINK]	Funding for environmental initiatives with a primary focus on environmental education and green space programs

DEADLINE	PROGRAM	DESCRIPTION
16 Jan-23	BC Vision Zero Grant Program – BC Injury and Prevention Unit [LINK]	Funding for projects that protect vulnerable road users from serious injury, disability or death
18-Jan-23 (Extended)	Healthy Canadians and Communities Fund – Public Health Agency of Canada [LINK]	Funding for interventions that address health inequities through three streams: 1. Creating supportive social environments for tobacco prevention and cessation 2. Creating food environments that enable access to healthy foods to improve healthy eating 3. Creating and/or promoting healthy built environments to increase physical activity
18-Jan-23	Infrastructure Planning Grant Program – Province of BC [LINK]	Funding for projects supporting the development of sustainable community infrastructure
27-Jan-23	2023 Emergency Support Services – Community Emergency Preparedness Fund – UBCM [LINK]	Capacity support for emergency support services including volunteer recruitment, training and purchase of equipment
31-Jan-23	Wildfire Community Preparedness Day – FireSmart Canada [LINK]	Funding to support Wildfire Community Preparedness Day May 6, 2023
01-Feb-23	ParticipACTION Community Challenge – PARTICIPACTION [LINK]	Funding for community organizations to remove barriers and increase physical activity and sport participation for equity-deserving groups
16-Feb-23	Connecting Communities BC – BC Connectivity Infrastructure (Canada/BC): Second intake [LINK]	Second intake of connectivity funding program to expand broadband internet services to underserved rural, remote and Indigenous communities

DEADLINE	PROGRAM	DESCRIPTION
17-Feb-23	Insurance Corporation of British Columbia (ICBC) Community Grants Program – ICBC [LINK]	Funding for road safety and injury recovery initiatives
24-Feb-23	Disaster Risk Reduction – Climate Adaptation – Community Emergency Preparedness Fund – UBCM [LINK]	Funding for disaster risk reduction and climate-related risks through three streams: 1. Foundational Activities 2. Non-Structural Projects 3. Small-scale Structural Projects
28-Feb-23	Green and Inclusive Community Buildings – Infrastructure Canada [LINK]	Funding through two streams to build and adapt community buildings to reduce GHG and improve climate change resilience: 1. Large retrofits and new buildings 2. Small and medium retrofit projects
28-Feb-23	Kal Tire's RePlay Fund – Kal Tire [LINK]	Funding to help cover the cost of recycled rubber products through third-party suppliers for community infrastructure projects
28-Feb-23	Scotts Gro for Good – Scotts Miracle Grow [LINK]	Funding to support community efforts to showcase the benefits of gardening, including encouraging healthy eating habits
03-Mar-23	Fairs, Festivals and Events Fund – Ministry of Tourism, Arts, Culture and Sport [LINK]	One-time funding to event organizers to support the sustained recovery of community events
09-Mar-23	Community Foundation Grants – Canada Post Community Foundation [LINK]	Funding to small municipalities to make a difference in the lives of children and youth

DEADLINE	PROGRAM	DESCRIPTION
13-Mar-23	Zero Emission Vehicle Awareness Initiative – Medium and Heavy Duty Stream – Natural Resources Canada [LINK]	Funding for new and innovative projects that aim to increase knowledge, awareness and confidence in medium and heavy-duty zero-emission or low-emission vehicles for fleet owners, drivers and general public
15-Mar-23	Projects – Stream Rapid Housing Initiative Round 3 – Canada Mortgage and Housing Corporation [LINK]	Funding to build new housing and/or purchase existing buildings that will be rehabilitated or converted into permanent affordable housing.
17-Mar-23	Poverty Reduction Planning and Action Program – UBCM [LINK]	Funding to support local governments to reduce poverty and advance the province's poverty reduction strategy through two streams: 1. Poverty Reduction Plans and Assessments 2. Poverty Reduction Action
17-Mar-23	Emotive Community Outreach Incentive Program – Go Electric Program – CleanBC [LINK]	Funding to small municipalities to assist in delivering Electric Vehicle (EV) awareness campaigns to accelerate adoption of EVs across BC
22-Mar-23	Community Wellness Grant Program – Island Health [LINK]	Funding for upstream wellness interventions that reduce barriers and increase supports for health and wellness
27-Mar-23	Living Cities Fund – Green Communities Canada [LINK]	Funding for community-based local organizations with training, funding, and logistical support to implement transformative green infrastructure projects
31-Mar-23	2023 Emergency Operations Centres and Training –Community Emergency Preparedness – UBCM [LINK]	Funding for purchase of equipment and supplies to maintain/improve EOCs and training

DEADLINE	PROGRAM	DESCRIPTION
04-Apr-23	Community Grants Program – Victoria Foundation [LINK]	Funding to strengthen community resilience through flexible, general operating funding to eligible local organizations
07-Apr-23	Enabling Small Modular Reactors Program – Natural Resources Canada [LINK]	Funding for research and development to develop and deploy small modular reactors for waste management
13-Apr-23	Building for the Future – Housing Supply Challenge: Round 4 – Impact Canada (Canada Mortgage and Housing Corporation) [LINK]	Funding for activities for innovative construction processes, techniques, systems and materials to increase affordable, climate-resistant housing
14-Apr-23	2023 Pilot Program – Urban Communities Partnering for Reconciliation – UBCM [LINK]	Funding for events and activities to enhance dialogue and support reconciliation efforts and resolve issues of common responsibility
14-Apr-23	Emerging Approaches for Reducing Landfill Methane Emissions – Environment and Climate Change Canada [LINK]	Funding to encourage additional testing and further adoption of emerging technologies that permit continuous or drone-based monitoring of methane emissions in landfills
Extended to 14-Apr-23	Codes Acceleration Fund – National Resources Canada [LINK]	Funding to support adoption and implementation of national model building energy codes through two streams: 1. Those who have the ability to adopt energy codes 2. Those that do not have the ability to adopt energy codes

Making a difference...together

REPORT TO FINANCE COMMITTEE
MEETING OF WEDNESDAY, MAY 03, 2023

SUBJECT **Capital Regional District External Grants 2022 Annual Report**

ISSUE SUMMARY

This report provides a summary of the Capital Regional District (CRD) external grants activity for the period of January 1, 2022 through December 31, 2022.

BACKGROUND

The CRD Grants team provides support to divisions across the organization as they pursue external grant opportunities with funders. Services apply for projects in alignment with their capital and service plans, adjusting and requesting amendments when opportunities unpredictably arise. The CRD Grants team informs divisions of upcoming opportunities, reviews applications, conducts research and engagement with external programs, advises on grant inquiries and regularly reports to the Board through Finance Committee on activity.

Appendix A details external grants activity and application status for the period ended December 31, 2022. This report also provides an update on the one-time Safe Restart for Local Governments Funding (Appendix B) and an update on the status of grant-funded projects (Appendix C).

The CRD has been reporting annually on grants since 2019. Staff track key performance indicators including application activity and amounts awarded. The availability of grant programs, lengthy review process, and competitive nature of grants can make it challenging to compare grant success on a year-by-year basis.

IMPLICATIONS

Financial Implications

2022 Activity

1. 52 grant alerts circulated
    - 5 additional summaries with supplementary information provided for high value programs
2. Grant application activity
    - 41 applications reported in 2022
    - 30 applications approved
    - 17 pending results
    - 8 declined / cancelled / withdrawn
    - 3 partnership applications

3. Grant coordination and reporting
    - 5 external grants staff reports were provided bi-monthly to the Finance Committee
    - 5 annual reports; external grants, Safe Restart, Grants-in-Aid (GIA) and 2 Community Works Fund (internal and external) reports
    - 1 other Grant Report relating to Regional GIA
4. Financial administration
5. Internal and External Stakeholder Engagement

The following table provides a summary of external grants activity with a comparison to 2021. With the Core Area Wastewater Treatment Project (CAWTP) grant program complete, staff will no longer include updates going forward. Additionally, all Regional Housing First Program (RHFP) grants have been received from CMHC. While the implementation of the program will continue for several years, no further grants from CMHC are expected through this program.

Table 1: Grants Awarded for 2022

Grants Awarded	**2022**	**2021**
Core Area Wastewater Treatment Project (CAWTP)	$36M	$81.8M
Regional Housing First Program (RHFP)[1] Canada Mortgage and Housing Corporation (CMHC) grant	No further funds anticipated	$5.8M
External Grants Awarded	$12.9M	$29.3M
Total	**$48.9M**	**$116.9M**
Rate of Return (excludes CAWTP/RHFP)	13.5x	32.6x

[1]RHFP includes funding from the CRD, BC Housing (contribution), and CMHC (grant). In 2020, each partner committed $40M towards affordable housing, for a total of $120M. BC Housing's contributions are not received by the CRD, but are funds distributed to third parties.

Safe Restart

The COVID-19 Safe Restart Grants for Local Governments provided $425 million across the province to assist local governments impacted by COVID-19. The CRD received nearly $2 million to assist with COVID-19 response and post-recovery expenses. Projects were awarded based on alignment with grant program criteria, and included revenue shortfalls, corporate Emergency Operations Centre expenses and allocations to Local Area Services. The CRD is required to report on funds until fully spent. Appendix B provides an update on expenses from 2020-2022, and funds committed for 2023.

Service Delivery Implications

Applying for grants is often time-sensitive where programs launch unexpectedly, disrupting service and work plans. Staff endeavor to seek funding for projects identified in capital plans aligned with community needs (refer to Appendix D); however, when opportunities arise adjustments and implications are brought forward for approval.

CONCLUSION

Staff continue to monitor and track key performance indicators, which are driven by the variability of external grant program availability. The CRD Grants team works with and across services to maximize funding opportunities. Staff proactively manage various processes for optimal financial management and adjust work plans when funding programs become available and where capacity and resources permit.

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: Capital Regional District External Grants Activity 2022
Appendix B: Safe Restart Funding for Local Governments – Regional and Local Services Projects
Appendix C: Update on the Status of Grant-Funded Projects
Appendix D: Grant Alignment with Community Needs

Appendix A Capital Regional District External Grants Activity 2022

Approved

No.	Grant Program	Project	Amount Approved ($)
1	Investing in Housing Innovation Grant and Deepening Affordability Grant – BC Housing	51-unit project at 7612 East Saanich Rd.	4,186,013
2	Reaching Home Agreements – Employment and Social Development Canada	Designated Communities (2022-2023)	3,227,512
3	Rural and Northern Communities – Investing in Canada Infrastructure Program	SSI: Maliview Wastewater Treatment Plant Upgrade	1,989,000
4	Victoria Housing Reserve Fund – City of Victoria	Caledonia Housing Project	1,065,000
5	Canada Community Revitalization Fund – Innovation, Science and Economic Development Canada	Revitalization of Centennial Park in Ganges Village	561,748
6	Zero Emissions Vehicle Incentive Program – Natural Resources Canada	Capital Region Electric Vehicle Charging Initiative	315,000
7	FireSmart Community Funding & Supports – Community Resiliency Investment Program 2022 – UBCM	Capital Region FireSmart Program Establishment Project	282,444
8	Zero Emission Vehicle Awareness Initiative – Natural Resources Canada	Capital Region E-Mobility Awareness Initiative	224,000
9	2022 Extreme Heat Risk Mapping, Assessment, and Planning – Community Emergency Preparedness Fund – UBCM	Capital Regional Extreme Heat Vulnerability Mapping Dashboard	150,000
10	Community Buildings Greenhouse Gas Reduction Pathway Feasibility Study – Green Municipal Fund Grant – Federation of Canadian Municipalities	Developing a GHG Reduction Pathway for Capital Regional District Recreation Centres	148,400
11	Local Government Climate Action Program – Ministry of Environment and Climate Change Strategy	2022 Local Government Climate Action Program	126,082
12	Salt Spring Island Foundation	Mount Maxwell Park Land Acquisition	100,000
13	2022 Regional District Basic Grant – Ministry of Municipal Affairs	Regional District Grant	76,000
14	Safe Restart and Recovery – Province of BC	Salt Spring Island Paratransit System	70,514
15	Early Learning and Child Care Program – Enabling Accessibility Fund – Employment and Social Development Canada	Owl's Nest Preschool Inclusive Outdoor Space Project	70,000
16	Seed Grant Funding – Canada Mortgage and Housing Corporation	Campus View Redevelopment Project	63,100
17	Zero Emission Vehicle Infrastructure Program, MURBS, Workplaces and LDV Fleets – Natural Resources Canada	Eight Level Two Electric Vehicle Chargers	40,000
18	Implementation Off Program – BC Hydro	Supporting Private Sector Investment in Public EV Charging: Guidelines and Resources Project	35,000
19	Sustainable Affordable Housing – Green Municipal Fund – Federation of Canadian Municipalities	CRHC's Targeting a Net Zero Energy Ready in a 104-unit Affordable Housing Redevelopment in Saanich, BC Project	25,000
20	2021 Evacuation Route Planning Stream – Community Emergency Preparedness Fund – UBCM	Capital Regional District Evacuation Route Planning	25,000
21	2022 Emergency Operations Centre and Training Grant Stream – Community Emergency Preparedness Fund – UBCM	CRD EOC Upgrade Project	24,665
22	2022 Emergency Support Services –Community Emergency Preparedness Fund – UBCM	ESS Modernization Project	22,502
23	Community Grants Program – ICBC	Salt Spring Island Speed Reader Boards	21,200
24	Canada Summer Jobs – Employment and Social Development Canada	Panorama Recreation - Aquatics	15,660
25	Canada Summer Jobs – Employment and Social Development Canada	Salt Spring Island Recreation	10,962
26	Salt Spring Island Foundation	Salt Spring Island MultiSpace Dance Project	9,000
27	Grant Program for Specialized Equipment and Training for Police and Related Agencies – BC Civil Forfeiture Office	CRD Regional Parks Compliance and Enforcement Program	8,080
28	Asset Management Planning Program – UBCM	SEAPARC's Leisure Complex Facility Condition Assessment	6,450
29	Restructure Implementation Grant – Ministry of Municipal Affairs	Conversion for Florence Lake Improvement District	5,000
30	2022 Community Connectedness Stream – PlanH Healthy Communities Grant	Building Community Connections with Equity-Seeking Groups Currently Underrepresented in Active Transportation Project	5,000
		Total	**12,908,332**

Pending

No.	Grant Program	Project	Grant Request ($)
1	Climate Change Mitigation Sub-Stream – Green Infrastructure – CleanBC Communities Fund – Investing in Canada Infrastructure Program	Capital Regional District Public Electric Vehicle Charging Network project	6,403,671
2	Strategic Priorities Fund – Canada Community Building Fund	Regional Water Supply Main No. 4 Mt. Newton to Highway 17 Section Replacement	6,000,000
3	Strategic Priorities Fund – Canada Community Building Fund	Lochside Regional Trail and Swan Lake Trestle Enhancement Project, Capital Region, Victoria, BC	5,999,999
4	Strategic Priorities Fund – Canada Community Building Fund	Lochside Regional Trail and Brett Avenue Trestle Enhancement Project, Capital Region, Victoria, BC	4,376,354
5	Environmental Quality – Green Infrastructure – Investing in Canada Infrastructure Program	JDF: Anderson Cove Water Main Extension Project	1,766,905
6	Environmental Quality – Green Infrastructure – Investing in Canada Infrastructure Program	SSI: Cedars of Tuam – New Well and Water Treatment Plant	1,143,948
7	Environmental Quality – Green Infrastructure – Investing in Canada Infrastructure Program	SGI: Skana Water System Storage Tank Replacement	535,272
8	BC Active Transportation Fund – Ministry of Transportation and Infrastructure	Mayne Island Regional Trail – Phase 1	500,000
9	2023 FireSmart Community Funding & Supports – Community Resiliency Initiative Program – UBCM	Capital Regional District FireSmart Project – 2023	348,790
10	CleanBC - BC Hydro Commercial Custom Program	Panorama Energy Recovery Project	200,000
11	Priority Places Species at Risk – Environment and Natural Resources Canada	Species at Risk Assessment, Planning and Habitat Restoration at Mill Hill Park – 2023 Expression of Interest	180,000
12	Volunteer & Composite Fire Departments Equipment and Training – Community Emergency Preparedness Fund – UBCM	Capital Regional District Fire Department Training & Equipment Project	178,599
13	Organic Processing Infrastructure – CleanBC Organics Infrastructure and Collection Program – Ministry of Environment and Climate Change Strategy	Salt Spring Island Composting Project	168,462
14	BC Active Transportation Fund – Ministry of Transportation and Infrastructure	Merchant Mews Pathway Project	81,900
15	Reaching Each and Everyone: A Community Sport Intervention – Canadian Parks and Recreation Association	Inclusive Recreation Project	50,000
16	New Horizons for Seniors Program – Employment and Social Development Canada	Dinner Bay Seniors Fitness Circuit project	25,000
17	Infrastructure Planning Grant – Ministry of Municipal Affairs	Mount Erskine Water System Infrastructure Condition Assessment	10,000
		Total	**27,968,900**

Declined/Withdrawn

No.	Grant Program	Project	Grant Request ($)
1	Large-scale stream – Disaster Mitigation and Adaptation Fund – Infrastructure Canada	Regional Water Supply Project (Declined)	36,900,000
2	Canada Summer Jobs – Employment and Social Development Canada	Panorama Recreation - Camps (Declined)	35,796
3	Canada Summer Jobs – Employment and Social Development Canada	SEAPARC (Declined)	28,576
4	New Horizons for Seniors – Employment and Social Development Canada	Community Garden Improvements at the Greenglade Community Centre (Declined)	25,000
5	Sustainable Affordable Housing – Green Municipal Fund – Federation of Canadian Municipalities	Village on the Green Housing Study (Declined)	25,000
6	Sustainability Scholars Program – University of British Columbia	Understanding Pathways to Equitable Energy Retrofits of Purpose-Built Rental Multi-Unit Residential Buildings in the CRD (Withdrawn)	6,900
7	Canada Summer Jobs – Employment and Social Development Canada	Regional Parks (Declined)	3,648
8	Scotts' Gro for Good Grant Program – Scotts Miracle Gro	Greenglade Community Garden Enhancement Project (Declined)	2,500
		Total	**37,027,420**

Partnerships

No.	Grant Program	Project	Grant Amount ($)
1	Canada Community Revitalization Fund – Innovation, Science and Economic Development Canada	Elk Lake Fishing Dock Replacement and Enhancement of Accessibility Project (World Fisheries led-application and grant transferred to CRD)	109,000
2	Mitacs Accelerate Proposal	Molecular Profiling and Spatiotemporal Analysis of Volatile Organic Compounds at Wasterwater Treatment Facility (in partnership with Vancouver Island University)	60,000
		Approved	**169,000**
3	Active Transportation Fund - Infrastructure Canada	Galloping Goose Regional Trail and Selkirk Trestle Enhancement Project (in partnership with Ministry of Transportation and Infrastructure)	5,848,328
		Pending	**5,848,328**

Appendix B Safe Restart Funding for Local Governments – Regional and Local Services Projects

Regional

No.	Service Area	Project	Grant Allocation ($)	Funds Spent 2020-2022 ($)	Funds Committed 2023 ($)	Surplus Re-allocation ($)
1	Corporate Emergency	Emergency Operations Centre (EOC) 2020	302,200	302,200	-	
2	Capital Regional Housing Corporation	Capital Regional Housing Corporation – Revenue Shortfalls	295,000	295,000	-	
3	Regional Parks	Regional Parks COVID-19 Response	200,000	200,000	-	
4	Information Technology	Equipment and Staff Request for AV Support during COVID-19	197,180	167,604	-	29,576
5	Human Resources and Corporate Safety	Appointment of Safety Manager – COVID-19 Funding	170,500	131,505	-	38,995
6	Corporate Emergency	Regional Emergency Planning Response	136,000	118,706	17,294	
7	Corporate Emergency	Emergency Operations Centre (EOC) 2021	83,810	83,810	-	
8	Corporate Emergency	Allowance for Ineligible Emergency Management BC (EMBC) Claims for 2020 EOC Costs	60,000	5,452	54,548	
9	Corporate Communications	Virtual Public Consultation Capacity during COVID-19	49,110	49,110	-	
10	Corporate Services	Legislative Services COVID-19 Business Continuity Management Planning	2,200	1,675	-	525
11	Corporate Emergency (New)	Leg & Gen Operating Reserve Reimbursement for Ineligible EMBC Claims for 2020 EOC Costs	From Surplus Re allocation	69,095		
		Total	**1,496,000**	**1,424,157**	**71,842**	**69,095**

Juan de Fuca

No.	Service Area	Project	Grant Allocation ($)	Funds Spent 2020-2022 ($)	Funds Committed 2023 ($)
1	JDF Grants-in-Aid	One Time Supplementary GIA Safe Restart	61,078	61,078	-
2	Port Renfrew Fire Department	Port Renfrew Fire Department PPE and Cleaning Supplies	8,260	8,260	-
3	JDF Planning	JDF Meeting Room Electronic Meeting Equipment	8,750	8,750	-
4	Otter Point Fire Department	Otter Point Fire Department PPE and Cleaning Supplies	7,480	7,480	-
5	Willis Point Fire Protection	Willis Point Fire Protection PPE and Cleaning Supplies	7,220	7,220	-
6	Shirley Fire Department	Shirley Fire Department PPE and Cleaning Supplies	7,200	7,200	-
7	East Sooke Fire Department	East Sooke Fire Department PPE and Cleaning Supplies	7,200	7,200	-
8	JDF Parks	JDF Parks Toilets Rental in the Parks	7,140	7,140	-
9	JDF Community Recreation	Port Renfrew Community Hall Revenue Shortfall	3,982	3,982	-
10	East Sooke Fire Department	East Sooke Community Hall Revenue Shortfall	3,690	3,690	-
11	SEAPARC	SEAPARC COVID-19 Relief Support	1,000	1,000	-
		Total	**123,000**	**123,000**	**-**

Salt Spring Island

No.	Service Area	Project	Grant Allocation ($)	Funds Spent 2020-2022 ($)	Funds Committed 2023 ($)
1	SSI Community Parks	Revenue Shortfalls for Saturday Market in 2020	125,937	125,937	-
2	SSI Parks and Recreation	SSI Parks and Recreation Revenue Shortfalls for Recreation Programs in 2020	40,000	40,000	-
3	SSI Park Land and Pool	Revenue Shortfalls due to Reduced Pool Capacity and Program Cancellations for 2021	39,928	39,928	-
4	SSI Grants-in-Aid	One Time Supplementary GIA Safe Restart	35,000	25,000	10,000
5	SSI Administration	Electronic Virtual Meeting Improvements	11,800	4,164	7,636
6	SSI Economic Development	Economic Development Coordinator	10,000	10,000	-
7	SSI Parks and Recreation	Revenue Shortfalls for Recreation Programs in 2020	1,335	1,335	-
		Total	**264,000**	**246,364**	**17,636**

Southern Gulf Islands

No.	Service Area	Project	Grant Allocation ($)	Funds Spent 2020-2021 ($)	Funds Committed 2023 ($)
1	SGI Grants-in-Aid	One Time Supplementary GIA Safe Restart	113,000	113,000	-
		Total	**113,000**	**113,000**	**-**

Appendix C Update on the Status of Grant-funded Projects

Projects in Progress

No.	Grant Program	Project	Grant Awarded ($)
1	Affordable Rental Innovation – Canada Mortgage and Housing Corporation	Regional Housing First Program	120,000,000
2	Building BC – Community Housing Fund – BC Housing	Caledonia Housing Project	18,475,000
3	Major Cities Stream – Rapid Housing Initiative Round 1 – Canada Mortgage and Housing Corporation	Partnership with BC Housing to build supportive housing at 2933 & 2949 Albina St. and at 1909 Prosser Rd.	13,056,502
4	Major Cities Stream – Rapid Housing Initiative Round 2 – Canada Mortgage and Housing Corporation	865 Catherine Street Supportive Housing Project, 45 units	11,290,921
5	Building BC – Community Housing Fund – BC Housing	2780 Spencer Rd project in partnership with CRHC	5,900,000
6	Environmental Quality – Green Infrastructure Stream – Investing in Canada Infrastructure Program	Magic Lake Estates Wastewater System Renewal	5,653,266
7	Community, Culture, Recreation – Investing in Canada Infrastructure Program – British Columbia	Mayne Island Regional Trail - Phase One Development	2,778,393
8	COVID-19 Safe Restart for Local Governments – Province of BC	COVID-19 Funding for Local Governments	1,996,000
9	Community, Culture and Recreation Stream – Investing in Canada Infrastructure Program – British Columbia	Elk/Beaver Lake Oxygenation System Project	750,000
10	Victoria Housing Reserve Fund – City of Victoria	Michigan Housing Project	620,000
11	Zero Emission Vehicle Program (2nd application) – Natural Resources Canada	110 Level Two Electric Vehicle Chargers	460,000
12	2022 FireSmart Community Funding & Supports – Community Resiliency Investment Program – UBCM	Capital Region FireSmart Program Establishment Project	282,444
13	Zero Emission Vehicle Awareness Initiative – Natural Resources Canada	Capital Region E-Mobility Awareness Initiative	224,000
14	Community Energy Financing – Federation of Canadian Municipalities	Capital Regional Residential Energy Retrofit Program	175,000
15	Community Buildings Greenhouse Gas Reduction Pathway Feasibility Study Grant – Green Municipal Fund – Federation of Canadian Municipalities	Developing a GHG Reduction Pathway for Capital Regional District Recreation Centres	148,400
16	Small Projects – Enabling Accessibility Fund – Employment and Social Development Canada	Improving Accessibility - Panorama Recreation & SEAPARC	100,000
17	BC Hydro Community Energy Manager Program	CRD's Community Energy Specialist from September 2021 – September 2023	100,000
18	Canada Nature Fund – Species at Risk Priority Places – Environment and Climate Change Canada Program	Species at Risk Assessment, Planning and Habitat Restoration at Mill Hill Regional Park	65,000
19	BC Rural Dividend – Rural Community Development Grants – Ministry of Forests, Lands, Resource Operations and Rural Development	SGI Broadband Connectivity - Planning Project	50,000
20	Zero Emission Vehicle Infrastructure Program, MURBS, Workplaces and LDV Fleets – Natural Resources Canada	Eight Level Two Electric Vehicle Chargers, up to 40K	40,000
21	BC Active Transportation Network Planning Grant Program	Update of the Pedestrian and Cycling Master Plan – SSI edition with a focus on a master transportation plan for Ganges Village	30,000

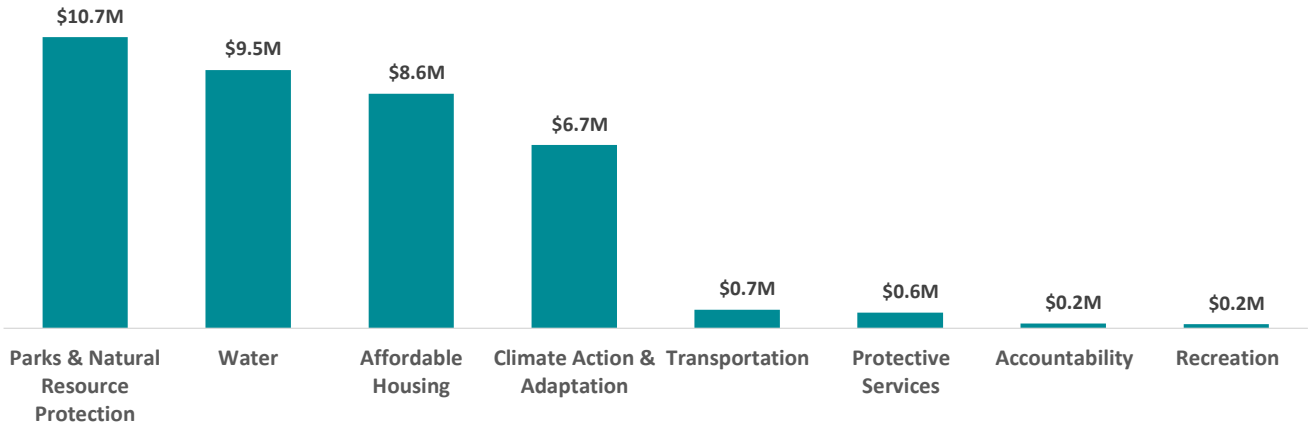
Projects Completed

No.	Grant Program	Project	Grant Awarded ($)
1	Bike BC Cycling Infrastructure Program – Ministry of Transportation and Infrastructure	E&N Rail Trail Phase 3: Atkins Ave. to Savory School	1,000,000
2	Community Child Care Space Creation Program – Ministry of Children and Family Development – UBCM	SSI Child Care Space Creation	832,725
3	Pilot Project: Signature Fund – Green Municipal Fund – Federation of Canadian Municipalities	Zero Emissions Fleet Initiative	350,000
4	Strengthening Communities' Services – UBCM	Salt Spring Island Homelessness COVID Response Project	308,520
5	2021 FireSmart Economic Recovery Fund – Community Resiliency Investment Program – UBCM	Capital Regional FireSmart Economic Recovery	137,907
6	Volunteer & Composite Fire Departments Equipment & Training – Community Emergency Preparedness Fund – UBCM	Joint CRD Volunteer Fire Department Equipment and Training Project	114,191
7	BC Rural Dividend – Rural Community Development Grants – Ministry of Forests, Lands, Resource Operations and Rural Development	Engineering Design for SGI Regional Trails	100,000
8	BC Rural Dividend – Rural Community Development Grants – Ministry of Forests, Lands, Resource Operations and Rural Development	Shared Service Business Model	90,750
9	COVID-19 Resilience Infrastructure Stream – Investing in Canada Infrastructure Program	SSI Drake Road Trail Upgrade Project	90,127
10	Unique Heritage Infrastructure Stream – Community Economic Recovery Infrastructure Program – Ministry of Transportation and Infrastructure	Goldstream Powerhouse Roof	76,000
11	Federation of Canadian Municipalities – Municipal Asset Management Program	Life Cycle Assessment Guide and Tool	50,000
12	Sustainable Communities Implementation Fund – BC Hydro	Capital Region Electric Vehicle Infrastructure Road Map	36,000
13	2021 Emergency Operations Centres & Training – Community Emergency Prepardeness Fund – UBCM	CRD Electoral Area EOC Functional Exercises	25,000
14	UBCM 2020 Active Transportation Grant	Active Transportation Plan for the Southern Gulf Islands	20,000
15	CleanBC Go Electric Fleets Infrastructure Assessment Rebate – Ministry of Environment and Climate Change Strategy	Go Electric Fleets IWS Facility Assessment	4,500

*This Appendix provides an update on grant-funded projects as of December 31, 2022. It includes grant-funded projects that were approved prior to 2022.

Appendix D Grant Alignment with Community Needs

Community Needs Aligned with Grant Request ($ Amount Applied for 2022 Activity)
The following graph highlights services' pursuit of grant applications in relation to the CRD's identified community needs.



Making a difference...together

REPORT TO FINANCE COMMITTEE
MEETING OF WEDNESDAY, MAY 03, 2023

SUBJECT **Operating Reserve Guidelines**

ISSUE SUMMARY

Report on an overview of current Operating Reserve controls and guidelines to ensure sustainable service delivery.

BACKGROUND

This report presents the Operating Reserve Guidelines to accompany the Capital Reserve Guidelines adopted in July of 2021. It establishes measures that assess the health of operating reserves and provides targets for reserves in support of sustainable service delivery, a corporate plan priority.

Financial management strategies tailored to meet service delivery objectives provide opportunities to enhance service delivery not otherwise possible. Value creation through prudent use of revenue, reserves and borrowing investments are optimized over time. Table 1 below provides examples of financial management strategies that have been used to optimize investments in service delivery:

Table 1: Financial Management Strategies and Guidelines Summary

Report	Description
Capital Reserve Guidelines	Guidance for assessing capital reserve health, using the relationship between leverage and debt affordability, balancing between both to impact service delivery
Corporate Asset Management Program and Asset Management Strategy	Intervene throughout the life cycle of an asset with activities designed to extend and improve service delivery
Financial Debt Term Guidelines	Set optimal long-term debt amortization periods optimizing value for money on borrowings
Core Area Water Treatment Project (CAWTP) Financing Strategy	Integrate life-cycle costing, cost expectations, debt tolerance and cash flow planning
Capital Regional Hospital District (CRHD) Funding Model	Fund minor capital from cash on hand and major capital projects through debt financing aligned with asset life.
CRHD Summit Financing Strategy	Align long-term debt to operating lease agreement and mitigate risks associated with fluctuating interest rates.
Regional Housing First Program Business Model	Leverage grant funds to multiply service delivery four times the service delivery levels. Perpetuating leverage ability into the future
Renewable Natural Gas Business Case Model and Analysis	Optimize agreement terms and financing strategy
Park Land Acquisition	Asset value creation and maximum flexibility by using borrowings to acquire park land now for future service delivery

The models and guidelines developed to date provide a targeted use of financial strategies unlocking flexibility, value creation and long-term service delivery.

Financial health indicators have been tracked since 2017 and routinely measure financial performance of the organization. Using the Dominion Bond Rating Service rating methodology for municipal governments, the Capital Regional District (CRD) has maintained an AA or better rating since 2017. Other key health indicators monitor liquidity, interest coverage, leverage and capital reserve health.

In November of 2022, the Executive Leadership Team (ELT) adopted the Operating Reserve Guideline as presented in Appendix A. The guideline establishes a standard approach to the evaluating reserves and setting reserve limits, effectively formalizing the extent to which services will rely on operating reserves to support service delivery. These guidelines were approved for use in the upcoming 2024 financial planning process.

IMPLICATIONS

Adequate and appropriate funding sources are key to the organization's ability to sustain service delivery. In July 2021, to the Capital Reserve Guidelines were adopted and have since been effective in establishing target reserve levels and the development of more effective financing strategies. Upon completion of the capital reserve, review of operating reserves commenced. The review activities were a scan of the organization's current operating reserve environment, covering:

- Current practice
- Current operating reserve bylaws
- Current operating reserve balances compared to target benchmarks

Based on the review, staff developed a guideline for use of key indicators to measure reserve health and inform financial planning in support of sustainable service delivery.

Legislative Implications

Operating Reserve Funds, under Local Government Section 377 and Community Charter Section 188 and 189, are established by way of Board approved bylaw to allow services to allocate operating funds. Operating reserves are typically created for the following purposes:

- Respond to unforeseen events and operating emergencies
- Accommodate known revenue or expense fluctuations, while maintaining service levels
- Funding cyclical maintenance expenditures and operating programs

All transfers to and from these reserves are approved by the Board as part of the annual financial planning process, with all transfers to and from these reserves being held in separate funds for each service in compliance with *Local Government Act* section 374.

Neither legislation nor CRD bylaws define how to set target operating reserve fund levels.

Other Local Government Practice

The research performed by staff included consideration of existing practice in local government. A review of practices included those recommended by the Government Finance Officers Association (GFOA) and by a selection of other local governments in British Columbia (BC), such as Metro Vancouver, City of Victoria, District of Saanich, Cariboo Regional District and Cowichan Valley Regional District.

CRD's current practice aligns with best practices of other BC local governments and the GFOA's recommendations. However, methods aimed at setting targets and monitoring health are not widely adopted.

Analysis

Within a local government context, operating reserves are needed to support one-time or unplanned fluctuations in a service operation that creates unreasonable swings in revenue or expense. Reserves assist with accumulating surplus or targeted savings for future use.

Operating reserves are most appropriate to assist with operational needs. Operationally, operating reserves are typically needed for Revenue Stabilization, Emergency/Contingency, Cyclical Maintenance and Operating Programs or Projects.

Within these categories, a standard approach has been derived to evaluate minimum and maximum benchmark levels as follows in Table 2:

Table 2: Operating Reserve Benchmarks, by Reserve Type

Operating Reserve Category	Description	Minimum Level	Maximum Level
Revenue Stabilization	User fee dependency / volatile revenue profile	Half month (5%) to two months (15%) of regular operating expenditures, rounded to the nearest higher $1,000	Two months (15%) to four months (33%) of regular operating expenditures, rounded to the nearest higher $1,000
Emergency / Contingencies	Unforeseen events	Half month (5%) of regular operating expenditures, rounded to the nearest higher $1,000	One month (10%) of regular operating expenditures, rounded to the nearest higher $1,000
Cyclical Maintenance	Large non-annual maintenance expenditures	Based on Lifecycle Plan and Cost	Based on Lifecycle Plan and Cost
Operating Programs	Large non-annual program expenditures	Based on planned spend of related programs	Based on planned spend of related programs

The objective is to identify reserve positions and shortfalls where there is risk to financial health within a service and take action during the annual financial planning processes. Using indicator exception reporting, staff will drive further analysis on a service-by-service basis within the financial plan development integrating existing asset management plans and revenue strategies.

Excluded from this guideline are Regional Water Supply and Juan De Fuca Water Distribution services, which do not use operating reserves to mitigate operating fluctuations. Instead, fluctuations in expenses are offset by the overall capital contribution under the Utility Model, which balances annual depreciation of assets.

Financial Implications

The CRD's 107 operating reserves promote financial stability and reduce the risk of service interruption. While some services have more than one reserve, most have a single reserve falling within the scope of the guidelines. Table 3 below summarizes results from Appendix B and C to the report.

Table 3: Summary of Results

Category	2022 Results
Within Target	8
Below Target	67
Above Target	32
Total Reserves:	107

Implementation of corporate monitoring revealed that some service areas have reserves outside the guideline ranges. If below target, this could make them more vulnerable to unexpected revenue disruptions, potentially impacting their financial stability. Conversely, services with operating reserve balances above the target range could benefit from assessing their circumstances and establishing plans to reduce future transfers from operating budgets.

To maintain the operating reserve balances within the desired target range, the staff will as part of financial planning, regularly monitor and reserves that fall below or above the target range.

Financial health indicators since 2017 have not included operating reserve funding levels. Operating reserve funding has been limited in the past to mitigate revenue increases. However, given the increasing frequency of unforeseen events such as climate-related disasters, health emergencies like the COVID-19 pandemic and unexpected changes in economic conditions, the financial implications are now more significant to annual revenue. To respond and prepare, regular review of operating reserve health is now considered compulsory in annual planning processes.

Other Considerations

The Operating Reserve Guidelines are designed to complement the Capital Reserve Guidelines, establishing a standard measure and practice for establishing and funding operating reserves. However, it is acknowledged that in certain instances, alternative approaches may be necessary to address revenue uncertainty.

CONCLUSION

The CRD has implemented various models and guidelines to support sustainable service delivery, including the recently established operating reserve guideline. The ELT approved operating reserve guidelines assess the impact of operating reserves on service delivery and compares current reserves to benchmarks. These guidelines are designed to optimize operating reserve funding levels and serve as a reference point to balance multiple objectives. Effective operating reserve management is an essential activity in support of financial sustainability and to prevent service disruption. Staff will utilize these guidelines to inform financial planning and ensure the CRD achieves its strategic objectives.

RECOMMENDATION

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

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

ATTACHMENTS

Appendix A: CRD Operating Reserve Guidelines
Appendix B: 2022 Operating Reserve Analysis (including ERM)
Appendix C: 2022 Operating Reserve Analysis (excluding ERM)

Operating Reserve GUIDELINES
CRD FINANCIAL SERVICES

Purpose

To present an operating reserve guideline and framework to establish a standard practice for setting Capital Regional District (CRD) service area operating reserve target balance levels.

Background

Adequate operating reserve balances are considered an important tool in support of sustainable budgets and service delivery. Achieving an optimal operating reserve balance target achieves two goals:

1. Ensures an adequate level of operating assets are maintained to meet existing service levels and are consistent with, and supportive of, established long-term financial plans:
    a. Funding one-time or cyclical expenditures (e.g., major capital asset maintenance once every three years)
    b. Stabilizing ongoing revenue requirements
2. Ensures contingency funds are on-hand to address unexpected situations requiring immediate funding of service operations

These guidelines are based on the principle that the each CRD service area should maintain or build enough reserves to sustain the financial health and stability of the service area.

Operating reserve fund management will conform to the statutory and legal requirements of the *Local Government Act* and the *Community Charter*, Generally Accepted Accounting Principles (GAAP) and Public Sector Accounting Board (PSAB) recommendations.

Operating reserve balance targets are set during long-term sustainable service delivery planning activities and annually in the financial planning process. Operating reserve balance targets are determined within each service by operational management in partnership with Financial Services. These targets are reviewed annually for changes in assumptions and service delivery commitments. This guideline provides formulas which permit the service area management and finance to establish the target operating reserve balances as guideline. Individual service area circumstances will justify higher or lower target operating reserve balances.

For planning purposes, the primary sources of funding for operating investment are assumed to be transfers and surplus carry forward balances.

The key inputs to the analysis of a service area target operating reserve balances are:

- Master plans
- Service level strategic and service plans
- Sustainable service delivery plans
- Operating plans
- Grant opportunities, donations and other partnerships

Continued development of sustainable service delivery plans and long-term financial plans will provide more reliable and available asset and operational data to better inform future funding levels. Reserve funding levels should always be revisited with the completion or revision of these plans.

Each year as part of the annual financial planning process, reserve transfers and reserve levels will be reviewed by Staff to ensure alignment with these guidelines. This review is subject to existing bylaw restrictions and, with respect to statutory reserves, legislative restrictions. Reserve funding and use of reserves should be determined in conjunction with policy and best practice regarding debt, grants, donations and other partnerships.

Financial Services, in cooperation with the operations manager, would determine the target operating reserve balance for each service area. Target levels would be reviewed corporately (i.e., Senior Manager/Chief Financial Officer) on an annual basis. Finance staff responsible for the service area should be contacted if there are questions regarding interpretation or application of these guidelines.
Audited information from the financial statements can be relied on in determining the minimum maintenance target operating reserve levels. This audited information is the best source of data available and is immediately available without imposing additional administrative burden.

RESERVE GUIDELINES

Operating Reserve Balance Approvals

Each CRD service should use these guidelines as a starting point for further analysis. Traditional oversight approval responsibilities are still required through both the long-term planning process and the annual financial planning process.

Target operating reserve balances would be reviewed corporately (i.e., Senior Manager/ Chief Financial Officer). The ideal target ratios would balance minimizing overall borrowing and asset management costs while using judgement.

Reserve Target Levels – Categorization

In general, CRD service areas can be divided into the following categories:

Operating Reserve Categorization	Time Period	Contingencies for Use	Time period to replenish drawdowns
1. Revenue Stabilization	Next requisition window plus 2-3 years	Revenue disruption	1-2 years
2. Emergencies / contingencies	Immediate – emergency basis	Unforeseen emergency / contingency	1-2 years
3. Cyclical Maintenance	Generally 2-5 year cycles	Routine non-annual maintenance	2- 4 years
4. Operating Programs	One-time or Generally 2-5 year cycles	Routine non-annual programming expenditures	2- 4 years

Overall Reserve Funding Target Goals – Calculation Guidelines

In determining a level of operating reserves[1], the business risk profile of the service area will be reviewed and categorized as follows:

Operating Reserve Category	Description	Minimum Level	Maximum Level
Revenue Stabilization [2]	User fee dependency / volatile revenue profile	Half Month (5%) to Two months (15%) to of regular operating expenditures, rounded to the nearest higher $1,000	Two months (15%) to Four months (33%) of regular operating expenditures, rounded to the nearest higher $1,000
Emergency / Contingencies	Unforeseen events	Half Month (5%) of regular operating expenditures, rounded to the nearest higher $1,000	One month (10%) of regular operating expenditures, rounded to the nearest higher $1,000
Cyclical Maintenance	Large non-annual capital maintenance expenditures	Based on Lifecycle Plan and Cost	Based on Lifecycle Plan and Cost
Operating Programs	Large non-annual program expenditures	Based on planned spend of related programs	Based on planned spend of related programs

Examples:

- Emergencies (e.g., natural disasters, earthquakes, pandemics) and/or sudden loss of key staff in services with significant exposure to tangible capital asset (TCA) exposure where the recommendation is to coordinate emergency response through the Legal and General service area.
- Cyclical maintenance such as reservoir cleaning every three years, or statutory requirements such as engaging a consultant for infrastructure review under provincial regulations

[1] These guideline does not apply to Regional Water Supply and Juan De Fuca Water Distribution services. These services do not use operating reserves to mitigate operating fluctuations. Rather, they offset any expense fluctuations by balancing annual depreciation of assets through the overall annual capital contribution under the Utility Model.

[2] For the purposes of these guidelines, Environmental Resource Management (ERM) Waste Reduction Sustainability Operating Reserve (Bylaw 3867) is classified as a revenue stabilization reserve, with a primary purpose to mitigate any future revenue or expense fluctuations.

- Operating programs such as conducting large surveys every three to five years, large consultant reports/studies and election expenses every four to five years

Service Areas below Minimum Level:

Division Managers, with individual services having operating reserve funds lower than the minimum level, will review future plans for the reserve funds with the Senior Manager of Financial Services to determine if the following should be done:

1. Consider the tax base, resource needs and general economic conditions and establish a schedule of contributions (which may result in a requisition increase) required to comply with these guidelines. Re-establishing an operating reserve to the minimum target level may take several years.
2. Staff will use above approved schedule of contributions in the annual financial planning process and any required operating reserve contributions shall be made prior to any other discretionary item in the financial plan.

Service Areas Exceeding Maximum Level:

Division Managers, with individual services having operating reserve funds in excess of the maximum level, will review future plans for the reserve funds with the Senior Manager of Financial Services to determine if the following should be done:

1. Leave funds in the reserve based on the next Five-Year Financial Plan for operating;
2. Transfer excess funds not required by operating in the next financial plan into a capital reserve fund or;
3. Consider a reduction in requisition if the funds are not required by either operating or capital financial plans.

Annual Maintenance Procedures

1. CRD Financial Services staff will identify those services where this policy is not applicable due to the nature of the service.
2. CRD Financial Services staff will identify each service where the operating reserve balances are below the minimum level or above the maximum level.
3. CRD Financial Services staff will use this information and follow these guideline recommendations below, based on the individual service circumstances.
4. These guidelines will be reviewed annually for required revisions or amendments because of changes in applicable statutes, accounting standards, economic conditions, etc.

Prepared By:	Financial Services	October 2021
Consulted With:	All Departments	
Informed:	All Departments	
Approved By:	ELT	November 24, 2022

CRD

Operating Reserve Analysis

December 31, 2022

Appendix B:

Indicative Analysis including ERM

Service Area	Service Area Name	2022 Operating Reserve Balance	Min - Target%	Max - Target%	Min - Target$	Max - Target$	Difference - Min$	Difference - Max$
1.01	Legislative & General Government	6,112,968	11%	30%	3,259,836	8,890,462	2,853,132	-2,777,494
1.101	G.I.S.	54,399	11%	30%	62,474	170,383	-8,074	-115,984
1.103	Elections	125,101	6%	20%	14,246	47,486	110,855	77,614
1.105	Facility Management	123,346	11%	30%	217,498	593,175	-94,151	-469,829
1.106	CRD HQ Building	58,332	16%	40%	262,610	656,525	-204,278	-598,193
1.107	Corporate Satellite Facilities	0	11%	30%	24,068	65,641	-24,068	-65,641
1.109	Electoral Area Admin Exp - JDF	0	6%	20%	3,830	12,767	-3,830	-12,767
1.11	Electoral Area Admin Exp - SGI	114,807	6%	20%	27,918	93,061	86,888	21,746
1.111	Electoral Area Admin Exp - SSI	0	6%	20%	59,307	197,689	-59,307	-197,689
1.123	Family Court Building	0	6%	20%	165	550	-165	-550
1.124	SSI Economic Development Commission	25,197	6%	20%	6,049	20,164	19,148	5,033
1.125	SGI Economic Development Commission	8,164	6%	20%	7,389	24,631	774	-16,467
1.137	Galiano Island Library Service	0	6%	20%	3,612	12,040	-3,612	-12,040
1.141	Salt Spring Island Public Library	0	6%	20%	38,309	127,698	-38,309	-127,698
1.17	Gossip Island Electric Power Supply	0	11%	30%	6,270	17,099	-6,270	-17,099
1.224	Community Health - Homeless Sec.	78,605	6%	20%	48,972	163,240	29,633	-84,636
1.226	Health Facilities - VIHA	0	6%	20%	66,285	220,950	-66,285	-220,950
1.235	S. G. I. Small Craft Harbour Facilities	0	6%	20%	16,543	55,144	-16,543	-55,144
1.236	Salt Spring Island Fernwood Dock	0	6%	20%	951	3,169	-951	-3,169
1.238A	Community Transit (S.S.I.)	0	6%	20%	29,580	98,599	-29,580	-98,599
1.238B	Community Transportation (S.S.I.)	211,865	11%	30%	9,043	24,662	202,822	187,203
1.28	Regional Parks	114,694	16%	40%	2,028,975	5,072,438	-1,914,281	-4,957,743
1.29	Royal Theatre	0	11%	30%	22,220	60,600	-22,220	-60,600
1.295	McPherson Theatre	0	11%	30%	48,180	131,400	-48,180	-131,400
1.297	Arts Grants	322,109	6%	20%	180,384	601,280	141,725	-279,172
1.299	Salt Spring Island Arts	0	6%	20%	7,306	24,352	-7,306	-24,352
1.309	Climate Action and Adaptation	936,580	6%	20%	93,175	310,584	843,404	625,996
1.31	Land Banking & Housing	405,178	0%	0%	0	0	405,178	405,178
1.313	Animal Care Services	490,461	6%	20%	86,961	289,872	403,500	200,590
1.318	Building Inspection	612,699	11%	30%	192,357	524,610	420,342	88,088
1.319	Soil Deposit Removal	74,675	6%	20%	343	1,144	74,332	73,531
1.32	Noise Control	21,805	6%	20%	2,401	8,004	19,403	13,800
1.322	Nuisances & Unsightly Premises	19,000	6%	20%	3,203	10,675	15,797	8,325
1.323	By-Law Enforcement	0	6%	20%	30,137	100,455	-30,137	-100,455
1.324	Regional Planning Services	1,697,335	16%	40%	350,562	876,405	1,346,773	820,930
1.325	Electoral Area Services - Planning	385,628	16%	40%	117,004	292,509	268,625	93,119

CRD

Operating Reserve Analysis

December 31, 2022

Appendix B:

Indicative Analysis including ERM

Service Area	Service Area Name	2022 Operating Reserve Balance	Min - Target%	Max - Target%	Min - Target$	Max - Target$	Difference - Min$	Difference - Max$
1.33	Regional Growth Strategy	1,731,257	16%	40%	50,929	127,324	1,680,328	1,603,934
1.335	Geo-Spatial Referencing System	10,863	6%	20%	6,870	22,899	3,993	-12,036
1.35	Willis Point Fire Protect & Recreation	0	11%	30%	13,564	36,994	-13,564	-36,994
1.352	South Galiano Fire Protection	0	11%	30%	42,773	116,654	-42,773	-116,654
1.353	Otter Point Fire Protection	0	11%	30%	39,639	108,107	-39,639	-108,107
1.355	Durrance Road Fire Protection	2,951	11%	30%	299	816	2,652	2,135
1.356	Pender Fire Protection	0	11%	30%	110,959	302,614	-110,959	-302,614
1.357	East Sooke Fire Protection	0	11%	30%	50,416	137,499	-50,416	-137,499
1.358	Port Renfrew Fire Protection	0	11%	30%	14,262	38,897	-14,262	-38,897
1.359	N. Galiano Fire Protection	0	11%	30%	23,729	64,715	-23,729	-64,715
1.36	Shirley Fire Protection	0	11%	30%	10,740	29,292	-10,740	-29,292
1.369	Electoral Area Fire Services - JDF/SGI	323,799	11%	30%	15,572	42,470	308,227	281,329
1.37	Juan de Fuca Emergency Program	0	11%	30%	8,023	21,880	-8,023	-21,880
1.371	S.S.I. Emergency Program	72,341	11%	30%	14,311	39,031	58,029	33,310
1.372	Electoral Area Emergency Program	60,373	11%	30%	68,504	186,829	-8,131	-126,456
1.373	S.G.I. Emergency Program	239,231	11%	30%	25,987	70,874	213,244	168,357
1.374	Regional Emergency Program Support	36,896	11%	30%	21,517	58,683	15,379	-21,787
1.375	Hazardous Material Incident Response	118,838	11%	30%	37,673	102,743	81,166	16,095
1.377	J.D.F. Search and Rescue	0	11%	30%	9,578	26,122	-9,578	-26,122
1.40X	SEAPARC	34,663	16%	40%	625,370	1,563,426	-590,707	-1,528,762
1.405	JDF EA - Community Parks	0	11%	30%	19,420	52,964	-19,420	-52,964
1.408	JDF EA - Community Recreation	0	11%	30%	9,914	27,038	-9,914	-27,038
1.44X	Panorama Rec. Center.	401,087	16%	40%	1,465,072	3,662,681	-1,063,985	-3,261,594
1.455	Salt Spring Island - Community Parks	0	11%	30%	109,351	298,229	-109,351	-298,229
1.458	Salt Spring Is.- Community Rec	451	11%	30%	29,128	79,441	-28,677	-78,990
1.459	Salt Spring Is- Pool, Parks, Land, Art & Rec. Prog	18,581	11%	30%	192,707	525,564	-174,126	-506,983
1.465	Saturna Island Comm. Parks	0	6%	20%	1,134	3,780	-1,134	-3,780
1.475	Mayne Is. Com. Parks & Rec	0	6%	20%	4,503	15,009	-4,503	-15,009
1.485	North & South Pender Com. Parks	0	6%	20%	7,348	24,495	-7,348	-24,495
1.495	Galiano Parks	0	6%	20%	5,089	16,965	-5,089	-16,965
1.521	SWMP -Solid Waste Disposal (Refuse Disposal)	26,910,018	17%	43%	3,925,234	9,928,532	22,984,785	16,981,486
1.523	Port Renfrew Refuse Disposal	0	11%	30%	9,185	25,049	-9,185	-25,049
1.531	Stormwater Quality Management - Sooke	50,412	6%	20%	1,389	4,629	49,024	45,783
1.533	Stormwater Quality Management - S.G.I.	20,797	6%	20%	2,346	7,820	18,451	12,977
1.535	Stormwater Quality Management - S.S.I.	77,945	6%	20%	2,878	9,594	75,067	68,351
1.536	LWMP-Stormwater Quality Management-Core	279,186	6%	20%	43,944	146,480	235,242	132,706
1.537	Stormwater Quality Management - Peninsula	44,157	6%	20%	7,086	23,621	37,071	20,536

CRD

Operating Reserve Analysis

December 31, 2022

Appendix B:

Indicative Analysis including ERM

Service Area	Service Area Name	2022 Operating Reserve Balance	Min - Target%	Max - Target%	Min - Target$	Max - Target$	Difference - Min$	Difference - Max$
1.538	Source - Stormwater Quality - Peninsula	48,179	6%	20%	3,351	11,171	44,828	37,008
1.575	Env. Ser. - Administration	60,989	6%	20%	11,660	38,865	49,329	22,124
1.576	Env. Engineering Services	459,483	11%	30%	279,228	761,530	180,256	-302,047
1.577	Env. Ser. - Operations	1,007,205	11%	30%	1,314,316	3,584,499	-307,111	-2,577,294
1.578	Env. Protection and Water Quality	807,250	12%	35%	1,031,453	3,008,404	-224,202	-2,201,153
1.579	Water Quality	528,412	6%	20%	0	0	528,412	528,412
1.911	911 Systems	106,774	16%	40%	397,134	992,836	-290,361	-886,062
1.913	913 Fire Dispatch	0	11%	30%	28,975	79,024	-28,975	-79,024
2.62	SSI Highland Water System	0	21%	48%	6,504	14,866	-6,504	-14,866
2.621	Highland / Fernwood Water - SSI	30,566	11%	30%	45,904	125,192	-15,338	-94,626
2.622	Cedars of Tuam	7,867	21%	48%	8,812	20,142	-945	-12,275
2.624	Beddis Water	17,170	21%	48%	46,830	107,040	-29,660	-89,870
2.626	Fulford Water	4,404	21%	48%	38,373	87,710	-33,969	-83,306
2.628	Cedar Lane Water (S.S.I.)	5,331	21%	48%	15,978	36,522	-10,647	-31,191
2.63	Magic Lakes Estate Water System	45,504	21%	48%	180,713	413,059	-135,209	-367,555
2.64	Saturna Island Water System (Lyall Harbour)	10,931	21%	48%	43,750	99,999	-32,818	-89,068
2.642	Skana Water (Mayne)	6,092	21%	48%	11,259	25,735	-5,167	-19,643
2.65	Port Renfrew Water	1,171	21%	48%	25,852	59,091	-24,681	-57,920
2.66	Fernwood Water	0	21%	48%	3,040	6,949	-3,040	-6,949
2.665	Sticks Allison Water (Galiano)	7,433	21%	48%	13,126	30,002	-5,692	-22,568
2.667	Surfside Park Estates (Mayne)	14,255	21%	48%	21,211	48,483	-6,957	-34,228
2.691	Wilderness Mountain Water Service	6,277	21%	48%	33,022	75,479	-26,745	-69,202
3.705	S.S.I. Septage/Composting	20,630	21%	48%	200,135	457,452	-179,505	-436,822
3.707	On Site System Management Program - LWMP	384,233	6%	20%	11,342	37,808	372,891	346,426
3.709	I&I Enhanced Program	0	11%	30%	55,760	152,074	-55,760	-152,074
3.717	Core Area Wastewater Operations	10,633,127	16%	40%	4,491,473	11,228,682	6,141,654	-595,555
3.718	Peninsula Wastewater TP	658,259	21%	48%	870,346	1,989,362	-212,087	-1,331,103
3.72	LWMP (Peninsula) - Implementation	135,311	6%	20%	5,986	19,953	129,325	115,358
3.75	LWMP-Public Involvement Process	726,636	6%	20%	19,021	63,403	707,615	663,233

CRD

Operating Reserve Analysis

December 31, 2022

Appendix B:

Indicative Analysis including ERM

Service Area	Service Area Name	2022 Operating Reserve Balance	Min - Target%	Max - Target%	Min - Target$	Max - Target$	Difference - Min$	Difference - Max$
3.755	Regional Source Control	498,070	6%	20%	98,873	329,575	399,197	168,495
3.81	Ganges Sewer	96,008	21%	48%	202,692	463,296	-106,684	-367,288
3.82	Maliview Estates Sewer System	31,043	21%	48%	32,984	75,391	-1,940	-44,348
3.83	Magic Lake Estates Sewer System	23,075	21%	48%	167,276	382,344	-144,201	-359,269
3.85	Port Renfrew Sewer	4,377	21%	48%	21,916	50,093	-17,538	-45,715
		58,812,858			24,092,903	62,625,255	34,719,955	-3,812,397

Analysis - Below Target:	
Local Services	52
Other	15
	67
Analysis - Over Target:	
Local Services	19
Other	13
	32
Analysis - In Range:	
Local Services	2
Other	6
	8

CRD

Operating Reserve Analysis

December 31, 2022

Appendix C:

Indicative Analysis excluding ERM

Service Area	Service Area Name	2022 Operating Reserve Balance	Min - Target%	Max - Target%	Min - Target$	Max - Target$	Difference - Min$	Difference - Max$
1.01	Legislative & General Government	6,112,968	11%	30%	3,259,836	8,890,462	2,853,132	-2,777,494
1.101	G.I.S.	54,399	11%	30%	62,474	170,383	-8,074	-115,984
1.103	Elections	125,101	6%	20%	14,246	47,486	110,855	77,614
1.105	Facility Management	123,346	11%	30%	217,498	593,175	-94,151	-469,829
1.106	CRD HQ Building	58,332	16%	40%	262,610	656,525	-204,278	-598,193
1.107	Corporate Satellite Facilities	0	11%	30%	24,068	65,641	-24,068	-65,641
1.109	Electoral Area Admin Exp - JDF	0	6%	20%	3,830	12,767	-3,830	-12,767
1.11	Electoral Area Admin Exp - SGI	114,807	6%	20%	27,918	93,061	86,888	21,746
1.111	Electoral Area Admin Exp - SSI	0	6%	20%	59,307	197,689	-59,307	-197,689
1.123	Family Court Building	0	6%	20%	165	550	-165	-550
1.124	SSI Economic Development Commission	25,197	6%	20%	6,049	20,164	19,148	5,033
1.125	SGI Economic Development Commission	8,164	6%	20%	7,389	24,631	774	-16,467
1.137	Galiano Island Library Service	0	6%	20%	3,612	12,040	-3,612	-12,040
1.141	Salt Spring Island Public Library	0	6%	20%	38,309	127,698	-38,309	-127,698
1.17	Gossip Island Electric Power Supply	0	11%	30%	6,270	17,099	-6,270	-17,099
1.224	Community Health - Homeless Sec.	78,605	6%	20%	48,972	163,240	29,633	-84,636
1.226	Health Facilities - VIHA	0	6%	20%	66,285	220,950	-66,285	-220,950
1.235	S. G. I. Small Craft Harbour Facilities	0	6%	20%	16,543	55,144	-16,543	-55,144
1.236	Salt Spring Island Fernwood Dock	0	6%	20%	951	3,169	-951	-3,169
1.238A	Community Transit (S.S.I.)	0	6%	20%	29,580	98,599	-29,580	-98,599
1.238B	Community Transportation (S.S.I.)	211,865	11%	30%	9,043	24,662	202,822	187,203
1.28	Regional Parks	114,694	16%	40%	2,028,975	5,072,438	-1,914,281	-4,957,743
1.29	Royal Theatre	0	11%	30%	22,220	60,600	-22,220	-60,600
1.295	McPherson Theatre	0	11%	30%	48,180	131,400	-48,180	-131,400
1.297	Arts Grants	322,109	6%	20%	180,384	601,280	141,725	-279,172

CRD

Operating Reserve Analysis

December 31, 2022

Appendix C:

Indicative Analysis excluding ERM

Service Area	Service Area Name	2022 Operating Reserve Balance	Min - Target%	Max - Target%	Min - Target$	Max - Target$	Difference - Min$	Difference - Max$
1.299	Salt Spring Island Arts	0	6%	20%	7,306	24,352	-7,306	-24,352
1.309	Climate Action and Adaptation	936,580	6%	20%	93,175	310,584	843,404	625,996
1.31	Land Banking & Housing	405,178	0%	0%	0	0	405,178	405,178
1.313	Animal Care Services	490,461	6%	20%	86,961	289,872	403,500	200,590
1.318	Building Inspection	612,699	11%	30%	192,357	524,610	420,342	88,088
1.319	Soil Deposit Removal	74,675	6%	20%	343	1,144	74,332	73,531
1.32	Noise Control	21,805	6%	20%	2,401	8,004	19,403	13,800
1.322	Nuisances & Unsightly Premises	19,000	6%	20%	3,203	10,675	15,797	8,325
1.323	By-Law Enforcement	0	6%	20%	30,137	100,455	-30,137	-100,455
1.324	Regional Planning Services	1,697,335	16%	40%	350,562	876,405	1,346,773	820,930
1.325	Electoral Area Services - Planning	385,628	16%	40%	117,004	292,509	268,625	93,119
1.33	Regional Growth Strategy	1,731,257	16%	40%	50,929	127,324	1,680,328	1,603,934
1.335	Geo-Spatial Referencing System	10,863	6%	20%	6,870	22,899	3,993	-12,036
1.35	Willis Point Fire Protect & Recreation	0	11%	30%	13,564	36,994	-13,564	-36,994
1.352	South Galiano Fire Protection	0	11%	30%	42,773	116,654	-42,773	-116,654
1.353	Otter Point Fire Protection	0	11%	30%	39,639	108,107	-39,639	-108,107
1.355	Durrance Road Fire Protection	2,951	11%	30%	299	816	2,652	2,135
1.356	Pender Fire Protection	0	11%	30%	110,959	302,614	-110,959	-302,614
1.357	East Sooke Fire Protection	0	11%	30%	50,416	137,499	-50,416	-137,499
1.358	Port Renfrew Fire Protection	0	11%	30%	14,262	38,897	-14,262	-38,897
1.359	N. Galiano Fire Protection	0	11%	30%	23,729	64,715	-23,729	-64,715
1.36	Shirley Fire Protection	0	11%	30%	10,740	29,292	-10,740	-29,292
1.369	Electoral Area Fire Services - JDF/SGI	323,799	11%	30%	15,572	42,470	308,227	281,329
1.37	Juan de Fuca Emergency Program	0	11%	30%	8,023	21,880	-8,023	-21,880
1.371	S.S.I. Emergency Program	72,341	11%	30%	14,311	39,031	58,029	33,310
1.372	Electoral Area Emergency Program	60,373	11%	30%	68,504	186,829	-8,131	-126,456
1.373	S.G.I. Emergency Program	239,231	11%	30%	25,987	70,874	213,244	168,357
1.374	Regional Emergency Program Support	36,896	11%	30%	21,517	58,683	15,379	-21,787
1.375	Hazardous Material Incident Response	118,838	11%	30%	37,673	102,743	81,166	16,095
1.377	J.D.F. Search and Rescue	0	11%	30%	9,578	26,122	-9,578	-26,122
1.40X	SEAPARC	34,663	16%	40%	625,370	1,563,426	-590,707	-1,528,762
1.405	JDF EA - Community Parks	0	11%	30%	19,420	52,964	-19,420	-52,964
1.408	JDF EA - Community Recreation	0	11%	30%	9,914	27,038	-9,914	-27,038
1.44X	Panorama Rec. Center.	401,087	16%	40%	1,465,072	3,662,681	-1,063,985	-3,261,594
1.455	Salt Spring Island - Community Parks	0	11%	30%	109,351	298,229	-109,351	-298,229
1.458	Salt Spring Is.- Community Rec	451	11%	30%	29,128	79,441	-28,677	-78,990
1.459	Salt Spring Is- Pool, Parks, Land, Art & Rec. Prog	18,581	11%	30%	192,707	525,564	-174,126	-506,983
1.465	Saturna Island Comm. Parks	0	6%	20%	1,134	3,780	-1,134	-3,780

CRD

Operating Reserve Analysis

December 31, 2022

Appendix C:

Indicative Analysis excluding ERM

Service Area	Service Area Name	2022 Operating Reserve Balance	Min - Target%	Max - Target%	Min - Target$	Max - Target$	Difference - Min$	Difference - Max$
1.475	Mayne Is. Com. Parks & Rec	0	6%	20%	4,503	15,009	-4,503	-15,009
1.485	North & South Pender Com. Parks	0	6%	20%	7,348	24,495	-7,348	-24,495
1.495	Galiano Parks	0	6%	20%	5,089	16,965	-5,089	-16,965
1.523	Port Renfrew Refuse Disposal	0	11%	30%	9,185	25,049	-9,185	-25,049
1.531	Stormwater Quality Management - Sooke	50,412	6%	20%	1,389	4,629	49,024	45,783
1.533	Stormwater Quality Management - S.G.I.	20,797	6%	20%	2,346	7,820	18,451	12,977
1.535	Stormwater Quality Management - S.S.I.	77,945	6%	20%	2,878	9,594	75,067	68,351
1.536	LWMP-Stormwater Quality Management-Core	279,186	6%	20%	43,944	146,480	235,242	132,706
1.537	Stormwater Quality Management - Peninsula	44,157	6%	20%	7,086	23,621	37,071	20,536
1.538	Source - Stormwater Quality - Peninsula	48,179	6%	20%	3,351	11,171	44,828	37,008
1.575	Env. Ser. - Administration	60,989	6%	20%	11,660	38,865	49,329	22,124
1.576	Env. Engineering Services	459,483	11%	30%	279,228	761,530	180,256	-302,047
1.577	Env. Ser. - Operations	1,007,205	11%	30%	1,314,316	3,584,499	-307,111	-2,577,294
1.578	Env. Protection and Water Quality	807,250	12%	35%	1,031,453	3,008,404	-224,202	-2,201,153
1.579	Water Quality	528,412	6%	20%	0	0	528,412	528,412
1.911	911 Systems	106,774	16%	40%	397,134	992,836	-290,361	-886,062
1.913	913 Fire Dispatch	0	11%	30%	28,975	79,024	-28,975	-79,024
2.62	SSI Highland Water System	0	21%	48%	6,504	14,866	-6,504	-14,866
2.621	Highland / Fernwood Water - SSI	30,566	11%	30%	45,904	125,192	-15,338	-94,626
2.622	Cedars of Tuam	7,867	21%	48%	8,812	20,142	-945	-12,275
2.624	Beddis Water	17,170	21%	48%	46,830	107,040	-29,660	-89,870
2.626	Fulford Water	4,404	21%	48%	38,373	87,710	-33,969	-83,306
2.628	Cedar Lane Water (S.S.I.)	5,331	21%	48%	15,978	36,522	-10,647	-31,191
2.63	Magic Lakes Estate Water System	45,504	21%	48%	180,713	413,059	-135,209	-367,555
2.64	Saturna Island Water System (Lyall Harbour)	10,931	21%	48%	43,750	99,999	-32,818	-89,068
2.642	Skana Water (Mayne)	6,092	21%	48%	11,259	25,735	-5,167	-19,643
2.65	Port Renfrew Water	1,171	21%	48%	25,852	59,091	-24,681	-57,920
2.66	Fernwood Water	0	21%	48%	3,040	6,949	-3,040	-6,949
2.665	Sticks Allison Water (Galiano)	7,433	21%	48%	13,126	30,002	-5,692	-22,568
2.667	Surfside Park Estates (Mayne)	14,255	21%	48%	21,211	48,483	-6,957	-34,228
2.691	Wilderness Mountain Water Service	6,277	21%	48%	33,022	75,479	-26,745	-69,202
3.705	S.S.I. Septage/Composting	20,630	21%	48%	200,135	457,452	-179,505	-436,822
3.707	On Site System Management Program - LWMP	384,233	6%	20%	11,342	37,808	372,891	346,426
3.709	I&I Enhanced Program	0	11%	30%	55,760	152,074	-55,760	-152,074
3.717	Core Area Wastewater Operations	10,633,127	16%	40%	4,491,473	11,228,682	6,141,654	-595,555
3.718	Peninsula Wastewater TP	658,259	21%	48%	870,346	1,989,362	-212,087	-1,331,103
3.72	LWMP (Peninsula) - Implementation	135,311	6%	20%	5,986	19,953	129,325	115,358
3.75	LWMP-Public Involvement Process	726,636	6%	20%	19,021	63,403	707,615	663,233

CRD

Operating Reserve Analysis

December 31, 2022

Appendix C:

Indicative Analysis excluding ERM

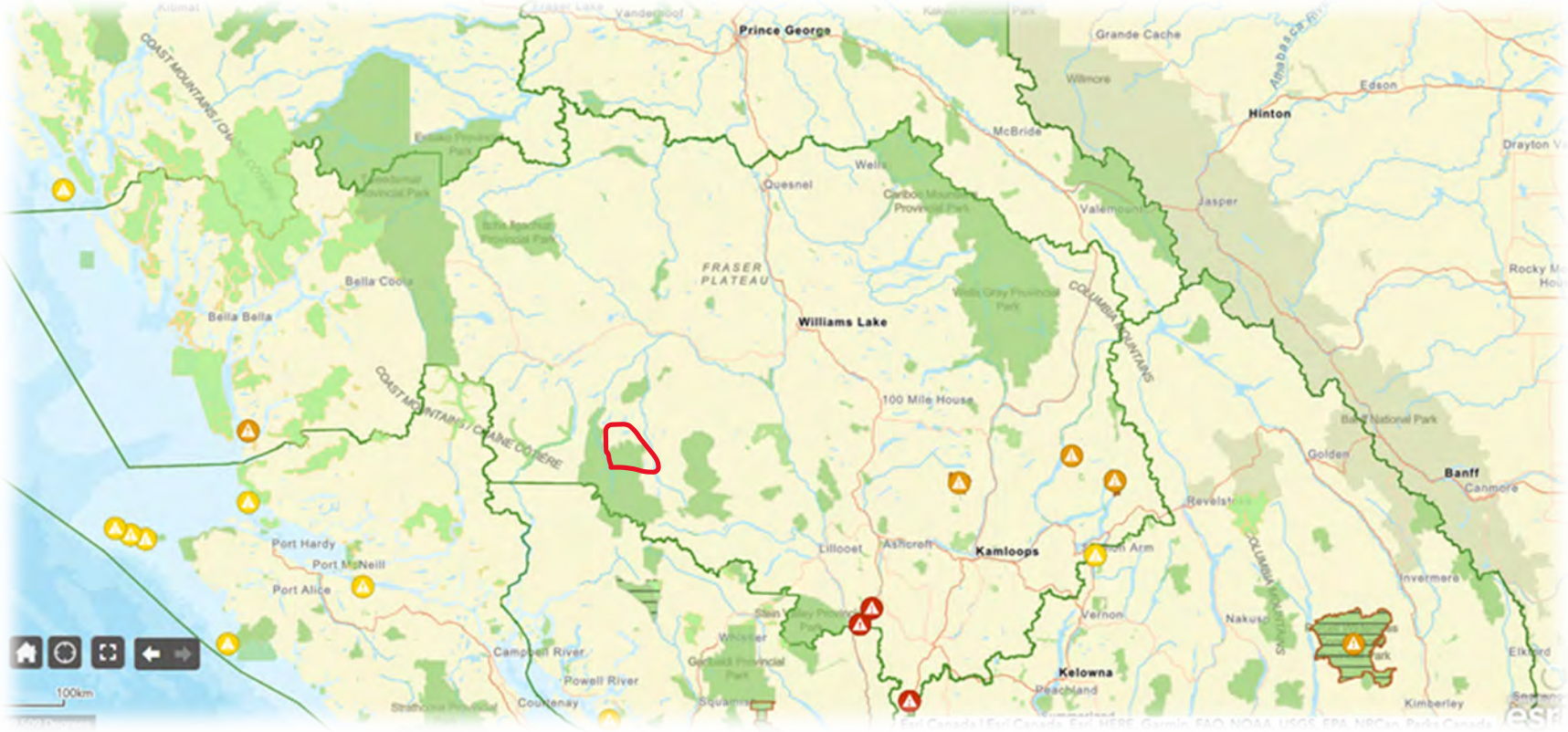
Service Area	Service Area Name	2022 Operating Reserve Balance	Min - Target%	Max - Target%	Min - Target$	Max - Target$	Difference - Min$	Difference - Max$
3.755	Regional Source Control	498,070	6%	20%	98,873	329,575	399,197	168,495
3.81	Ganges Sewer	96,008	21%	48%	202,692	463,296	-106,684	-367,288
3.82	Maliview Estates Sewer System	31,043	21%	48%	32,984	75,391	-1,940	-44,348
3.83	Magic Lake Estates Sewer System	23,075	21%	48%	167,276	382,344	-144,201	-359,269
3.85	Port Renfrew Sewer	4,377	21%	48%	21,916	50,093	-17,538	-45,715
		31,902,840			20,167,669	52,696,723	11,735,171	-20,793,883

Analysis - Below Target:	
Local Services	52
Other	15
	67
Analysis - Over Target:	
Local Services	19
Other	12
	31
Analysis - In Range:	
Local Services	2
Other	6
	8



A Journey to Reconciliation: Learning from the Central Coast

BC Parks Thompson/Cariboo Region



Arriving in Bella Coola



Working Together

What we heard – some examples of how BC Parks collaborates with Nuxalk:

- Sourcing firewood for elders.
- Contracting Nuxalk to manage campgrounds.
- Traditional use, i.e., harvesting of mushrooms and other traditional foods and medicines.
- Training for Guardian Watchmen and Nuxalk volunteers for bear viewing.
- Supplying uniforms for Nuxalk – both Nuxalk and BC Parks logos displayed.



Belarko Wildlife Viewing Area



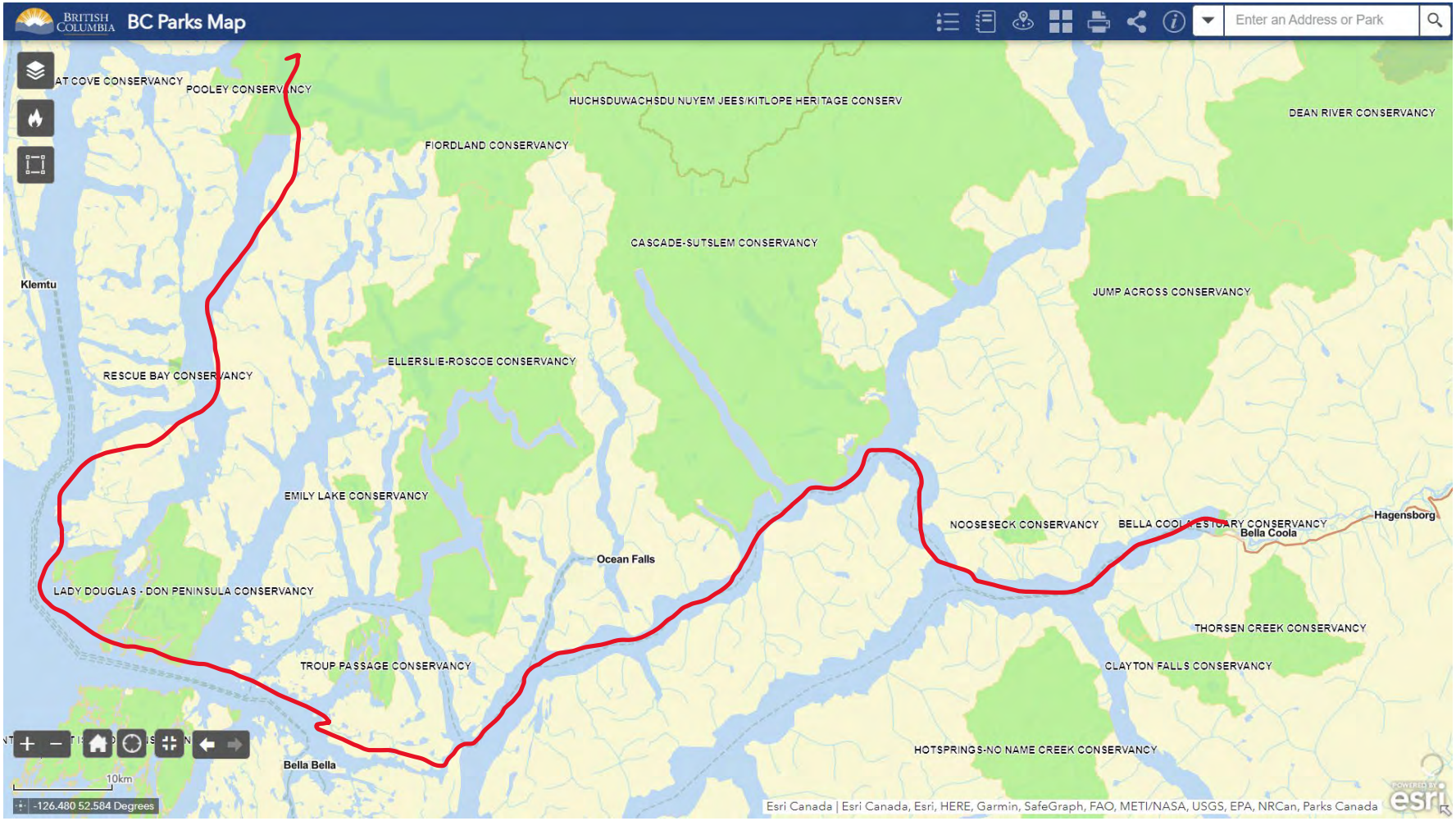




Petroglyph Tour



Next Stop: Mussel Inlet



Getting There: Mussel Inlet







Mussel Inlet



Mussel Inlet





Láiq (Laig, Le'yuk, Luguuetxw)



Kitasoo/Xai'xais Guardian Cabin





Coastal Guardian Watchmen

Welcome to Nuxalk Territory

Nuxalk territory covers thousands of square kilometres on BC's Central Coast—from the lush coastline to the snow-capped peaks and rushing rivers of the Bella Coola Valley and surrounding region.

The Nuxalk Nation has the authority and responsibility under Nuxalk laws to protect these lands and waters, and to maintain the region's rich ecological and cultural diversity.

Protecting Our Homeland

Nuxalk Guardian Watchmen work for the Nuxalk Stewardship Office, the stewardship arm of the Nuxalk Nation. We protect, restore, and monitor our territory, including land and marine ecosystems and important cultural areas, such as old village sites and areas used for Nuxalk resource harvesting.

We strive to protect these lands and waters for all future generations and for the salmon, grizzly bears and all other life forms that share this territory with us.







Coastal Guardian Watchmen

Contact Us

Nuxalk Stewardship Office
250-799-5613 | Radio Channel 6
PO Box 65, Bella Coola, BC V0T 1C0

For more information about Nuxalk Stewardship, visit: www.nuxalknation.ca

Nuxalk Guardian Watchmen

We are the Eyes and Ears of Our Ancestral Territories

Help Us Protect Our Lands and Waters



Coastal First Nations • Great Bear Initiative
1660 - 409 Granville Street, Vancouver, BC V6C 1T2
Telephone: 604.696.9889 | Fax: 604.696.9887
www.coastalfirstnations.ca

Photo credit: Douglas Neasloss

Coastal Guardian Watchmen



What We Heard:
Supporting Guardian programs



- Ask Nations what they want to see monitored, where their concerns are.
- Create mentorship opportunities – hire staff from local Nations to accompany CRD monitors.
- Ongoing learning and training opportunities.

Moving Forward: What We Learned



Thank You!



Making a difference...together

REPORT TO FIRST NATIONS RELATIONS COMMITTEE
MEETING OF WEDNESDAY, APRIL 26, 2023

SUBJECT **Indigenous Employment Project: Findings and Wise Practices**

ISSUE SUMMARY

To provide an update on the results of the Indigenous Employment Project and next steps for supporting Indigenous employment at the CRD.

BACKGROUND

The 2018 First Nations Relations Task Force Final Report promoted the advancement of reconciliation through economic development. In 2020, CRD commissioned a First Nation Economic Development Partnership Model Feasibility Study Report, which recommended increased opportunities for Indigenous employment (mentorship/job shadow, internship, Indigenous employment strategy, Indigenous employment targets) and the development of a more inclusive employment environment.

In 2021, the CRD Board approved the development of an Indigenous Intern Leadership Program, which proposed partnering with other established Indigenous employment programs to create new job opportunities at CRD. Early in the advancement of this work, staff recognized some potential pitfalls as the initiative did not provide any additional resources or supports for interns or supervisors, or take steps towards ensuring cultural safety. Informed by feedback from experts in Indigenous employment, this initiative was paused and instead in 2021 staff sought the support of a consultant to assist in the development of a program that would increase Indigenous employment within the CRD in a way that is culturally safe and supportive of First Nations' employment goals.

In 2022 a contract was signed with Arrive Consulting, outlining the following project goals:

- Build and strengthen working relationships between CRD and Indigenous partners;
- Understand how First Nations and Indigenous organizations would like to be engaged on CRD employment initiatives, and determine initial areas of interest;
- Gauge interest, capacity and readiness of CRD divisions and unions to collaborate on Indigenous employment initiatives and support cultural safe workplaces;
- Research and report on wise practices in Indigenous employment and workplace cultural safety.

From June to September 2022, Arrive Consulting conducted interviews with 10 Indigenous communities, 8 CRD divisions, representatives of the Canadian Union of Public Employees (CUPE), and 9 subject matter experts, and undertook an environmental scan of best practices for Indigenous employment.

Interview data was analyzed for key themes. Recommendations were developed based on the findings of the interviews, the environmental scan, the past reports that inform this project, and the consultant's experiences with similar initiatives.
Project deliverables included:

- Summary Report (Appendix A): High level summary of findings and recommendations;
- Findings and Recommendations (Appendix B): 64-page report including an executive summary, project background & methodology, recommendations & next steps workplan, current state findings and wise practices for Indigenous employment and culturally safe and supportive workplaces;
- Wise Practices Report (Appendix C): Report summarizing wise practices for Indigenous employment and culturally safe and supportive workplaces, made available as a resource to Indigenous communities and employers in the region.

Recommendations in the report include the development and implementation of an Indigenous Employment Strategy, with associated resourcing. Staff will bring a proposal for implementation of the report recommendations into 2024 service planning, for Board consideration.

IMPLICATIONS

Intergovernmental Implications
First Nations have requested CRD employment and training opportunities, such as Guardian programs in Regional Parks and employment at Hartland Landfill as part of the negotiation of a solid waste partnership agreement with the W̱SÁNEĆ Leadership Council. The T'Sou-ke Nation recently invited SEAPARC staff to attend a career fair at T'Sou-ke, and similarly Panorama staff recently attended a community information event at BOḰEĆEN (Pauquachin First Nation).

There is interest from both local Nations and CRD divisions to support Indigenous employment, however the findings of this report are that current hiring practices create barriers to recruitment. More is needed to create a culturally safe workplace, and currently divisions are not sufficiently resourced to undertake the community engagement required to support success.

First Nations and urban Indigenous communities are interested in engaging with the CRD on employment initiatives if the engagement is resourced, there is commitment to follow-through, and the initiatives are intended to be mutually beneficial to communities and the CRD.

Social Implications
Increasing Indigenous employment at the CRD will support the requirements of accessibility in the workplace and corporate priorities related to enhancing Equity, Diversity and Inclusion (EDI). Doing so by laying the groundwork, engaging communities, and considering policy and culture change prior to launching new initiatives will demonstrate a commitment to approaching EDI goals in respectful collaboration with Indigenous communities.

The current labour market shortage and higher demand for Indigenous employees has led to increased numbers of Indigenous community members accessing employment. Rather than looking to attain employment, many Indigenous community members are seeking opportunities to advance their careers, build their skills, engage in more meaningful and rewarding work, find a workplace that is culturally safe and free from racism, or find work that supports them to fulfill cultural obligations in their communities. Indigenous youth are considering career options. An Indigenous Employment Strategy will lay out specific actions that the CRD organization can take

for the CRD to become a desirable, competitive workplace for prospective Indigenous employees.

Financial Implications
It is anticipated that a new staff position will be required to implement these findings and next steps, including a partnership approach with our unions, ongoing engagement with Indigenous communities, and the development of an Indigenous Employment Strategy.

Longer-term, the report found that Indigenous employment programming cannot be delivered without other system supports and changes in corporate policies and practices. Examples include revising job requirements, job posting and recruitment methods; enhancing leave provisions to allow employees to fulfill cultural obligations; creating internal support networks of Indigenous mentors and allies; ensuring sufficient resources for cultural education and engagement of all staff; inclusion of restorative processes to address discrimination in the workplace and to enhance cultural safety supports within the CRD. Additional resourcing will be required to implement new employment programs or initiatives arising from the Indigenous Employment Strategy.

Organizational Implications
Many CRD functions and role opportunities are with the CRD's unionized workforce. Through this project, union representatives were consulted and voiced support for and strong interest in engaging and collaborating with the employer and Indigenous communities on Indigenous employment initiatives. Working in partnership with our unions to achieve beneficial outcomes will be critical to the development and implementation of an effective and comprehensive Indigenous Employment Strategy.

Service Delivery Implications
The majority of the report's recommendations will result in Human Resource (HR) division initiatives, to be implemented across CRD service delivery. The specific recommendation of a new staff position to support Indigenous employment, in concert with broader EDI strategies and approaches, is for the position to sit within HR, so that role can be informed by, and influence, broader corporate HR strategies. The new position should also connect with the First Nations Relations Division, to ensure coordination of communication with Indigenous communities and to align with corporate priorities related to First Nations Relations.

Alignment with Board & Corporate Priorities
Taking steps to support Indigenous employment will support the focus on shared prosperity in the CRD's Statement of Reconciliation, as well as the Board priority of enhancing economic opportunities in partnership with First Nations. It also aligns with the 2023-2026 CRD Corporate Plan initiative to create and implement an Indigenous Employment Strategy.

CONCLUSION

The Indigenous Employment Project Summary Report, Findings Report and Wise Practices Report contain comprehensive information gathered from local Indigenous communities, CRD divisions, CUPE, and subject matter experts about the current state of Indigenous employment at the CRD and recommendations for how CRD can become a more desirable workplace for prospective Indigenous employees. Staff will bring a forward a proposal for implementation of the report recommendations as part of 2024 service planning.

RECOMMENDATION

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

Submitted by:	Caitlyn Vernon, MES, Manager, First Nations Relations
Concurrence:	Chris Neilson, MBA, CPHR, Senior Manager HR and Corporate Safety
Concurrence:	Kristen Morley, J.D., General Manager, Corporate Services & Corporate Officer
Concurrence:	Ted Robbins, B. Sc., C. Tech., Chief Administrative Officer

ATTACHMENTS

Appendix A: CRD Indigenous Employment Project Summary Report
Appendix B: CRD Indigenous Employment Project Findings and Recommendations
Appendix C: CRD Indigenous Employment Project Wise Practices for Indigenous Employment and Culturally Safe and Supportive Workplaces



Capital Regional District Indigenous Employment Project

SUMMARY REPORT

Prepared for the Capital Regional District (CRD) by Arrive Consulting

Acknowledgments

We wish to acknowledge that the CRD conducts its business within the traditional territories of many First Nations, including, but not limited to, BOḰEĆEN (Pauquachin), MÁLEXEŁ (Malahat), P'a:chi:da?aht (Pacheedaht), Pune'laxutth' (Penelekut), Sc'ianew (Beecher Bay), Songhees, SŦÁUTW̱ (Tsawout), T'Sou-ke, W̱JOŁEŁP (Tsartlip), W̱SIKEM (Tseycum) and xʷsepsəm (Esquimalt), all of whom have a long-standing relationship with the land and waters from time immemorial that continues to this day.

We thank all of the Indigenous community members, including representatives from local First Nations, the Victoria Native Friendship Centre and Métis Nations of Greater Victoria, who met with us and informed the recommendations that are presented in this report.

We are grateful for the support of CRD staff, in particular its First Nations Relations Division: Caitlyn Vernon, Shauna Huculak, Elizabeth Hermsen and Sandra Allen.

Project Overview

This project stems from the Capital Regional District (CRD)'s prior work conducted from 2015–2021 to identify opportunities for the CRD to support Indigenous economic development and more inclusive models of governance and decision-making. The project also supports the CRD's Statement of Reconciliation, which focuses on self-determination, shared prosperity and relationships with the land and water in the capital region.

The objectives of this project were to:

- learn how First Nations and Indigenous organizations in the capital region would like to be engaged on employment initiatives and determine their initial areas of interest.
- assess CRD department readiness to collaborate on employment partnerships and initiatives with Indigenous partners.
- research and report on wise practices related to Indigenous employment and workplace cultural safety.

This document provides a summary of the findings and recommendations of the CRD Indigenous Employment Project. For more detail on the project, please reference the full report.

> *We are willing to build relationships, and we recognize it takes time. We work in a fast-paced environment. We need to slow down and build relationships, get out of the office and into the community. We need to build relationships before coming with any agenda or expectations.*
>
> – CRD employee

Methodology

This report was developed by Arrive Consulting, a BC-based consulting company that supports cultural competency and Indigenous-focused learning, reconciliation planning and action, and Indigenous self-determination and cultural resurgence. The findings in this report are based on engagement with:

- First Nations, Métis and urban Indigenous communities
- CRD divisions and union representatives
- Wise practices subject matter experts in Indigenous employment

This project involved interviews with the following groups:

Group	Number of Departments/ Organizations	Number of Individuals
Indigenous communities	10	13
CRD divisions & union representatives	9	15
Wise practices subject matter experts	9	15
Total	**28**	**43**

An environmental scan was also conducted to identify wise practices in Indigenous employment. The findings in this report represent only the perspectives of the people interviewed and were not informed by statistical or demographic research on employment in communities or in the CRD, nor through public Indigenous community engagement sessions.

Principles

Key principles for successful implementation of all the recommendations in this report include:

Nothing about us without us: Indigenous communities should be engaged at all stages of the journey.

Reciprocity: Initiatives developed by the CRD should bring benefits to Indigenous communities.

Cultural humility and ongoing learning: Adopt an approach of ongoing learning and an attitude of cultural humility, which includes being vulnerable, learning from mistakes and being open to new perspectives.

Meaningful change for reconciliation and Indigenous rights: Enacting reconciliation and Indigenous rights means doing business differently, shifting power from colonial institutions to Indigenous people. This involves letting go of control, being responsive to the direction of communities and not having predetermined outcomes.

Context

CRD Context

- All CRD divisions that participated in this project are interested in working to increase Indigenous employment and recognize the value of doing so.
- The unions representing CRD workers are key players in increasing Indigenous employment. CUPE local 1978 expressed interest in working collaboratively with CRD management in this area.
- The CRD has undertaken steps to increase the cultural competency of their workforce. While these steps have been impactful, more learning and relationship building is needed to create a culturally safe workplace.
- CRD divisions identified that they are under-resourced to engage with communities at the level that is required to build strong relationships.
- While there are past successes to build on related to Indigenous employment, most have not included clear leadership direction or sufficient resources and engagement to address barriers to participation, and thus have been met with limited success.
- Current CRD hiring practices include barriers to recruitment of Indigenous employees and would need to be revised in partnership with the unions representing CRD workers.

Indigenous Communities Context

- Indigenous communities are interested in engaging with the CRD on employment initiatives if the engagement is resourced, there is commitment to follow-through and the initiatives are intended to be mutually beneficial to communities and the CRD.
- Indigenous communities continue to face barriers to socioeconomic prosperity resulting from generations of colonial oppression; however, community members are increasingly achieving high levels of education and training.
- There is a great diversity of Indigenous communities within the CRD: some have small populations and others larger populations, some are remote from population centres and some are not, some reside in highly urbanized areas and others in rural settings. Given this diversity, each community has different employment needs related to their demographics and location.
- The current labour market shortage and higher demand for Indigenous employees has led to increased numbers of Indigenous community members accessing employment.
- Rather than looking to attain employment, many community members are seeking opportunities to advance in their careers (including access to training and improved qualifications) or to engage in more meaningful and rewarding work.
- Many Indigenous community members are seeking work that aligns with or supports them to fulfill cultural obligations in their communities.
- Youth entering the labour market are a key demographic as they are still exploring what they want to do with their careers and looking to enter new fields of work.

RECOMMENDATION 1:

Clear Strategic Leadership and Commitment

Findings

- Indigenous employment initiatives require long-term commitment and financial resources.
- Employment programming needs to be delivered alongside other systemic supports.
- Indigenous employment initiatives intersect with CRD-wide Indigenous engagement and collaboration efforts.
- There is a lack of clear leadership and strategy within the CRD to support Indigenous employment.

Actions

1.1 Make public commitments and fully resourced actions to demonstrate follow-through.

1.2 Develop a comprehensive, organization-wide reconciliation strategy.

1.3 Commit to a collaborative, partnership-based approach to working with the unions representing CRD workers.

1.4 Develop an Indigenous employment strategy with clear goals and targets.

1.5 Improve CRD workforce demographic data collection.



When you bring one Indigenous person onto your team, there have to be supports in place. You can't put all the Indigenous-/Reconciliation-related asks on that one person. The role of the manager is to create clear boundaries and clear work roles of what is in the scope of the job.

– CRD employee

RECOMMENDATION 2:

Enhanced Collaboration and Engagement with Indigenous Communities

Findings

- Work to promote Indigenous employment requires partnership with Indigenous communities.
- Engagement with Indigenous communities requires time and resources to build and maintain personal connections. Showing up and participating in Indigenous communities is important.
- Engagement timelines should be flexible and responsive to the needs and capacities of Indigenous communities.
- Both CRD divisions and Indigenous communities have an interest in working together on employment initiatives; however, both are under-resourced to do so.
- Some Indigenous people interviewed expressed interest in working with, not for, the CRD (e.g., in partnership programs or business relationships).
- Indigenous communities are not well aware of the CRD's responsibilities, service areas or work opportunities.

> ***Relationship building itself is a project. We need to create space and time for that to happen, and we haven't seen that yet. It took hundreds of years to get the relationship to where it is now, and it isn't going to turn around in a few weeks. It will take decades to build trust.***
>
> – CRD employee

Actions

2.1 Hire additional Indigenous engagement positions within the CRD and include Indigenous engagement responsibilities in job descriptions for managers and external-facing roles.

2.2 Provide resources to Indigenous communities to enhance their capacity to engage with the CRD.

2.3 Develop procurement approaches that attract more Indigenous businesses.

2.4 Work with the CRD Communications Department to increase awareness in Indigenous communities in the capital region.

> ***We currently don't have funding to support our staff to do engagement, but we appreciate consistent attempts to engage. If there is a situation in which it makes sense to engage and is a productive use of everybody's time, then we are open to more engagement. But if it's engagement just to engage, we don't have capacity to take that on.***
>
> – Indigenous community respondent



RECOMMENDATION 3:

Improved Hiring Practices



Findings

- The CRD has had some experience with preferential hiring of Indigenous candidates.
- Union regulations create barriers to hiring Indigenous candidates, but the union is interested in working to address such barriers.
- The competitive labour market and increased societal interest in reconciliation means that Indigenous employees are in demand, and Indigenous governments and organizations struggle to find qualified staff.
- CRD job descriptions can be confusing and deter many Indigenous job seekers.
- The CRD hiring processes tends to exclude Indigenous job seekers and is generally not culturally responsive.
- Indigenous communities are not very familiar with the roles the CRD performs and potential employment options.



Actions

3.1 Create an Indigenous human resources (HR) specialist within the CRD to support Indigenous job seekers and further relationships with Indigenous communities.

3.2 Increase targeted recruitment of Indigenous employees.

3.3 Adapt CRD job postings to make them more understandable, relatable and appealing.

3.4 Review and adapt the CRD's hiring processes to be more culturally appropriate and welcoming for Indigenous job seekers.

3.5 Develop and implement policies and processes for the preferential hiring of Indigenous people.

> ***In my department, we haven't had an external hire in a long time because our hiring process favours internal candidates. If we are going to create opportunities for Indigenous applicants, we will need to change how we hire.***
>
> – CRD employee

> ***Some Indigenous people don't have the education required for a position, but they have the experience. The CRD should take that into consideration. I know there are policies in place, but policies can be changed.***
>
> – Indigenous community respondent

RECOMMENDATION 4:

Policies and Practices to Support and Retain Indigenous Employees

Findings

- Indigenous people want to work in an environment that is culturally safe and free from racism and discrimination.
- Many Indigenous job seekers are seeking work and career opportunities that support and accommodate the fulfillment of cultural obligations.
- Indigenous employees often feel isolated in mainstream organizations but have found support when a network is in place (e.g., Indigenous mentors and/or colleagues).
- Policies to support cultural obligations can be beneficial to all employees, especially in an increasingly diverse workforce.

> ***We'd like to become an employer of choice for Indigenous candidates.***
>
> – CRD employee





Actions

4.1 Review the CRD's Respectful Workplace Policy and training to ensure they are culturally appropriate in regards to Indigenous employees and include restorative processes to address racism and discrimination in the workplace.

4.2 Establish an Indigenous employee network/group within the CRD.

4.3 Designate Indigenous mentors/confidantes for Indigenous employees in the CRD.

4.4 Develop onboarding processes that connect Indigenous employees to available supports.

4.5 Provide all CRD employees with paid leave for cultural and ceremonial practices.

4.6 Provide all CRD employees with paid leave for bereavement practices, with a broad definition of "family."

4.7 Ensure current leave policies for political participation are inclusive of leaves of absence for Indigenous governance.

> ***Anybody who is able to work is currently working given the labour market situation right now. Almost everybody is employed but would take a better position if one was available. Being an attractive employer would help.***
>
> – Indigenous community respondent

RECOMMENDATION 5:

Improved Cultural Safety in the Workplace

Findings

- Recent efforts to provide Indigenous cultural safety training have been welcomed, and employees have reported the trainings have been engaging and valuable.
- Some CRD employees describe a work culture that is not always tolerant or respectful of diversity.
- The current workforce of the CRD is not as culturally and racially diverse as the general population.
- A culturally safe workplace benefits all employees and is especially relevant for the recruitment and retention of Indigenous employees.

> ***If we are hiring Indigenous employees to provide input into our programs from an Indigenous perspective, there has to be support and awareness that we have to be all in. We have to listen to their ideas and be willing to unlearn and change the way we currently work.***
>
> – CRD employee

Actions

5.1 Develop a learning framework to increase CRD staff's Indigenous cultural awareness and competency.

5.2 Formally recognize, honour and encourage individual and organizational participation in National Day for Truth and Reconciliation, National Indigenous Peoples Day and Louis Riel Day.

5.3 Develop strategies to improve CRD workforce engagement, including gathering feedback from Indigenous employees.

5.4 Include physical recognition of Indigenous cultures in the workplace, including Indigenous art, Indigenous languages and territorial acknowledgements in physical spaces in CRD workplaces and job sites.

5.5 Include Indigenous cultures in communications through verbal land acknowledgements, use of Indigenous place names, culturally responsive language and references to reconciliation and Indigenous rights.

5.6 Where appropriate, adjust terminology of Indigenous initiatives to be inclusive of Métis, Inuit and urban Indigenous populations living within the capital region.

> ***Our people are not willing to work in culturally unsafe environments. The tolerance for racism and culturally unsafe workplaces is vanishing.***
>
> – Indigenous community respondent

RECOMMENDATION 6:

Employment Programming that Provides Benefit to Indigenous Communities

Findings

- Indigenous communities are seeking employment opportunities that build skills and capacity for individuals and their communities.
- Indigenous communities are struggling to recruit qualified Indigenous employees in a tight labour market—CRD Indigenous employment programming should not compete with the hiring efforts of Indigenous communities.
- Given the diversity of job positions within the CRD, it would be valuable to have programs where employees have the opportunity to try out different roles.
- CRD employees recognize that their work could benefit from being informed by Indigenous knowledge and would like to hire positions that are specifically intended to bring Indigenous perspectives into their work environment and project teams.
- Exposing youth to the CRD as a potential employer could be an effective way to attract Indigenous applicants.

Actions

6.1 Develop training and certification programs that provide pathways to long-term employment and growth for Indigenous employees.

6.2 Create new positions specifically targeted to Indigenous employees within CRD divisions.

6.3 Create Indigenous youth education and engagement programming to increase awareness and "plant the seeds" about career opportunities in the CRD.

6.4 Develop short-term or job-shadowing programs for Indigenous employees to experience diverse areas of work within the CRD.

> ***The employment landscape has changed dramatically. There is no shortage of jobs. People aren't coming to us because they need work, they're coming because they want more certifications, better job titles or work gear.***
>
> – Indigenous community respondent

Next Steps Work Plan*

2023 — 2024 — 2025 — 2026 — 2027

Laying the groundwork: Commitments and partnerships

- 1.1 CRD Board and Executive Leadership Team commitment
- 1.3 Partnership approach with the unions
- 1.5 Workforce demographic collection
- 5.6 Adjust terminology of Indigenous initiatives to be inclusive of First Nations as well as Métis, Inuit and urban Indigenous people

Developing the infrastructure

- 1.2 Develop and implement Reconciliation strategy
- 1.4 Develop and implement Indigenous employment strategy that includes goals and targets
- 3.1 Hire Indigenous HR specialist
- 5.1 Develop and implement learning framework
- 6.1 Develop and implement training and certification programs for Indigenous employees
- 6.2 Develop and hire for positions targeted to Indigenous employees

Policy and culture change

- 3.3 Revise job postings to attract Indigenous applicants
- 3.4 Revise hiring processes to attract Indigenous applicants
- 3.5 Implement preferential hiring of Indigenous employees
- 4.1 Review the CRD's Respectful Workplace Policy
- 4.5, 4.6, and 4.7 Implement cultural, bereavement and political leave
- 5.2 Honour Indigenous days of awareness
- 5.4 Include representation of Indigenous cultures in physical space
- 5.5 Include Indigenous cultures in communications

Indigenous employment initiatives

- 2.1 Fund Indigenous engagement positions within CRD divisions
- 2.2 Provide funding to enhance Indigenous community's capacity to engage with the CRD
- 2.3 Increase procurement of Indigenous businesses
- 2.4 Increase awareness of the CRD in Indigenous communities
- 3.2 Increase targeted Indigenous recruitment
- 4.2 Create Indigenous employee network
- 4.3 Create Indigenous mentorship system
- 4.4 Develop onboarding process for Indigenous employees
- 5.3 Gather feedback from Indigenous employees
- 6.3 Implement Indigenous youth employment programming
- 6.4 Implement short-term Indigenous employment programming



*The wording of actions has been condensed in this concise work plan. Full wording can be found on pages 12–15 of the *CRD Indigenous Employment Project Findings Report*.

Front cover photo art acknowledgment:

The two pieces of art pictured on the front cover were commissioned as part of the CRD Wastewater Treatment Project.

Pacific Peace House Post: The 10-foot-tall western red cedar house post was commissioned by the Pacific Peoples' Partnership to celebrate their 45th anniversary and honour their historical relations and enduring friendship with the Lekwungen Peoples. Artists Yuxwelupton Qwal'qaxala (Bradley Dick), of the Lekwungen/Da'naxdaxw Nations, and Ake Lianga, of the Solomon Islands (now residing in Victoria), worked together in partnership for two years prior to the house post's installation at Macaulay Point. The house post looks out to the Pacific Ocean where all Pacific Peoples have voyaged to secure resources, share knowledge, and build kinship since time immemorial.

Kinship: Adorned in copper, which was known for its healing properties by many Coast Salish People, this design was created during a time in our world when healing is a priority. Esquimalt Nation is represented by the Wolf. For generations, the Wolf and Raven have worked together to ensure a successful hunt, representing the power of unity—a much needed remedy in times of uncertainty. Darlene Gait created this piece and is a member of Esquimalt Nation and is an active artist.

Prepared for the Capital Regional District (CRD)
by Arrive Consulting



Capital Regional District Indigenous Employment Project

FINDINGS AND RECOMMENDATIONS

Prepared for the Capital Regional District (CRD) by Arrive Consulting

CRD Indigenous Employment Project

Findings and Recommendations

March 15, 2023

Prepared by Arrive Consulting

Acknowledgements

We wish to acknowledge that the CRD conducts its business within the traditional territories of many First Nations, including, but not limited to, BOḰEĆEN (Pauquachin), MÁLEXEŁ (Malahat), P'a:chi:da?aht (Pacheedaht), Pune'laxutth' (Penelekut), Sc'ianew (Beecher Bay), Songhees, Sc'ianew (Tsawout), T'Sou-ke, W̱JOŁEŁP (Tsartlip), W̱SIKEM (Tseycum) and xʷsepsəm (Esquimalt), all of whom have a long-standing relationship with the land and waters from time immemorial that continues to this day.

We thank all of the Indigenous community members, including representatives from local First Nations, the Victoria Native Friendship Centre and Métis Nations of Greater Victoria, who met with us and informed the recommendations that are presented in this report.

We are grateful for the support of CRD staff, in particular its First Nations Relations Division: Caitlyn Vernon, Shauna Huculak, Elizabeth Hermsen and Sandra Allen.

Front cover photo art acknowledgment:

The two pieces of art pictured on the front cover were commissioned as part of the CRD Wastewater Treatment Project.

Pacific Peace House Post: The 10-foot-tall western red cedar house post was commissioned by the Pacific Peoples' Partnership to celebrate their 45th anniversary and honour their historical relations and enduring friendship with the Lekwungen Peoples. Artists Yuxwelupton Qwal'qaxala (Bradley Dick), of the Lekwungen/Da'naxdaxw Nations, and Ake Lianga, of the Solomon Islands (now residing in Victoria), worked together in partnership for two years prior to the house post's installation at Macaulay Point. The house post looks out to the Pacific Ocean where all Pacific Peoples have voyaged to secure resources, share knowledge, and build kinship since time immemorial.

Kinship: Adorned in copper, which was known for its healing properties by many Coast Salish People, this design was created during a time in our world when healing is a priority. Esquimalt Nation is represented by the Wolf. For generations, the Wolf and Raven have worked together to ensure a successful hunt, representing the power of unity—a much needed remedy in times of uncertainty. Darlene Gait created this piece and is a member of Esquimalt Nation and is an active artist.

Table of Contents

Executive Summary 4

Project Background 6

Methodology 9

Recommendations 11

Recommendation Principles 11

Summary of Recommendations 12

Next Steps Work Plan 18

Current State Findings 20

Current State of Indigenous Employment within the CRD 20

Goals for Indigenous Employment 25

Barriers to Indigenous Employment 28

Opportunities for Indigenous Employment 31

Engaging with Indigenous Communities About Employment 34

Wise Practices for Indigenous Employment and Culturally Safe and Supportive Workplaces 38

Organizational Approaches 38

Working in Collaboration with Indigenous Communities 45

Recruitment and Hiring Processes 46

Supporting and Retaining Indigenous Employees 52

Culturally Safe and Supportive Workplaces 56

Indigenous Employment Programming 60

Conclusion 63

Appendix A 64

CRD Indigenous Employment Engagement Project List of interviewees 64

Executive Summary

This report includes findings and recommendations about how the Capital Regional District (CRD) can support Indigenous employment within the CRD. The report stems out of prior work conducted from 2015–2021 to identify opportunities for the CRD to support Indigenous economic development and more inclusive models of governance and decision-making.

The findings in this report are based on engagement with:

- Indigenous communities, including First Nations on whose traditional territory the CRD operates, the Victoria Native Friendship Centre and Métis Nations of Greater Victoria.
- CRD divisions.
- Subject matter experts in Indigenous employment.

An environmental scan was also conducted to identify wise practices in Indigenous employment.

The recommendations in this report are intended to support the CRD to work in partnership with Indigenous communities to co-develop employment opportunities. Some of the key findings of this report include:

- CRD divisions and Indigenous communities both have an interest in collaborating on employment initiatives, but both are under-resourced to do so.
- While there are some past successes to build on, most of the work to date has not included clear leadership direction, adequate engagement or sufficient resources to remove barriers to Indigenous employment, and thus has been met with limited success.
- Due to the current labour market shortage and low regional unemployment rate, most Indigenous workers who want to be employed are. Rather than looking to attain employment, many community members are looking for opportunities to advance in their careers (including access to training and improved qualifications) or to engage in more meaningful and rewarding work. Local Indigenous youth are a key demographic for the CRD to engage with.
- Current CRD hiring practices create many barriers to recruitment of Indigenous employees and need to be revised in partnership with the unions representing CRD workers.
- The CRD is early in its journey of building relationships with Indigenous communities and creating a culturally safe workplace—more learning, awareness and engagement is needed.
- Employment initiatives should be developed and delivered in partnership with Indigenous communities in a way that is mutually beneficial to both communities and the CRD.
- Employment programming cannot be delivered without other systemic supports, such as leadership commitments, changes in human resources (HR) policies and practices, increased funding for relationship building and engagement, and improved cultural safety within the CRD.

As a result of these findings, the report recommends that the CRD undertake actions in the following areas:

1. **Clear strategic leadership and commitment**
2. **Enhanced collaboration and engagement with Indigenous communities**
3. **Improved hiring practices**
4. **Policies and practices to support and retain Indigenous employees**
5. **Improved cultural safety in the workplace**
6. **Employment programming that provides benefits to Indigenous communities**

The work plan in this report includes targeted timelines to achieve these actions over the next five years.

The recommendations in this report provide a clear path forward on the journey of reconciliation and collaborative relationships between Indigenous communities and regional government.

> ***Sometimes we bring things up and things aren't done, but the fact that you're reaching out like this gives me hope. Out of all my years, I've not had anybody from the CRD approach me in this way. I am grateful. I've been hearing people say that our input falls on deaf ears, but it's not, not with everybody. To me that is working towards truth and reconciliation. You're doing your part.***
>
> – Indigenous community respondent

Project Background

The Capital Regional District (CRD) is a regional level of government that serves residents from three electoral areas and 13 municipal governments throughout southern Vancouver Island and the Gulf Islands. The CRD delivers over 200 services, including watershed management, wastewater and solid waste management, regional parks and trails, affordable housing, recreation centres and emergency management and response.

The CRD conducts business within the traditional territories of many First Nations, who have taken care of these lands and waters since time immemorial. In its Statement of Reconciliation, the CRD commits to working towards reconciliation with First Nations, informed by the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP), and focused on self-determination, shared prosperity and relationships with the land and water in the CRD region.

Relevant actions undertaken by the CRD prior to the project include:

- In 2015, the CRD established a Special Task Force on First Nations Relations, with a mandate to recommend more inclusive models of governance and decision-making between the CRD and First Nations governments.
- In 2018, the Task Force published a final report that summarized its governance and reconciliation findings and recommendations. Of particular importance, this report introduced the idea of "reconciliation through economic development" as a mutually beneficial framework for building partnerships with First Nations governments.
- The CRD Board adopted the Statement of Reconciliation in 2018 and established the First Nations Relations Standing Committee in 2019.
- In 2020, the CRD undertook a feasibility study for an Indigenous Economic Partnership Model. This feasibility study, led by the Indigenomics Institute, involved engagements with CRD staff and the nine First Nations in the capital region with populated reserve lands: BOḰEĆEN (Pauquachin), P'a:chi:da?aht (Pacheedaht), Sc'ianew (Beecher Bay), Songhees, SŦÁUTW̱ (Tsawout), T'Sou-ke, W̱JOŁEŁP (Tsartlip), W̱SIKEM (Tseycum) and xʷsepsəm (Esquimalt). The "CRD First Nation Economic Development Partnership Model Feasibility Study Report" contained several goals and recommended actions related to CRD Indigenous employment initiatives. See next page for summary of goals and recommended actions related to CRD Indigenous employment initiatives from this report.

Key employment actions from the 2020 CRD feasibility study for an Indigenous Economic Partnership Model

Goal 1: Increased opportunities for First Nations employment across CRD		
Objective 1a: Increase opportunities for Indigenous employment		
Action 1a(1):	Partner on supporting mentorship/shadow short-term employment opportunities	2020
Action 1a(2):	Engage in an Indigenous Internship Program	2021
Action 1a(3):	Develop a CRD Indigenous Employment Strategy that is complementary to the Diversity and Inclusion Framework to specifically increase the participation of Indigenous Peoples	2022
Action 1a(4):	Adopt Indigenous Employment Target(s) based on Indigenous Employment Strategy	2022
Objective 1b: Support a more inclusive employment environment		
Action 1b(1):	Develop and implement a Cultural Confidence Program for all CRD Staff	2021
Action 1b(2):	Explore opportunities for tailored training for those CRD staff in management roles	2022

Goal 2: Support First Nations in having a better awareness of CRD opportunities and activities		
Objective 2a: Streamline communications to First Nations		
Action 2a(1):	Develop First Nations Communications Plan	2020
Action 2a(2):	Prepare enhanced communication materials tailored to First Nations interests	2021
Action 2a(3):	Build First Nations Economic Opportunity portal to highlight CRD procurements	2021
Objective 2b: Establish more robust communication channels with First Nations		
Action 2b(1):	Engage First Nations to identify interest in developing a Community Engagement Hub	2023

- As one component of implementing these prior recommendations, in 2021 the CRD sought contractors to work with the CRD to explore and determine a path forward for the development of an Indigenous internship program with local First Nations.
- Arrive Consulting developed a project approach in response to this request, which included in-depth exploration with local First Nations, as well as urban Indigenous and Métis people living within the capital region, about their employment goals and priorities as related to working with the CRD.

The Indigenous Employment Project is a result of these prior steps.

The goals of this project are to:

- build and strengthen working relationships between the CRD and Indigenous partners, including local First Nations, Métis Nation BC and the Victoria Native Friendship Centre.
- understand how First Nations and Indigenous organizations would like to be engaged on employment initiatives and determine their initial areas of interest in the development and delivery of employment partnerships and programs.
- engage with CRD departments and unions to gauge interest, capacity and readiness to collaborate on employment partnerships and initiatives with Indigenous partners and to engage in culturally safe work with Indigenous partners, employees and interns.
- research and report on wise practices in Indigenous employment and workplace cultural safety.

This approach was developed to support meaningful relationship building by involving Indigenous communities directly in the employment program development and linking Indigenous employment programming with cultural safety training and reconciliation planning.

This project is envisioned as the first component of an ongoing process. As outlined in the recommendations and work plan, the subsequent steps are anticipated to include:

- co-development of employment programming and reconciliation planning.
- delivering employment programming and implementing the reconciliation plan.

This report includes:

- detailed findings from this project.
- recommendations based on the findings.
- a next step work plan with proposed implementation timelines.

Methodology

This report was developed by Arrive Consulting, a BC-based consulting company that supports cultural competency and Indigenous-focused learning, reconciliation planning and Indigenous self-determination and cultural resurgence. Arrive Consulting's work focuses on holistic, transformative and systemic change within organizations. Their approach combines research and learning with planning and project implementation to bridge knowledge into action.

For the purposes of this project, Arrive Consulting conducted a series of interviews between June and October 2022 to gather information and build relationships. Interviews were conducted primarily in partnership with the CRD First Nations Relations Division and included relationship-building elements. The interview process involved territorial acknowledgments, personal introductions and informed consent. All interviewees external to the CRD were offered an honoraria or gift for their participation, although not all were able to accept.

This project involved interviews with the following groups:

Group	Number of Departments/ Organizations	Number of Individuals
First Nations, Métis and urban Indigenous communities	10	13
CRD divisions and union representatives	9	15
Wise practices subject matter experts in Indigenous employment	9	15
Total	**28**	**43**

For a complete listing of the groups that provided input into this report, see Appendix A.

In addition to these interviews, Arrive Consulting conducted an environmental scan to identify best practices for Indigenous employment. This scan focused on BC but also included other jurisdictions in Canada, Australia and New Zealand.

Interview data was then analyzed for key themes. The findings in this report have intentionally not been ranked in order of importance or frequency of mention, as even ideas mentioned by a small number of people may have significant value. The recommendations were then developed based on the findings of the interviews, the environmental scan, the past reports that inform this project and Arrive's past experiences working with organizations on similar initiatives.

It is important to note the following limitations and choices of the methodology:

- Indigenous community respondents shared that they were not able to speak for their entire community, meaning that information shared regarding community needs represent their individual perspectives and are not informed by wider community input or engagement.
- Engagement with CRD divisions was limited and is not a comprehensive overview of CRD opportunities and barriers.
- All direct quotations in the report are paraphrased and anonymized to keep identities confidential.



Recommendations

The recommendations that follow are divided into six thematic categories:

1. **Clear strategic leadership and commitment**
2. **Enhanced collaboration and engagement with Indigenous communities**
3. **Improved hiring practices**
4. **Policies and practices to support and retain Indigenous employees**
5. **Improved cultural safety in the workplace**
6. **Employment programming that provides benefits to Indigenous communities**

It is important to note that the recommendations are interdependent. Implementing select categories without addressing the other categories is not recommended. For example, cultural safety training and policies to attract and retain Indigenous employees are important to making Indigenous employment programs successful. Similarly, clear strategic leadership and commitment needs to be accompanied by policy and program change.

The next steps work plan provides a suggested pathway for the implementation of these recommendations.[1]

Recommendation Principles

Key principles required for successful implementation of all the recommendations in this report include:

Nothing about us without us: Indigenous communities should be engaged at all stages of the journey. Timelines should be flexible and responsive to the needs and capacities of Indigenous communities. Engagement should prioritize strengthening relationships between Indigenous community staff and CRD staff.

Reciprocity: Initiatives developed by the CRD should bring benefits to Indigenous communities and contribute to their needs for increasing skills and capacity within their communities.

Cultural humility and ongoing learning: Implementing these recommendations effectively will require ongoing learning and an attitude of cultural humility, which includes being vulnerable, learning from mistakes and being open to new perspectives.

Meaningful change for reconciliation and Indigenous rights: Enacting reconciliation and Indigenous rights means doing business differently, shifting power from colonial institutions to Indigenous people. This involves letting go of control, being responsive to the direction of communities and not having predetermined outcomes.

1 Recommendations that include an * were also mentioned in the 2020 CRD First Nation Economic Development Partnership Model Feasibility Study Report.

Summary of Recommendations

1. Clear strategic leadership and commitment

1.1 The CRD Board and Executive Leadership Team clearly communicate commitment to:

- increasing Indigenous employment.
- enhancing CRD engagement and collaboration with Indigenous communities.
- improving Indigenous awareness and workplace cultural safety.
- achieving a representative workforce at all levels within and across the CRD.
- upholding Indigenous rights and reconciliation.
- anti-racism and creating a culturally safe work environment.

1.2 Develop a comprehensive, organization-wide reconciliation strategy that includes clearly defined actions to achieve the report recommendations.

1.3 Commit to a collaborative, partnership-based approach to working with the unions representing CRD workers in the development and implementation of Indigenous employment and workplace cultural safety initiatives.

***1.4** In collaboration with Indigenous partners, CRD divisions and the unions representing CRD workers, develop a CRD Indigenous employment strategy based on the findings of this report, including clear goals, targets and key performance indicators. The strategy should be inclusive of diverse Indigenous populations (including First Nations, urban, Métis and Inuit) living in the region, as well as diverse age groups, employment levels (entry level to executive) and types of positions (short-term and ongoing).

1.5 Improve CRD workforce demographic data collection, monitoring and reporting to gather information on Indigenous employment.

2. Enhanced collaboration and engagement with Indigenous communities

2.1 Provide clear strategic direction and enhance resources to increase the capacity of the CRD to engage and collaborate with Indigenous communities, including:

- hiring additional Indigenous engagement positions within the CRD.
- including Indigenous engagement responsibilities in job descriptions for managers and external-facing roles across CRD divisions.
- supporting CRD staff to spend time on relationship building and being physically present in Indigenous communities.

2.2 Provide resources to Indigenous communities to enhance their capacity to engage with the CRD on employment initiatives, including:

- funding Indigenous liaison positions within Indigenous communities.
- providing honoraria and event funding for engagements.

***2.3** Work with Indigenous communities to develop opportunities for Indigenous communities to work with (not just for) the CRD, including procurement approaches that attract more Indigenous businesses.

2.4 Work with the CRD Communications Department to increase awareness in Indigenous communities about what the CRD is, what it does and the diverse range of job opportunities available across CRD divisions.



3. Improved hiring practices

3.1 Create an Indigenous HR specialist position within the CRD, whose role includes:

- supporting the development and implementation of the Indigenous employment strategy.
- supporting Indigenous job seekers to navigate the application process.
- building and maintaining relationships with employment and training personnel in Indigenous communities.
- supporting recruitment of Indigenous employees.
- leading the implementation of supports for CRD's Indigenous employees (including Indigenous mentors, an Indigenous employees network and other such initiatives).
- collaborating with Indigenous communities and CRD divisions on Indigenous employment initiatives.
- having the authority and capacity to allocate small amounts of as-needed funding to address barriers to participation in the workforce (e.g., transportation vouchers, equipment and clothing funds).

The Indigenous HR specialist will preferably be an Indigenous person.

***3.2** Increase targeted recruitment of Indigenous employees by:

- building personal relationships with key staff in Indigenous communities.
- creating Indigenous-targeted recruitment communications, including a CRD Indigenous employment webpage.
- visiting Indigenous communities and attending events and career fairs.
- improving circulation of CRD job postings in Indigenous communities.

3.3 Adapt CRD job postings to make them more understandable, relatable and appealing.

3.4 In collaboration with Indigenous communities and the unions representing CRD workers, review and adapt the CRD's hiring processes to be more culturally appropriate and welcoming for Indigenous job seekers.

3.5 In collaboration with unions and Indigenous communities, develop and implement policies and processes for the preferential hiring of Indigenous people (and potentially other underrepresented groups) as part of a strategy to establish a representative workforce.

4. Policies and practices to support and retain Indigenous employees

4.1 In collaboration with Indigenous people and the unions representing CRD workers, review the CRD's Respectful Workplace Policy and training to ensure that they are culturally appropriate in regards to Indigenous employees and include restorative processes to address racism and discrimination in the workplace.

4.2 Establish an Indigenous employee network/group within the CRD, and ensure Indigenous and non-Indigenous employees are allocated adequate time during work hours for group participation.

4.3 Designate mentors/confidantes for Indigenous employees in the CRD who are not direct supervisors, whom Indigenous employees can meet with for confidential conversations, support and guidance. If possible, mentors should be Indigenous people in more senior roles in the CRD. Mentors should be given adequate capacity and time to fulfill their roles.

4.4 Develop onboarding processes that connect Indigenous employees to available supports, and follow up with Indigenous employees at regular intervals to determine if the processes are working.

4.5 Provide all CRD staff with paid leave for cultural and ceremonial practices. This leave should be available to all staff to support and accommodate the CRD's increasingly diverse workforce. Wise practices research indicates a minimum of five days paid cultural leave.

4.6 Provide all CRD staff with paid leave for bereavement practices. The paid bereavement leave policy should include a broad definition of "family" that includes all extended family, Elders, friends, community leaders and community members. Wise practices research indicates a minimum of five days paid bereavement leave.

4.7 Ensure current leave policies for political participation are inclusive of leaves of absence for Indigenous employees to:

- vote in Indigenous elections.
- run for positions in Indigenous governance.

5. Improved cultural safety in the workplace

***5.1** Develop a learning framework to increase CRD staff's Indigenous cultural awareness and competency. The framework should:

- be based on a needs assessment of CRD's current learning needs, including building on the impacts of previous training sessions.
- include ongoing learning opportunities, not just one-time training.
- include multiple levels of learning beyond baseline cultural awareness training.
- increase awareness of local Indigenous communities and involve local Indigenous Elders, Knowledge Keepers and facilitators.
- employ a variety of approaches, including formal training and informal education such as learning in community, visits to CRD work sites by local Knowledge Keepers and Elders, book groups, learning through mentorship, on-the-land learning and days of awareness.
- include specialized learning for supervisors and positions that interact directly with Indigenous communities and/or heritage sites.
- be fully resourced and staffed, including Indigenous employees and Indigenous contractors.

5.2 Formally recognize, honour and encourage individual and organizational participation in the following days, and grant time for staff to participate in community events:

- National Day for Truth and Reconciliation/Orange Shirt Day (September 30)
- National Indigenous Peoples Day (June 21)
- Louis Riel Day (third Monday of February)

5.3 Develop strategies to improve CRD workforce engagement, including gathering feedback from Indigenous employees on their experiences working with the CRD.

5.4 Include physical recognition of Indigenous cultures in the workplace, including Indigenous art, Indigenous languages and territorial acknowledgements in physical spaces in CRD workplaces and job sites.

5.5 Include Indigenous cultures in communications through land acknowledgements, use of Indigenous place names, culturally responsive language and references to reconciliation and Indigenous rights.

5.6 Where appropriate, adjust terminology of Indigenous initiatives to be inclusive of First Nations as well as Métis, Inuit and urban Indigenous populations living within the capital region.

6. Employment programming that provides benefits to Indigenous communities

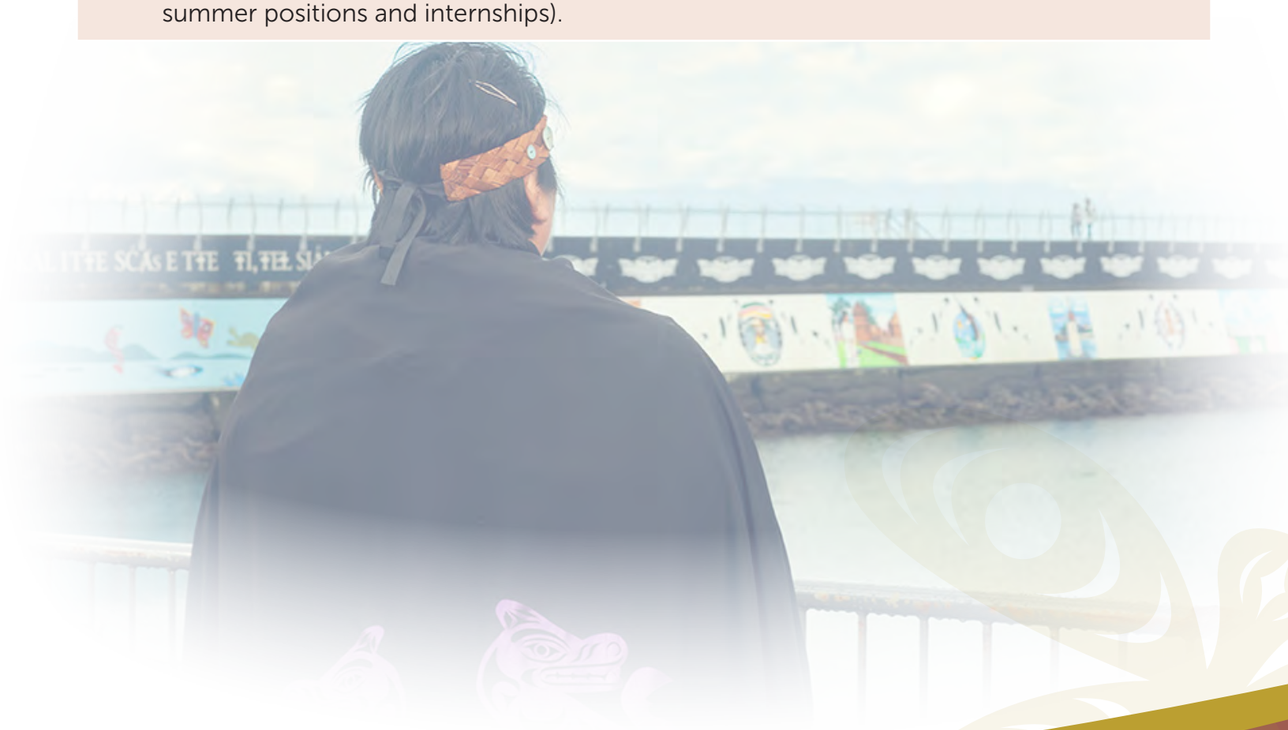
6.1 Develop training and certification programs that provide pathways to long-term employment and growth in the CRD for Indigenous employees (e.g., partnering with universities, offering on-the-job training, bursaries, job shadowing and mentoring). These programs should begin within CRD divisions that have a higher degree of readiness.

6.2 Create new positions specifically targeted to Indigenous employees within CRD divisions that have shown a high degree of readiness and need (see findings section for more detail).

***6.3** Create Indigenous youth education and engagement programming to increase awareness and "plant the seeds" about career opportunities in the CRD. Programming should include:

- experiential and participatory learning, including youth summer camps.
- field trips and visits to the CRD's diverse work sites.

6.4 Develop short-term programs for Indigenous employees to experience diverse areas of work within the CRD (e.g., job shadowing, practicum placements, co-op placements, summer positions and internships).



Next Steps Work Plan*

2023 — 2024 — 2025 — 2026 — 2027

Laying the groundwork: Commitments and partnerships

- 1.1 CRD Board and Executive Leadership Team commitment
- 1.3 Partnership approach with the unions
- 1.5 Workforce demographic collection
- 5.6 Adjust terminology of Indigenous initiatives to be inclusive of First Nations as well as Métis, Inuit and urban Indigenous people

Developing the infrastructure

- 1.2 Develop and implement Reconciliation strategy
- 1.4 Develop and implement Indigenous employment strategy that includes goals and targets
- 3.1 Hire Indigenous HR specialist
- 5.1 Develop and implement learning framework
- 6.1 Develop and implement training and certification programs for Indigenous employees
- 6.2 Develop and hire for positions targeted to Indigenous employees

Policy and culture change

- 3.3 Revise job postings to attract Indigenous applicants
- 3.4 Revise hiring processes to attract Indigenous applicants
- 3.5 Implement preferential hiring of Indigenous employees
- 4.1 Review the CRD's Respectful Workplace Policy
- 4.5, 4.6, and 4.7 Implement cultural, bereavement and political leave
- 5.2 Honour Indigenous days of awareness
- 5.4 Include representation of Indigenous cultures in physical space
- 5.5 Include Indigenous cultures in communications

Indigenous employment initiatives

- 2.1 Fund Indigenous engagement positions within CRD divisions
- 2.2 Provide funding to enhance Indigenous community's capacity to engage with the CRD
- 2.3 Increase procurement of Indigenous businesses
- 2.4 Increase awareness of the CRD in Indigenous communities
- 3.2 Increase targeted Indigenous recruitment
- 4.2 Create Indigenous employee network
- 4.3 Create Indigenous mentorship system
- 4.4 Develop onboarding process for Indigenous employees
- 5.3 Gather feedback from Indigenous employees
- 6.3 Implement Indigenous youth employment programming
- 6.4 Implement short-term Indigenous employment programming



*The wording of actions has been condensed in this concise work plan. Full wording can be found on pages 12–17 of this report.

Current State Findings

The current state findings are based on interviews with Indigenous community members and CRD staff. For a complete listing of interviewees, see Appendix A.

Current State of Indigenous Employment within the CRD

Summary

Some past and current experiences to build on: CRD divisions have a variety of experiences with Indigenous employees and contractors. Some examples include:

- the Watershed Protection Division contracting members of the T'Sou-ke Nation and working in partnership for almost 20 years.
- contracting First Nations–run companies for trucking and campground management.
- employing summer students, some of whom have been Indigenous.
- employing an Indigenous cultural programmer in the Regional Parks Division.
- contracting cultural monitors (archaeological field technicians) from the local Nations during project activities.
- supporting the employment of Indigenous archaeological field technicians during project work.
- partnering with Tsawout First Nation to offer a lifeguard training program for youth at the Panorama Recreation Centre.

Limited success and lessons learned: While a few Indigenous employment opportunities were identified by the CRD divisions as successful (e.g., the Watershed Protection Division's partnership with T'Sou-ke Nation and the Indigenous cultural programmer in the Regional Parks Division), the majority had limited successes and, in some cases, did not achieve the program goals. For example, none of the youth participants completed the lifeguarding program at the Panorama Recreation Centre, and Hartland Landfill observed many barriers that limited the ability of Indigenous employees to work there, including transportation and lack of access to required safety equipment, such as footwear. Contracting relationships have faced some challenges but have been successful overall.

Opportunities to deepen existing relationships: There are existing relationships with First Nations that some CRD divisions could deepen—for example, the work Hartland Landfill is doing with the W̱SÁNEĆ Leadership Council, the connection between Panorama Recreation Centre and the W̱SÁNEĆ communities and work that the Regional Parks and Watershed Protection departments are doing with T'Sou-ke Nation.

CRD strengths

> ***We noticed a huge increase in the number of Indigenous community members who participated in the programs when we had Indigenous employees.***
>
> – CRD employee

Interest within CRD divisions: The CRD divisions interviewed for this report expressed interest in supporting Indigenous employment and recognized the value of employing Indigenous people. They described that having Indigenous employees would make their workforce more representative of the communities they serve and build relationships. They also hoped that having more Indigenous employees would increase opportunities to learn from Indigenous knowledge, particularly around culture and environmental stewardship. Some divisions had taken the initiative to seek out ways to encourage Indigenous employment on their teams; others mentioned that they would like to do so.

Some successful relationships: Some CRD divisions have had successful employment partnerships with local Nations and businesses. The Environmental Protection Department noted that having a CRD liaison person employed within the W̱SÁNEĆ Leadership Council was "tremendously helpful" to building relations.

Diversity of opportunities: The CRD has a wide diversity of employment opportunities, from entry-level to executive positions, in a wide array of fields. Many fields relate to land and resource management, which some Indigenous community respondents noted would align with Indigenous values and responsibilities around stewardship and environmental protection.

Current initiatives to create a more culturally safe workplace: Some current initiatives within the CRD include introductory-level cultural awareness training, a respectful workplace group in the Wastewater Infrastructure Operations and territorial acknowledgements in some meeting rooms (Regional Parks). Several Indigenous communities mentioned that they appreciated seeing First Nations names and languages at CRD parks. Recently, approximately 650 CRD staff took a "Cultural Competency 101" course and 150 staff took a "Building Local Relationships" course offered by Indigenous Perspectives Society. Respondents reported that this cultural-awareness training has been engaging and impactful, and they would welcome more opportunities for such learning.

Current initiatives to create a more inclusive workplace: The CRD Human Resources Department is developing an equity, diversity and inclusion (EDI) framework that could have elements that support Indigenous employment.

CRD challenges

Lack of clear strategic direction from CRD leadership: There is no clear direction or strategy for supporting Indigenous employment across the organization. Only Regional Parks mentioned having reconciliation as a pillar in its strategic plan. Much of what is already happening with the CRD related to Indigenous employment is ad hoc and not systemic or strategic. Certain divisions have been taking the initiative to seek out ways to support Indigenous employment, but they have not had a mandate from leadership to do so and sometimes feel their efforts are not resourced or supported.

> ***We are willing to build relationships, and we recognize it takes time. We work in a fast-paced environment. We need to slow down and build relationships, get out of the office and into the community. We need to build relationships before coming with any agenda or expectations.***
>
> – CRD employee

Current relationships with Indigenous communities are not as strong as they could be: Some divisions reported having strong relationships, but the majority identified building stronger relationships as an area they would like to spend more time on. Some managers noted that the CRD sometimes treats relationship building and engagement with Indigenous communities as a means to an end, rather than recognizing the value of ongoing, properly resourced relationship building as valuable in itself.

No support for addressing barriers to Indigenous employment: CRD staff noted a number of specific barriers they had observed for Indigenous employees, from hiring practices and educational and certification requirements to clothing (uniforms, footwear) and transportation. In some cases, CRD divisions mentioned wanting to hire Indigenous people but not being sure how to approach it. There is no strategy, resources or direction about how to address such barriers.

Perceived risk of sensitivity and strategic implications if First Nations employees and contractors don't meet requirements: It was noted that when First Nations–owned businesses provide services under contract, disagreements or conflicts about contractual obligations that impact the business relationship can also impact other, broader working and political relationships with the First Nation. An external interviewee in the wise practices research provided an example of a time when a First Nations employee from a prominent local family was let go with cause from their organization, and it strained relationships politically between their organization and the Nation.

Communications challenges: Some divisions reported challenges communicating with local Indigenous communities. For example, one division had circulated a job posting in a way that they felt would attract Indigenous applicants, only to later hear that the Indigenous community was disappointed in the approach as they had not seen the opportunity in time to apply. One CRD division mentioned the need to be flexible in communication approaches, as email is not always best. Another mentioned the challenge of not having access to fonts for First Nations languages.

Some Indigenous people don't want to work for government: Several CRD divisions heard from some Indigenous people who expressed discomfort about working for colonial governments and didn't want to wear government or law enforcement–style uniforms. Some CRD managers mentioned that Indigenous communities have expressed that they are more interested in business partnerships and contracting opportunities (working with the CRD) than employment of their members within the organization (working for the CRD).

Lack of workforce demographic data: There is no workforce demographic data that identifies the number of Indigenous employees within the CRD. Many divisions stated they weren't sure if they had Indigenous employees or not. A recent EDI survey did not include data on Indigenous participation in the workforce.

Internal culture of discomfort and bias: One respondent mentioned that people can feel nervous talking about Indigenous issues, stating, "people get awkward and don't want to say the wrong thing." Sometimes, especially with older staff, there has been resistance to participating in cultural safety training. One person explained that the CRD operates in a "culture of mistrust," and there is unconscious bias. Another person explained a situation in which one Indigenous employee was relied upon to answer everyone's questions about Indigenous people. Generally, CRD divisions reported that the internal culture of the CRD is not always supportive for Indigenous people.

Current state of employment needs within Indigenous communities in the capital region

> ***The employment landscape has changed dramatically. There is no shortage of jobs. People aren't coming to us because they need work, they're coming because they want more certifications, better job titles or work gear.***
>
> – Indigenous community respondent

Tight labour market in which most people already employed: Many Indigenous communities mentioned that most of their members who want to be employed already are and that other employers are also coming to them with efforts to recruit Indigenous employees.

Youth a priority: There are a range of people in Indigenous communities looking for employment, but youth are a main priority for employment. Because many older adults are already employed, youth are the ones in the community who are still looking for work and trying to find the right fit. In some cases, youth who want to participate in postsecondary education have to wait for funding or program space, so they need short-term work while they are waiting. Several communities mentioned that there is also a need for employment amongst middle-aged and older adults, as well as people with physical or mental health challenges.

Diversity of communities: Within the capital region, there is a great diversity of Indigenous communities: some are small and some large, some remote from population centres and some not. Each has different employment needs related to their demographics and location.

Job term: Indigenous community members are looking for all kinds of work, from short-term seasonal employment to full-time ongoing employment. Some people are looking for seasonal (especially summer) work that fits around cultural obligations such as Big House season (generally late fall through early spring).



Goals for Indigenous Employment

Local Indigenous Nations' and communities' goals

Employment opportunities that provide education, training and certifications: Many local Indigenous people want to acquire training and certification through employment in order to advance their careers and gain higher-paid positions. Employment opportunities that provide on-the-job training and education to gain certifications was one of the employment goals mentioned the most by local Nations and communities.

Desire to build community capacity through external employment: Indigenous interviewees mentioned that they want to have people from within their communities who are able to provide services for their community (e.g., utilities, water management, waste management). They want people to gain skills and experiences through external employment that they can then bring back and offer within the community.

Employment that enables community members to meet cultural obligations: Many local Indigenous people are looking for employment opportunities that support and don't conflict with cultural practices, which are a sacred, obligatory responsibility for many Indigenous people and can't be missed. About half of the First Nations people interviewed for this project shared the challenge of meeting employer expectations while working around Big House season (generally late fall through early spring).

Meaningful work: Community members are looking for employment that is meaningful and aligns with their values.

Need for opportunities for youth: Communities want to provide a variety of meaningful employment opportunities for youth, including opportunities to attain higher levels of education and training. Some communities don't have the internal capacity to provide programming that trains youth and identified that it would be valuable for youth to participate in this kind of programming externally.

Diverse employment opportunities: Community members are seeking employment in a wide range of fields, both in community and externally.

Cultural safety: Culturally safe and supportive work environments are important for many Indigenous people. A local community leader noted that Indigenous people increasingly will not tolerate culturally unsafe work environments.

Remote work opportunities: Some communities mentioned an interest in workplace flexibility that allows for remote work, including the opportunity to work on reserve.

Strengths-based approach: Communities noted that the CRD should recognize the strengths community members have and build opportunities based on that. For example, the CRD could employ or award contracts to local Knowledge Keepers in parks, as Cultural Monitors or other services.

CRD goals

No clear goals or commitments: The CRD has no clearly defined goals related to Indigenous employment, either at the leadership level or within divisions. While some CRD divisions support the idea of increasing Indigenous employment, managers noted there is currently no strategic direction from leadership and no clear goals.

> ***I wish it was a goal to hire Indigenous employees. But it's not a goal yet.***
>
> – CRD employee

Representative work force: Several divisions identified that hiring Indigenous employees would create a workforce more representative of the communities they serve and thus help improve service delivery. This is especially relevant in public-facing divisions such as Panorama Recreation Centre.

Enhanced relationships with Indigenous communities: Some divisions noted that having Indigenous employees is a good way to support relationships with Indigenous communities and that strong relationships with communities could in turn facilitate increased recruitment and retention of Indigenous employees.

Increased cultural safety: Several divisions mentioned an interest in creating a more culturally safe and supportive workplace, which they feel would benefit not only Indigenous employees but also other employees.

Increased local knowledge: Respondents noted that hiring Indigenous employees who could bring more local knowledge onto their teams would be beneficial. This is especially relevant in land-based divisions like Watershed, Regional Parks and Environmental Protection.

> ***We could learn so much from Indigenous employees, and they would have a lot of input that would really inform how we deliver our programs.***
>
> – CRD employee
>
> ***We'd like to become an employer of choice for Indigenous candidates.***
>
> – CRD employee

Interest in mutually beneficial approaches: One CRD respondent mentioned that they want to be careful that CRD Indigenous employment initiatives don't "draw resources away from the Nation" and that the way to create mutually beneficial programming is through working in partnership with Indigenous communities having a "joint understanding of the path forward."

CUPE Local 1978 goals

Support from CUPE Local 1978: CUPE Local 1978 representatives voiced support for and strong interest in engaging and collaborating with CRD management and Indigenous communities on Indigenous employment initiatives, including potentially discussing changes to the collective bargaining agreement to facilitate increasing Indigenous employment. They also expressed interest in discussing changes to the collective bargaining agreement to add paid leave for cultural, ceremonial and bereavement practices and mentorship opportunities within the CRD.

Support for Indigenous awareness and cultural competency learning: CUPE Local 1978 representatives voiced support for training all staff, managers and supervisors to enhance Indigenous awareness and cultural competency. Representatives also noted the need to provide more educational resources and tools to supervisors and staff.



Barriers to Indigenous Employment

CRD internal barriers to Indigenous employment

The CRD divisions and Nations identified the following barriers to Indigenous employment that exist with the organization:

Job postings: Often CRD job postings are hard to understand and don't provide a plain-language description of the opportunity. Indigenous communities described the application process as impersonal and difficult to navigate technically. Some CRD staff and managers stated that job postings are "terrible" and inaccessible.

> ***CRD job postings are way too formal, too structured in the local government way. We believe that some of the value people will get from working for us is the social aspect, that people want their contributions to count. We are trying to figure out how to become friendlier in how we communicate in job postings.***
>
> – CRD employee

> ***In my department, we haven't had an external hire in a long time because our hiring process favours internal candidates. Internal hires are generally not Indigenous. If we are going to create opportunities for Indigenous applicants, we will need to change how we hire.***
>
> – CRD employee

Current workforce demographics: The CRD's current workforce is largely White, which can cause a lack of Indigenous perspectives within divisions and impact the bargaining priorities of unions representing CRD workers vis-à-vis measures to increase Indigenous employment.

Lack of awareness of the CRD: Some Indigenous communities were not very aware of what the CRD is, what the CRD does and the range of jobs available. They mentioned that community members might find it hard to picture working there. They shared that the CRD's public-facing communications (website, job postings) are inadequate, not visually appealing and have an inaccessible, overly corporate feeling.

The CRD's current hiring processes are biased against Indigenous job seekers: Several CRD employees and local Indigenous communities shared that current CRD hiring processes are built on a Western competitive model and don't culturally align with Indigenous approaches. For example, the interview process requires self-promotion and enumerating personal achievements, which goes against cultural norms for many Indigenous cultures, which often place a high value on personal humility.

A CRD employee and a community member both noted that the CRD hiring process is especially hard for people who are introverts and less likely to feel comfortable "selling themselves." Another CRD employee shared that they once interviewed a highly qualified Indigenous candidate who would have been an excellent fit for the job, but because the applicant was a humble person of few words, they did not use the specific verbiage needed to score high enough in the points-based interview approach. The majority of the CRD divisions interviewed also mentioned challenges with the hiring process. One CRD division noted that the application process requires written submissions, which may not be the best way for some Indigenous applicants to show their strengths. When they provided a screening through phone calls, they found applicants were more qualified than their written applications showed.

> ***The CRD's current interview process is biased in favour of extroverts who are comfortable selling themselves.***
>
> – CRD employee

Collective agreements: Several respondents noted that current collective agreements, which strongly favour internal candidates, seniority and formal qualifications, could pose a barrier to increasing Indigenous employment in the CRD and to making the hiring process more appropriate for Indigenous job seekers. The Human Resources Department noted that currently the only way to preferentially hire an Indigenous candidate is through a BC Human Rights Code exemption. In addition, measures intended to create more attractive work opportunities for Indigenous people, for example, providing paid time off for cultural and ceremonial practices, will require reviewing and adapting collective agreements in collaboration with the unions representing CRD workers.

Concerns amongst communities and CRD staff about preferential treatment: One Indigenous community respondent noted the hiring process is already "preferential" in that it gives preference to internal CRD applicants. CRD divisions also noted barriers related to the preferential hiring of Indigenous applicants. Only First Nations Relations has formally undertaken preferential hiring, and Regional Parks was in the process of a preferential hiring job search at the time this report was developed. Other divisions were interested in preferential hiring but not sure how to go about it in light of current collective agreements and hiring processes. One CRD employee identified a risk that if Indigenous people appeared to get preferential treatment, then there might be feelings of resentment amongst non-Indigenous employees.

Indigenous communities' barriers to employment

Indigenous communities identified the following barriers within their communities:

Lack of certifications and credentials: The lack of necessary certifications and credentials required by CRD jobs are often a barrier to employment for local Indigenous people.

Transportation: Challenges with transportation was the most commonly cited barrier to employment. Barriers include lack of driver's license, lack of access to vehicles, inadequate public transport services (especially in semi-remote communities), long commute times and not wanting to leave the community. For example, several communities mentioned only having several buses pass their community each day and the bus times not lining up with regular work hours.

Childcare: It can be hard to find affordable access to childcare, especially at the last minute for interviews.

Racism: Community members have experienced racism in the workplace. As a result, some don't want to be the only Indigenous person in their workplace.

Lack of support for cultural obligations: Indigenous employees are sometimes not supported to take time off for cultural obligations, putting them in a position where they are asked to choose between their cultural obligations and their employment.

Personal lives: For Indigenous people, colonial trauma, community loss and impacts of the pandemic contribute to personal circumstances that can impact their employment attendance and performance, including family and community challenges and mental and emotional health (including anxiety and depression).

Not wanting to leave community: Several Nations mentioned that their members prefer to stay working in community and aren't as keen to work externally.

External barriers

Competitive labour market: Many interviewees, both from Indigenous communities and CRD divisions, mentioned challenges with a competitive labour market. Indigenous communities are struggling to recruit and retain their own staff. In addition, many non-Indigenous organizations are looking to increase diversity and contribute to reconciliation by recruiting Indigenous employees, so Indigenous employees are in high demand. It's a challenging time for the CRD to seek Indigenous employees, who have many options to work elsewhere.

It is important that the CRD's efforts to attract Indigenous employees don't compete with the hiring efforts of Indigenous communities, and instead are mutually beneficial. Indigenous communities noted that in general their community members aren't looking for work just to have a job, but instead are thinking about how they can attain higher paid or more meaningful work. They explained that one way to address the impacts of the current labour market shortage in a mutually beneficial manner would be for the CRD to provide employment alongside training opportunities that contribute to community capacity.

> ***If we recruit Indigenous employees, we have to be aware of the risk to Nations of losing some people who could be working within the Nation to build capacity there. We don't want to sap their resources.***
>
> – CRD employee



Opportunities for Indigenous Employment

> ***Anybody who is able to work is currently working given the labour market situation right now. There are not very many people looking for work. Almost everybody is employed but would take a better position if one was available. Being an attractive employer would help.***
>
> – Indigenous community respondent

Areas of employment mentioned by Indigenous communities

Indigenous communities noted that community members are looking for jobs in a wide variety of fields and therefore were hesitant to narrow it down. Also, many were not aware of all the departments and services within the CRD so were not able to specifically pinpoint desired areas. However, the following areas were the primary ones that were suggested by Indigenous communities:

- Parks and Environmental Services: Environmental conservation, guardianship, tourism, invasive species, environmental monitoring, land stewardship, management of garbage, landfill maintenance
- Integrated Water Services: Watershed protection (stream-keepers), environmental monitoring, data collection, public tours, protecting the reservoir, water testing, training in wastewater management and water systems
- Planning and Protective Services: Animal care, bylaw enforcement, regional housing services
- Corporate Services: Cultural services within First Nations Relations (e.g, hiring local Knowledge Keepers to provide training)
- Panorama Recreation Centre: Aquatics

Other areas: Trades, administrative assistants, cooks (especially pit cooks), health-care attendants, youth workers, mental health and addictions workers

Areas of employment mentioned by CRD

Not all CRD divisions were engaged, and deeper engagement is needed to develop a more comprehensive list of potential opportunities, particularly opportunities for on-the-job training and certification supports/programs. Those CRD divisions that were interviewed identified the following areas where they saw opportunities for more Indigenous employees:

Existing positions that could be attractive to Indigenous applicants:

- Hartland Landfill: Attendants in drop-off area
- Environmental Protection: Sampling positions, invasive species removal, goose management
- Wastewater Operations: Wastewater operators
- Watershed Protection: Assistant wildlife biologist, boat operator
- Panorama Recreation Centre: Aquatics, after-school care
- Regional Parks: Trail crews, campground management
- Regional Housing: Caretaker position

New positions that could be created specifically for Indigenous applicants:

- Watershed Protection: Providing public tours of the watershed, supporting cultural tourism, guardian program
- Environmental Resource Management: Indigenous outreach position related to solid waste management planning with local Nations
- Regional Parks: Sharing traditional knowledge to support conservation, giving public tours, working on infrastructure and signage with Indigenous names
- Panorama Recreation Centre: Community liaison with local Nations

Potential on-the-job training programming:

- Water and Wastewater Infrastructure Operations: Interest in developing a 3–12 month utility operator certification program in partnership with educational programs
- Watershed Protection: In the past has paid for forestry training and designations for staff
- Panorama Recreation: In the past has offered lifeguard training and certification to local Nations

CRD staff also mentioned interest in working with local Nations through a Guardian Watchmen program, if Nations are interested in establishing such a program.

Areas of interest shared by Indigenous communities and CRD divisions

The following CRD divisions were mentioned as areas of interest by both Indigenous community members and CRD employees:

- Regional Parks
- Environmental Protection
- Environmental Resource Management
- Panorama Recreation Centre
- Watershed Protection
- Wastewater Treatment

> ***Frame it as a values-aligned position. We have sacred responsibility to care for land, and we can earn a living off of that. Any and all of caring for land, including environmental protection, would be of interest. CRD roles are very much in alignment with many of the values of people I meet with. It could be very attractive to be part of.***
>
> – Indigenous community respondent

Engaging with Indigenous Communities About Employment

Suggestions for engagement approaches

> ***It would be great if we had an Indigenous community liaison who could be point person with communities and focus on building relationships. Ideally it would be someone from a local Indigenous community. We don't have time to make these connections because we are struggling to maintain staffing levels to meet operational needs.***
>
> – CRD employee

Indigenous communities shared the following general suggestions related to engaging with them on employment programming:

Ongoing engagement is needed: Many interviewees stated that they couldn't speak on behalf of their entire communities, and more in-depth, ongoing engagement about employment initiatives is needed. The engagement process needs to be responsive to communities' needs and timelines.

Relationship-based approach: It's important to build ongoing, long-term relationships between communities and the CRD to demonstrate that the CRD is truly committed. Building trusting working relationships takes time, resources and consistency. A relationship-based and personal approach is needed—not just between communities and the CRD, but between individuals within Indigenous communities and individuals within the CRD.

> ***We currently don't have funding to support our staff to do engagement, but we appreciate consistent attempts to engage. If there is a situation in which it makes sense to engage and is a productive use of everybody's time, then we are open to more engagement. But if it's engagement just to engage, we don't have capacity to take that on.***
>
> – Indigenous community respondent

Follow-through: Some communities have had experiences with the CRD where there was a lack of follow-through. Respondents shared that it's important to "carry the ball across the finish line" and not let things "fizzle."

Having the right people: Some Nations suggested working with Chief and Council; others suggested working directly with the employment and training staff person. Several mentioned the importance of engaging with Elders and youth. Some interviewees noted specific names of individuals to engage with. In each Indigenous community, it's important to identify and connect with the right people and build and maintain personal relationships with them.

> ***What may be beneficial to the CRD in terms of Indigenous employment may not be beneficial to the local Nations unless the initiatives are formed through relationships and joint understanding of the path forward.***
>
> – CRD employee

Communications: Communities noted that communications should be clear and plain-language, and accessible both virtually and in hard-copy.

Appropriate timelines: Both Indigenous communities and CRD employees noted that timelines for engagement can often feel rushed. It is better to slow down and engage with communities appropriately, which increases the likelihood of success.

Being in community: Both Indigenous communities and wise practices interviewees mentioned that CRD employees showing up in community, such as by attending community events that are open to the public, can help build relationships. For example, several communities have community lunches, and one suggested the CRD could set up an information table at the lunch.

> ***Relationship building itself is a project. We need to create space and time for that to happen, and we haven't seen that yet. It took hundreds of years to get the relationship to where it is now, and it isn't going to turn around in a few weeks. It will take decades to build trust. Short timelines don't allow for meaningful engagement and can risk engagement being insulting. We are walking a razor wire of managing relationships with Indigenous communities while trying to accomplish something within sometimes unreasonable and even harmful timelines implemented by CRD leadership. To support Indigenous employment, this culture has to change.***
>
> – CRD employee

Indigenous communities' engagement needs

Indigenous communities shared the following feedback about their needs in relation to engagement with the CRD:

Increased capacity for engagement and partnership: There is a need for the CRD to support capacity in communities in order for them to be able to meaningfully engage and partner with the CRD. The CRD needs to recognize that limited resources are spread thin across many other priorities for communities, so Indigenous communities are not interested in engaging just to engage. The engagement needs to have tangible benefits to the community. A suggestion that came up more than once was to have an engagement liaison embedded in the community, an approach that a CRD employee identified as being "tremendously beneficial."

Reciprocal relationships: Engagement shouldn't be approached with the mindset of "helping" communities, but rather with an approach that values the strengths and skills that community members have to offer.

Enhance awareness of the CRD and career opportunities: There is a lack of understanding of what the CRD is, what the CRD does, and what employment opportunities exist across CRD divisions. There is a need to improve education and communication within Indigenous communities about the CRD and its wide variety of employment opportunities. It was also noted that a map of all regional parks would be useful.

Connecting directly with members: The CRD needs to build relationships directly with community members, not just with staff or leadership, and engage with members in-person, in community. Sending out a job posting to a band office and asking them to share it is not enough. It feels like it's ticking a box, and it puts too much onus on the communities' employment and training staff people to do all the work of recruiting people.

CRD engagement needs

CRD divisions shared the following feedback about their needs in relation to engagement with Indigenous communities:

Engagement capacity low for both parties: CRD managers and staff noted that they have limited time and capacity to build and maintain relationships with Indigenous communities. In addition, many Indigenous communities have limited capacity and resources, so even when CRD does reach out, often Indigenous communities are unable to engage.

Engagement with diverse Indigenous peoples living in the region: The First Nations Relations Division has a mandate primarily to engage with local First Nations. For initiatives like employment, there is a need to expand this focus because a significant majority of Indigenous people in the capital region aren't from local First Nations.

Engagement with unions representing CRD workers: Many of the recommendations brought forward in this project will require close collaboration with the unions representing CRD workers. It is essential that the CRD work in a healthy, collaborative partnership with the unions to support Indigenous employment initiatives.

CUPE Local 1978's engagement needs

It is important to note that engagement with unions included the CUPE local but not the Steelworkers local. Moving forward, all of the union locals representing CRD workers must be included as partners in collaboration on Indigenous employment initiatives.

Need for improved collaboration: CUPE Local 1978 expressed concern that CRD management's current approach to engaging with unions on Indigenous issues is too top-down, hinders effective collaboration and fails to treat CUPE Local 1978 as a key stakeholder and partner. Local representatives noted that in order to successfully collaborate on Indigenous employment initiatives in the CRD, there is a need for CRD management and CUPE Local 1978 to establish a respectful, collaborative, transparent, partnership-based working relationship.

Need for improved conflict resolution processes: CUPE Local 1978 representatives noted the need to improve conflict- and dispute-resolution policies and processes, including those addressing racism and discrimination. Policies and processes should be more restorative, rather than compliance-based and punitive.

Workplace safety concerns: CUPE Local 1978 representatives support improving workplace cultural safety, but voiced concern that are currently many challenges related to workplace health and safety overall, and that current workplace safety policies and processes are inadequate and must be improved. They also noted that there is a need to improve psychological safety in the CRD.

Need to improve workforce demographic data: CUPE Local 1978 noted there is currently a lack of information on the CRD's workforce demographics and therefore a need to improve workforce demographic data collection and reporting. The local expressed frustration, suspicion and concern that the results of the CRD's EDI staff survey have not been shared with staff in a more fulsome and transparent way. On the union side, there is an opportunity to gather workforce demographic data via pre-bargaining surveys of members, which can include demographic questions, including the option to self-identify as Indigenous.

Wise Practices for Indigenous Employment and Culturally Safe and Supportive Workplaces

The following wise practices findings are based on the interviews with local Indigenous communities, subject matter experts on Indigenous employment, CRD managers and staff and the environmental scan. While the purpose of this report is to apply these findings to the CRD, the underlying wise practices may be relevant to other employers seeking to enhance Indigenous employment.

Organizational Approaches

> ***If we are hiring Indigenous employees to provide input into our programs from an Indigenous perspective, there has to be support and awareness that we have to be all in. We have to listen to their ideas and be willing to unlearn and change the way we currently work.***
>
> – CRD employee

Organizational values and approach

Strengths-based approach: Creating culturally safe and supportive workplaces and increasing Indigenous employment should be pursued with a strengths-based approach that emphasizes the benefits for everyone – rather than offering "help" or "support" for Indigenous community members.

Systemic approach: For employment initiatives to be successful, they need to be part of wider systemic supports for Indigenous employees that increase cultural safety and better align with Indigenous ways of being.

Senior leadership buy-in: Genuine buy-in and commitment from senior leadership are essential. Senior leaders must lead by example, codify commitments in plans with performance measures and evaluation processes, and allocate the time, financial investments and human resources needed to achieve meaningful results.

Follow through: It's important to ensure that Indigenous employment programs have a foundation of support and a solid plan for execution. Too many similar employment programs have been discussed but have never taken off. Communities suggested the CRD start with the end goal in mind and then work backwards so that they know the plan is solid.

Communicate the "why": Leaders must effectively and routinely communicate the "why" behind Indigenous employment and workplace cultural safety initiatives to ensure their success. Supervisors and staff should clearly understand why their participation in such initiatives is important and beneficial to the organization, to staff and to the communities and people they serve.

Healthy, partnership-based collaboration with unions: In unionized workplaces such as the CRD, collaborative and productive working relationships between executive leadership, managers and union representatives are essential for success on Indigenous employment initiatives. This involves recognizing unions as partners working towards common goals of cultural safety and increasing Indigenous employment—and engaging with them proactively.

Non-Indigenous people taking responsibility: Creating safe and supportive work environments for Indigenous people is the duty and responsibility of non-Indigenous people. Indigenous people should not be relied upon to have all the answers or provide advice and guidance beyond the scope of their job descriptions. Adequate financial and human resources must be dedicated to educating and training non-Indigenous leaders, managers and staff.

Avoid tokenism: Tokenistic practices can make Indigenous employees feel uncomfortable, embarrassed and more likely to leave the organization. Nearly all of the wise practices interviewees noted that tokenism in various forms must be avoided. Tokenism can include making commitments and claims without taking meaningful action or investing adequate financial resources and staff capacity; relying on Indigenous employees to be the poster people for progress; citing numbers of Indigenous representation without having done the important work on cultural safety and staff supports; cherry-picking actions to make the organization look good while not taking adequate action in the areas that matter most to Indigenous employees and communities; hiring Indigenous employees but not really wanting to acknowledge, respect and uplift the unique perspectives and insight they bring.

Clear organizational commitments supported by strategies and action plans

To create culturally safe and supportive workplaces and implement Indigenous employment initiatives, it is essential to have clear strategic leadership and organizational commitments, backed up by strategies and action plans with clear goals, supporting actions, performance measures and processes for monitoring, evaluation and accountability. Such plans could include:

Reconciliation action plan: Initiatives to increase Indigenous employment within organizations should be part of an organizational reconciliation action plan. It is helpful to link initiatives to frameworks such as the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP), the Truth and Reconciliation Commission (TRC) Calls to Action and the Missing and Murdered Indigenous Women and Girls (MMIWG) Calls for Justice.

Reconciliation Plans in Practice

The following cities have Reconciliation plans that were developed in collaboration with local Indigenous communities and contain clear guiding principles, strategic objectives and supporting actions:

The City of Montreal's Strategy for Reconciliation with Indigenous Peoples

The City of Ottawa's Reconciliation Action Plan

The City of Toronto's Reconciliation Action Plan

The City of Edmonton's Indigenous Framework

The City of Vancouver's UNDRIP Strategy

TRC Calls to Action

Call to Action 43: We call upon federal, provincial, territorial and municipal governments to fully adopt and implement UNDRIP as the framework for Reconciliation.

Call to Action 57: We call upon federal, provincial, territorial and municipal governments to provide education to public servants on the history of Aboriginal peoples, including the history and legacy of residential schools, UNDRIP, treaties and Aboriginal rights, Indigenous law, and Aboriginal–Crown relations. This will require skills-based training in intercultural competency, conflict resolution, human rights and anti-racism.

Call to Action 92(ii): Ensure that Aboriginal peoples have equitable access to jobs, training and education opportunities in the corporate sector, and that Aboriginal communities gain long-term sustainable benefits from economic development projects.

UNDRIP Commitments

UNDRIP Article 21: Indigenous peoples have the right, without discrimination, to the improvement of their economic and social conditions, including, inter alia, in the areas of education, employment, vocational training and retraining, housing, sanitation, health and social security.

The **BC Government's** Declaration on the Rights of Indigenous Peoples Act Action Plan sets clear goals with supporting actions to support implementation of UNDRIP, including Action (3.2): "to set and achieve targets for equitable recruitment and retention of Indigenous Peoples across the public sector, including at senior levels" [our emphasis].

Indigenous employment strategy and action plan: A strategy that includes clear commitments, goals and targets for increasing Indigenous employment and that outlines approaches to increasing Indigenous employment through tangible, appropriately resourced initiatives and actions

Indigenous Employment Strategies and Plans in Practice

The **City of Toronto's** Aboriginal Employment Strategy supports its commitment to "implementing employment practices that ensure that opportunities for employment are accessible to Aboriginal people and increase the number of Aboriginal employees at all occupational levels."

The **New South Wales Public Service Commission's** Aboriginal Employment Strategy includes clear goals, areas of strategic focus, and initiatives to get results.

The **Government of Nunavut's** Inuit Employment Plan supports its commitment "increasing the number of Inuit employees in the territorial public service to be representative of the people we serve."

Representative workforce strategy and action plan: A plan to achieve a representative workforce, with clear employment goals for equity-seeking groups such as Indigenous people, targeted at all levels of the organization, including leadership positions

Equity, diversity and inclusion: Many government service providers have strong commitments to equity, diversity and inclusion, often supported by detailed strategies, frameworks and action plans. These plans often include goals related to Indigenous employment and culturally safe workplaces. The CRD is currently developing an equity, diversity and inclusion plan, which is an opportunity to enhance inclusion of Indigenous peoples.

Representative Workforce Strategies and Plans in Practice

The **Saskatchewan Health Authority** has committed to be a "diverse, culturally competent organization with a workforce that is representative of the community we serve" and has undertaken a highly successful representative workforce initiative. This includes an organizational strategic plan as well as an operational strategic action plan.

The Yukon Government is committed to having "a representative public service" and has a supporting strategic plan with clear objectives.

Anti-racism commitments or policies: Approaches to prevent and effectively address racism in the workplace and in service delivery

Anti-Racism in Practice

The **City of Calgary** has made a Commitment to Anti-Racism and has a number of supporting initiatives underway.

Alberta Health Services' Anti-Racism Position Statement includes clear commitments and supporting actions to achieve them.

The **City of Vancouver** is committed to anti-racism and cultural redress and has a number of supporting initiatives underway.

Cultural safety plans and policies: Specific plans, frameworks and policies developed in collaboration with Indigenous communities and unions representing workers to create culturally safe and supportive work environments. Plans should include clear goals, objectives and supporting actions.

Cultural Safety Plans in Practice

The **Government of Northwest Territories**' Cultural Safety Action Plan has clear goals, objectives and supporting actions.

The **Victoria State Government Department of Land, Water and Planning's** Aboriginal Cultural Safety Framework includes clearly defined principles, goals and indicators for monitoring and evaluation.

Code of conduct: Codes of conduct should include clear guidelines for cultural safety and anti-racism/anti-discrimination.

Workforce engagement and demographic data collection

Collect workforce demographic data, including on Indigenous employees: In order to monitor the impacts of Indigenous employment programming, it is important to collect and report publicly on workforce demographic data, including data on the number of Indigenous employees. Data should be collected and safeguarded using First Nations principles for data management, known as OCAP (Ownership, Control, Access, Possession) principles, which assert that First Nations have control over data collection processes and that they own and control how this information can be used. It is important to not use workforce data in a tokenistic way (e.g., claiming success by citing numbers, without having done meaningful work to improve workplace cultural safety or engaging with and supporting Indigenous employees).

Workforce Demographic Data Collection and Reporting in Practice

BC Hydro collects and reports on workforce demographic data related to its workforce diversity goals.

Aotearoa (New Zealand) Te Kawa Mataaho (Public Service Commission) collects and reports on workforce demographic data related to diversity and inclusion.

Hydro One also collects and reports on workforce demographic data related to its diversity goals.

Greater Victoria Harbour Authority has an employment target that at least 5% of its workforce be Indigenous and aims to meet standards for certification by the Progressive Aboriginal Relations Program, a bench-marking tool that helps businesses measure their work in Indigenous relations.

Engage with and gather feedback from employees: Ongoing employee engagement is valuable to gather qualitative feedback from staff. Methods could include surveys, talking circles, focus groups and other tools. Feedback should be gathered and shared transparently and acted upon meaningfully.

Working in Collaboration with Indigenous Communities

Codevelopment of training programs with Indigenous communities: Local Indigenous communities, leaders and staff should be included from the outset of program development and involved in every step, following the principle of "Nothing about us without us." Developing letters of understanding with Indigenous communities can be helpful.

Relationship-based collaboration: The foundation and starting point for developing Indigenous employment initiatives should be engagement and collaboration with local Indigenous communities and strong, trusting, personal relationships with leaders and officials in those communities, as well as with their employment and training staff.

Realistic, appropriate timelines: Indigenous communities, CRD divisions and wise practices interview participants all stressed that community engagement, program development and program implementation need to move according to timelines that are collaborative, responsive to the needs of Indigenous communities and not based on the timelines of the CRD.

Long-term commitment: Building productive, personal working relationships with Indigenous communities is a long-term endeavour requiring a commitment of time, resources and dedicated staff capacity.

Values-based: Communities suggested that the CRD lead with organizational values when communicating with Indigenous communities and people about employment programs.

Recruitment and Hiring Processes

Recruitment

Indigenous communities and wise practices interviewees offered the following suggestions for recruitment of Indigenous employees:

Collaborative recruitment with Indigenous communities: Several CRD divisions noted that previous attempts to share postings directly with Indigenous communities had not been successful. Indigenous communities shared that it is important to connect with the right people within each community, understand the needs of the community and draw attention to postings that are relevant to community needs. Several wise practices interviewees noted that having strong, collaborative working relationships with key staff in Indigenous communities significantly improves recruitment of Indigenous people.

Improve information sharing and education about CRD career opportunities: The CRD should create a variety of clear communications (e.g., webpage, info sessions, pamphlets, social media, emails to Nations' employment staff) that outline what the CRD does and all of the various career opportunities available and certification requirements for those opportunities, so that people are better able to interact with the CRD on employment opportunities and initiatives. Some job seekers also want to know more about the values and vision of CRD divisions.

Host career fairs in community: The CRD could host career fairs in Indigenous communities. This would be an opportunity to build relationships and meet directly with those who might be interested in applying for jobs so they can learn about the different opportunities and the requirements.

Engage with Indigenous youth: Many Indigenous communities stressed the importance of engaging with youth early (as young as 9 or 10 years old) and providing experiential and participatory learning programs.

Offer low-barrier options: Ensure there are entry-level positions so people feel more comfortable applying, and then give them an opportunity to grow within the organization. Also offer seasonal positions that don't require specialized qualifications.

Targeted outreach: Develop a distribution list for Indigenous communities. Attend community events and career fairs to share about opportunities.

Indigenous recruitment webpages and communications tools: Webpages and communications specifically targeting Indigenous job seekers are an effective way to support Indigenous recruitment. Among the most common communications tools are dedicated webpages with information about supports for Indigenous applicants and videos of current Indigenous employees sharing stories about their careers within the organization.

Application and hiring processes

> ***Sometimes when you're hiring an Indigenous person, their strengths don't come out clearly on paper, but when you meet them you'll be able to understand them better.***
>
> – Indigenous community respondent

> ***Some Indigenous people don't have the education required for a position, but they have the experience, for example, they've worked out on the land but don't have a bachelor's degree in science. The CRD should take that into consideration. I know there are policies in place, but policies can be changed.***
>
> – Indigenous community respondent

The most common feedback about Indigenous employment was related to job postings and the hiring process. Key suggestions are summarized as follows:

Provide supports to Indigenous job seekers: Support Indigenous applicants in navigating the job application and hiring processes (e.g., provide guidance on resume writing, cover letters and preparing for interviews; support getting the relevant certifications). Having a dedicated Indigenous HR specialist is a highly effective way to provide such supports.

Job descriptions: It was widely agreed upon that job descriptions need to be improved. Some common themes were that job descriptions should:

- be clearly written in plain language, without technical jargon or acronyms.
- adopt a friendlier and less formal tone.
- provide a description that allows people to picture the job and work environment.
- identify where Indigenous cultural knowledge is an asset.
- allow/welcome applicants to self-identify as Indigenous.
- include language about equity, diversity and inclusion; Indigenous cultural safety; and, if relevant, preferential hiring policies.
- include territorial acknowledgements.
- acknowledge reconciliation, UNDRIP and anti-racism values/policies.

Self-declaration option for Indigenous job seekers and staff: Offering Indigenous employment seekers—and current Indigenous employees—an option to self-declare their Indigenous identity is an important way to connect them to supports and to enhance equitable participation in hiring processes and career advancement.

Self-Declaration of Indigenous Identity in Practice

Manitoba Hydro encourages Indigenous job seekers and other members of equity-seeking groups to self-declare when creating their job application profile online.

The Government of Canada also encourages job seekers who are members of equity-seeking groups to self-declare.

Application process: Respondents suggested that the application process should:

- offer flexibility in terms of method of application (i.e., some people prefer hard copy submissions to online processes).
- offer flexibility in how people show their qualifications (e.g., one CRD division found that doing short phone calls with shortlisted applicants allowed them to get a better sense of the applicants' qualifications than a written submission).
- not rely as heavily on written components.
- share resources about how to apply.
- connect applicants to an Indigenous HR hiring liaison who can help them with the process.

Culturally Competent Hiring in Practice

The BC Government's Indigenous relations behavioural competencies interpretive guides for hiring provide excellent teachings and tools for interviewing and evaluating Indigenous candidates in a culturally safe and appropriate way and for valuing cultural competency skills for both Indigenous and non-Indigenous candidates.

Interview process: It was widely agreed that the CRD's current interview processes are neither culturally appropriate nor conducive to attracting and hiring Indigenous employees. Respondents suggested that the CRD interview process should:

- be less formal.
- include Indigenous people on hiring committees.
- offer an online meeting option (to reduce barriers such as childcare and transportation).
- be flexible and allow hiring committees to add their own questions or adjust the process and flow.
- have a scoring process that values non-institutional qualifications such as experiential and cultural learning, Indigenous knowledge of the land and local community connections and relationships.

- when possible, avoid points-based interviews and evaluative approaches altogether.
- share the interview questions in advance so applicants can feel prepared.
- communicate in advance what to expect for the interview.
- check in with candidates before the interview to ensure they are comfortable with the interview format and nature of the questions.
- provide hiring teams with training that addresses cultural safety and unconscious bias in hiring processes.
- use story/experience-based questions rather than "sell yourself" questions.
- allow Indigenous applicants to bring an Elder, family member or friend with them to the interview.

Preferential hiring: There was widespread support for preferential hiring and precedent for this within the CRD. Indigenous communities suggested that this is especially relevant for land-based work (e.g., work with Regional Parks) and that there should be a specific number of seats held for Indigenous people whose Territory these parks reside on. They don't see this as "preferential hiring" but rather as First Nations people continuing their role of stewardship of their lands. One Indigenous community respondent noted that the current system is preferential towards internal candidates, who are mostly non-Indigenous. The Regional Parks Division has explored limited preferential hiring and has a BC human rights code hiring exemption for Indigenous-specific positions; however, more widespread preferential hiring is needed. While most CRD staff suggested that preferential hiring is desirable, they also cautioned that it must be thoughtfully planned and communicated to all staff so as not to cause resentment, perceptions of favouritism or anti-Indigenous racism. Staff stated that managers must have clear direction about how to communicate why this approach has been taken. This will also require collaboration with the unions.

Onboarding

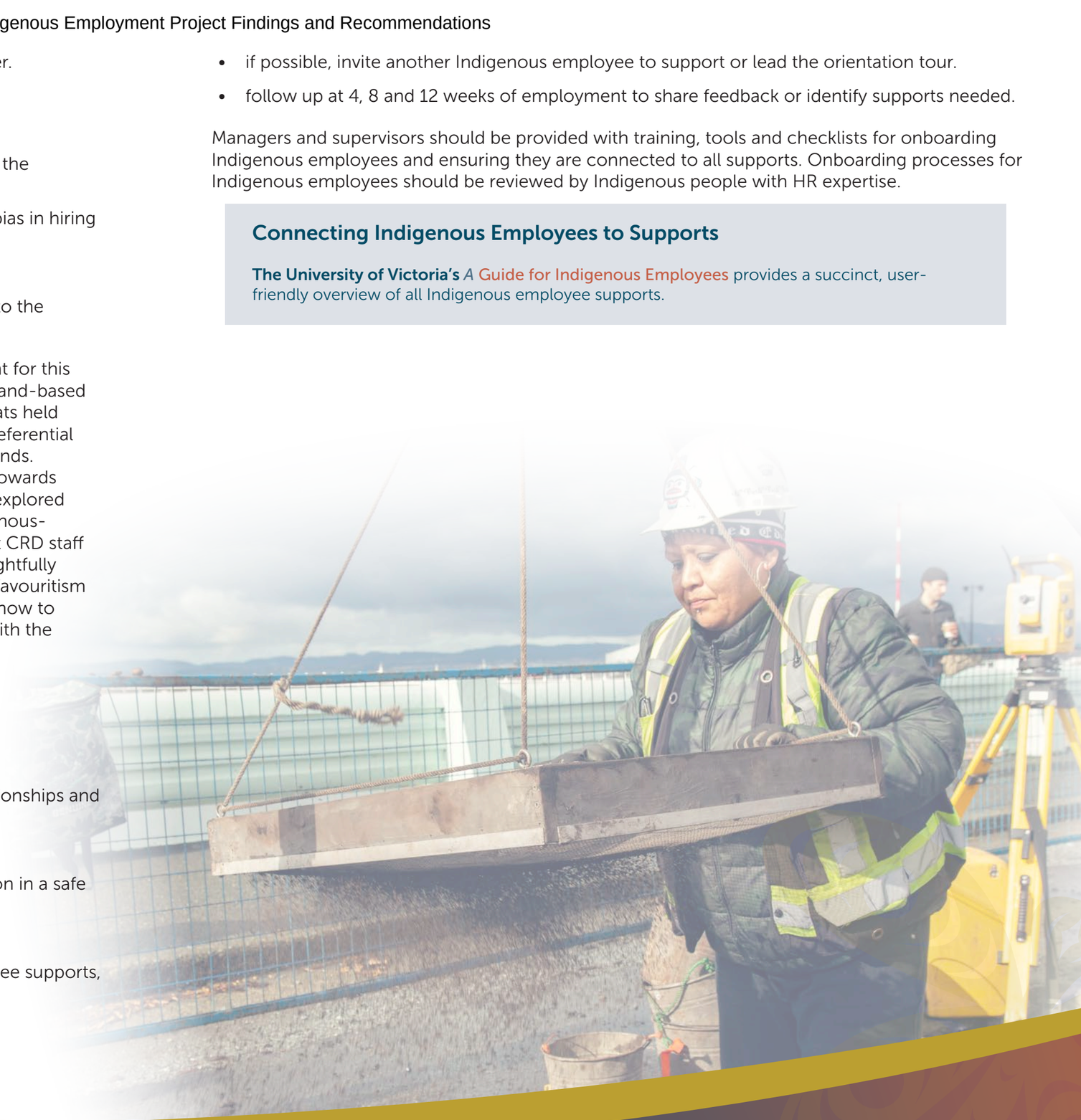
Employee onboarding: As part of the onboarding process, staff should:

- be supported to create personal connections with other staff as soon as possible.
- be given an orientation tour that is focused on welcoming them, establishing relationships and creating a sense of belonging.
- take an onboarding survey, with an option for Indigenous self-identification.
- be made aware of how to address and report instances of racism and discrimination in a safe and culturally appropriate way.
- for new employees who self-identify as Indigenous:
- make them aware of and offer to connect them to all available Indigenous employee supports, including mentors, staff networks and Indigenous HR specialists.
- if possible, invite another Indigenous employee to support or lead the orientation tour.
- follow up at 4, 8 and 12 weeks of employment to share feedback or identify supports needed.

Managers and supervisors should be provided with training, tools and checklists for onboarding Indigenous employees and ensuring they are connected to all supports. Onboarding processes for Indigenous employees should be reviewed by Indigenous people with HR expertise.

Connecting Indigenous Employees to Supports

The University of Victoria's *A* Guide for Indigenous Employees provides a succinct, user-friendly overview of all Indigenous employee supports.



> ***When you bring one Indigenous person onto your team, there have to be supports in place. You can't put all the Indigenous-/reconciliation-related asks on that one person. The role of the manager is to create clear boundaries and clear work roles of what is in the scope of the job.***
>
> – CRD employee

Indigenous HR specialists

Indigenous HR specialists: Indigenous communities and wise practises interviewees highly recommended having dedicated Indigenous HR specialists. Indigenous HR specialists should be Indigenous people who have existing relationships with local Indigenous communities. Indigenous HR specialists help organizations build a representative workforce by supporting Indigenous people in successfully navigating recruitment, application and onboarding processes, and by building and maintaining key relationships in Indigenous communities. They also help improve organizational cultural safety by providing feedback and support to managers and non-Indigenous employees based on learnings from engagement with Indigenous communities, organizations, job seekers, applicants and staff.

Indigenous HR Specialists in Practice

Island Health's Indigenous Recruitment & Retention Program has a dedicated team of Indigenous employment advisors.

The **City of Edmonton** has a dedicated talent diversity consultant for Indigenous people.

The **BC Government's** Indigenous Applicant Advisory Service has a dedicated Indigenous applicant advisor.

Procurement and contracting

Procurement strategy: Create and resource an initiative that supports Indigenous businesses to navigate procurement strategies. This will support the goal several Indigenous communities expressed to work "with" the CRD rather than "for" the CRD.

Supporting and Retaining Indigenous Employees

Anti-racism and cultural safety

Culturally appropriate, restorative, collaborative approach to anti-racism: Workplaces should strive to take intentional steps to become anti-racist. Addressing racist behaviour with a compliance-based, punitive approach and harsh penalties can actually be counterproductive and lead to increased racism and resentment and ostracization of Indigenous employees. Therefore, racist and discriminatory behaviour should be addressed through restorative, culturally appropriate policies and practices. It is helpful to have options for Indigenous employees to report racism confidentially as well as through a more senior Indigenous employee who is not their direct supervisor. Policies and practices to address racism and discrimination should be developed and implemented collaboratively by management, Indigenous people and union representatives.

Supports for Indigenous employees

Indigenous mentors and confidants: New Indigenous trainees and staff should be connected to an Indigenous mentor/confidant in the organization at the start of their employment. This mentor should be an experienced, senior person in the organization and not be a direct supervisor. When necessary, Indigenous mentors can act as intermediaries between Indigenous employees and managers to address concerns in a culturally appropriate way. Indigenous mentors must be allocated appropriate time for their mentorship duties.

Indigenous Mentors in Practice

The **BC Government's** Indigenous Youth Internship Program connects all participants to a mentor who provides support, encouragement, and advice. Participants can speak with mentors confidentially regarding any concerns they have, including culturally unsafe work environments or instances of racism or discrimination.

Elders in Residence: Having Indigenous Elders in Residence positions within the organization can also support the mentor/confidante role.

Elders in Residence

The **Cowichan Valley School District** and **Vancouver Island University** both employ Elders in residence to work with staff and students.

Indigenous employee networks and groups: Some Indigenous people fear being the "only one" or feeling like an "outsider" in their workplace. Indigenous employee networks and groups should be established for Indigenous employees across the organization to gather, create connections, support each other, share experiences and celebrate their identities and cultures. Managers should encourage participation in Indigenous employee groups and allocate adequate time to take part.

Indigenous Employee Networks in Practice

The **Government of Yukon's** Indigenous Employees' Forum "provides members the opportunity to network, learn and grow personally and professionally, access a cultural support system and build relationships with Indigenous role models."

SaskPower's Indigenous Employees Network provides "a collective voice and a supportive environment for Indigenous employees."

Culturally appropriate employment assistance benefits: Employee assistance benefits should include coverage to access culturally appropriate supports for mental, emotional and spiritual health, such as Indigenous counsellors and Elders.

People-first approach: Indigenous communities stressed that the CRD needs to take an approach that recognizes that Indigenous employees are people first. They might have things going on at home that require empathy, flexibility and support. Retention comes down to understanding, listening between the lines and being as flexible as possible to meet people where they are at.

Culturally appropriate dispute resolution processes for Indigenous employees: General dispute- and conflict-resolution and grievance processes for Indigenous employees should be culturally appropriate and restorative, and developed with guidance from Indigenous people. It can be helpful to allow Indigenous employees to bring an Elder, family member or friend with them to dispute resolution circles or meetings.

Paid cultural, ceremonial and bereavement leave and statutory holidays

Recognize and value cultural practices for all employees: The importance of policies that support cultural and ceremonial practices came up in many wise practices interviews and Indigenous community interviews. For many Indigenous people, cultural practices are not a choice—they are a need and a responsibility to community. A wise practices interviewee noted that policies that support participation in cultural and ceremonial practices are vital in supporting reconciliation, as they are key to enabling Indigenous cultural resurgence. It is recommended that the following policies be available to all employees, both to reduce perceptions of favouritism and because in a diverse workforce many non-Indigenous employees also have cultural obligations or holidays that don't align with Euro-Christian calendars and expectations.

Paid cultural and ceremonial leave: All employees should receive paid leave for cultural and ceremonial practices. Leadership should create an understanding among colleagues and managers about why this is important. Indigenous community respondents shared that there are generally more demands on the time of Indigenous people that are very active in their communities. For example, Big House season (late fall to early spring) is a top priority for many Indigenous people, and their seasonal commitments can impact attendance at work. Several First Nations in the CRD's area of operations provide their employees with paid cultural and ceremonial leave—from 5 up to 15 days. Based on community and wise practices interviews and similar policies in local Indigenous communities, wise practices indicate that staff should receive at least 5 days of paid leave for cultural and ceremonial practices.

Paid Cultural and Ceremonial Leave in Practice

Cowichan Tribes – the largest First Nation in BC with over 400 staff – provides staff 5 to 15 days of paid cultural and ceremonial leave per year for Big House obligations and/or Syuwun leave.

Pauquachin First Nation provides staff with 5 days of cultural leave per year.

The **Government of Western Australia's Department of Mines, Industry Regulation and Safety** provides staff who identify as Aboriginal or Torres Strait Islanders 5 days of paid ceremonial and cultural leave per year.

Paid bereavement leave: Employers should provide all employees with adequate paid leave for bereavement practices. In many Indigenous cultures, there are obligations around death that require significant time and energy over several days or weeks. Often, employers require Indigenous people to use their "sick days" to attend to deaths in community. Bereavement leave policies must include a very broad definition of "family" that includes all extended family, Elders, close friends, community members and community leaders.

Paid Bereavement Leave in Practice

Huu-ay-aht First Nations provides staff up to 5 paid days of bereavement leave per year, *and up to 3 additional paid days for travel* to ceremonies and/or estate administration.

Cowichan Tribes provides staff 5 paid days of bereavement leave per year and up to 2 additional paid days for travelling time. Employees may also request an additional 10 paid days from accruals or an additional 10 unpaid days off for bereavement leave.

The **Government of Canada** grants employees up 10 days of bereavement leave per year, 3 of which are paid.

Other leaves of absence for Indigenous employees: Employers should have policies that grant leaves of absence for Indigenous employees to:

- vote in Indigenous elections.
- run for positions in Indigenous governance.
- participate in additional cultural, ceremonial and community events.

Remote work/on-reserve work opportunities: Wise practices interviewees noted that providing Indigenous employees opportunities to work on-reserve could potentially be beneficial from a taxation perspective and can support retention by providing work opportunities within Indigenous communities.



Culturally Safe and Supportive Workplaces

> ***Our people are not willing to work in culturally unsafe environments. The tolerance for racism and culturally unsafe workplaces is vanishing.***
>
> – Indigenous community respondent

Workplace cultural safety

Implementing initiatives to meaningfully improve workplace cultural safety is an essential first step in the journey to support Indigenous employment. Culturally safe workplaces are workplaces where:

- Indigenous people can come as their whole selves and feel fully comfortable being who they are.
- Indigenous people feel safe speaking up and speaking out, free from judgement or repercussions.
- Indigenous voices and perspectives are sought out, respected, valued and meaningfully included and acted on.
- Indigenous people are free from experiencing racism and discrimination.
- Indigenous identities and cultural practices are supported, enabled and celebrated.
- There is a sense of community and opportunities for people to connect socially, with food and celebration.

The following suggestions were identified by wise practices interviewees and the environmental scan as important aspects of creating a workplace culture that is culturally safe:

Recognizing that not all Indigenous employees are "Indigenous experts": A common challenge for Indigenous employees is when they are expected to be experts on cultural and protocol issues. In some cases, they don't have this knowledge (sometimes because of colonial impacts that can be traumatic), and in other cases, they are not permitted to share it. Unless sharing cultural knowledge is within the job description, asking Indigenous employees for advice on all matters Indigenous is asking them to offer additional labour and expertise that they are not compensated for and can feel exploitative and/or triggering. Cultural competency training should address this issue and train non-Indigenous employees and managers about the risks of this problematic approach.

Physical spaces and building design: Architecture, interior design, office layouts and physical workspaces impact workplace cultural safety. Design elements to support cultural safety can include territorial recognitions, Indigenous art, spaces for cultural and ceremonial practices, and other design elements to make the space welcoming and supportive for Indigenous people.

Indigenous Design and Art in Practice

The **Regional District of Nanaimo** has added Indigenous art to its lobby and boardroom.

The **City of Victoria** has commissioned local Indigenous artists for Indigenous art installations throughout City Hall.

Dedicated staff: Large organizations can benefit from having dedicated staff to coordinate and implement cultural safety and Indigenous awareness initiatives.

Recognize, honour and encourage participation in important days: It is important for employers to formally recognize, honour and encourage participation in the following days, and grant paid time off for staff to participate in community events:

- National Day for Truth and Reconciliation/Orange Shirt Day (September 30)
- National Indigenous Peoples Day (June 21)
- Louis Riel Day (third Monday of February)

Education and training for Indigenous awareness and cultural competency

The following wise practices in education and training for Indigenous awareness and cultural competency are based on findings from the environmental scan, engagement with communities and wise practices interviews:

Framework for ongoing cultural awareness learning: Employers should have learning frameworks for in-depth and ongoing learning, and not treat cultural awareness training as a one-off, box-ticking exercise. It should be offered at the onboarding stage and continued throughout employment. It should be required for all non-Indigenous employees, especially supervisors of Indigenous employees.

Variety of methods: Learning about Indigenous awareness and cultural competency should be undertaken using a variety of methods, including courses and classes, land-based and nature-based education, talks and visits from local Indigenous Elders and Knowledge Keepers, lunch and learns, attending community events, volunteering within Indigenous communities, book/movie discussion groups and more. Employees should be supported to take time for informal and relational learning, not just formal training workshops.

Provide cultural education informed by local knowledge: It is important for people working within the CRD to learn from local Indigenous Elders, Knowledge Keepers and youth about the lands and cultures they operate on.

Prepare supervisors to support cultural safety: Nearly all of the wise practices interviewees emphasized the vital role that supervisors play in creating culturally safe and supportive work environments for Indigenous people. It is important that all supervisors understand that Indigenous people are more likely to experience harm in the workplace, including various forms of anti-Indigenous racism, unconscious bias, microaggressions and discrimination. Supervisors should have appropriate and ongoing training in Indigenous awareness and cultural competency, as well as training and tools to address instances of racism and discrimination in a culturally appropriate and restorative way. Leaders should also understand the needs and priorities of the communities that team members come from.

Systemic integration: Systemic integration should be encouraged by including small education and training segments in all leadership, management and staff meetings—much like health and safety information is shared at the start of projects. For example, routine meetings could include five minutes of learning/sharing on aspects of Indigenous awareness and culture.

Make learning resources and tools available to staff: Learning resources, materials, tools and checklists should be made available to all supervisors and staff.

Indigenous Employment Learning Resources

The Indigenous WIL Resource Hub provides an excellent suite of learning resources and tools to support attracting and retaining Indigenous students and staff.

The **BC Assembly of First Nations'** interactive map is a great learning resource for staff who want to learn more about Indigenous Nations and territories in BC.

Indigenous Corporate Training's Indigenous cultural competency self-assessment checklist is a great tool for managers and staff in public service organizations.

Be prepared for resistance and pushback: Resistance to and pushback against training and education on Indigenous awareness and cultural competency are common and to be expected. It is important that managers and supervisors know to expect pushback and are given tools to address it in a supportive and restorative way.

Address discomfort: It is common for non-Indigenous people to feel fear of saying the wrong thing and causing offense, or discomfort with confronting difficult facts and emotions or their own levels of awareness. Learning should be guided by calling people in – not calling them out. This includes facilitated conversations that allow people to show up as they are and freely express themselves. One wise practices interviewee recommended using an approach called The Circle Way, an approach that, according to the Circle Way website, "affirms the essential practice of turning to one another to uphold racial, ethnic, gender, disability, economic, and environmental justice."

Offer emotional supports: Conversations on reconciliation and workplace cultural safety can be emotionally challenging, and supports such as cultural and counselling services for both participants and facilitators should be built into learning initiatives.

Consider learning needs of Indigenous employees: Any learning program should be developed with the assumption that there may be Indigenous learners participating. It is important to consider that cultural competency training can be triggering or cause further harm to Indigenous people, or cause discomfort when non-Indigenous participants expect Indigenous people to be experts or share their experiences. Learning programs should consider how to create safety for Indigenous learners in cultural awareness training and, where appropriate, provide an option to opt-out.

Communications

First Nations Relations Division name: Métis Nation Greater Victoria pointed out that the name "First Nations" Relations Division is exclusive of Métis and Inuit people. They suggested that one possibility is to change the name of the division but stressed that if the local Nations prefer to keep it as is, that the CRD should find some other way to indicate an interest in a relationship with the Métis community in Victoria.

Communications that reflect Indigenous culture: Communications should use Indigenous languages, include Indigenous place names and include territorial acknowledgements (e.g., on websites, in email signatures, in the acknowledgement section of documents). One CRD interviewee notes that they can't access First Nations keyboard characters.

Communications that Reflect Indigenous Culture

The **City of Vancouver's** website includes an Indigenous territorial acknowledgement and a link to more information about the unceded territories on which the city is located.

The **City of Winnipeg's** website includes an Indigenous territorial acknowledgement.

The **New Zealand Government** includes Māori place names and language in many of its public-facing communications.

Websites that reflect Indigenous employment: Internal- and external-facing websites should feature Indigenous employees and provide links to Indigenous employment resources and supports.

Indigenous Employment Programming

Indigenous communities and wise practices interviewees shared the following general suggestions related to employment programming:

Inclusive: Communities suggested that the CRD cast a wide net with Indigenous employment initiatives and make them accessible to all Indigenous people (not just those on reserve or from local Nations).

Focus on departments with higher readiness first: Interviewees suggested starting programs in departments that are already better equipped to provide a culturally safe environment, with an awareness that varying levels of readiness and cultural safety across departments will impact Indigenous employees and trainees.

Internal preparation: Before launching a program, the department should have clear messaging on why the program is important and provide cultural competency training to employees.

Mutually beneficial: Programs should be developed in a way that is mutually beneficial and supports the employment goals of Indigenous communities. Some programs—such as the BC Government's Indigenous Youth Internship Program—support building capacity by placing employees to work within Indigenous governments and service-providing organizations. Others may allow Indigenous employees a leave of absence to do work in Indigenous communities.

Cohorts: Several wise practices interviewees noted that having cohorts helps Indigenous trainees create connections and feel supported, which increases their success.

Partnerships: It is helpful to partner with other organizations to develop Indigenous training and employment initiatives, including postsecondary institutions, Indigenous training organizations, Indigenous governments and services providers, other non-Indigenous service providers and, especially, employment and training staff in Indigenous communities. Examples of potential partners include Vancouver Island University, Thompson Rivers University, Camosun College, University of Victoria Indigenous Co-op Program (including career fair and mock interview programs) and the Coast Salish Employment and Training Society. Consider hosting training sessions within Indigenous communities rather than in a CRD office or building.

Opportunities for Collaboration and Partnerships with Educational and Training Institutions

University of Victoria's Indigenous Co-op Program connects Indigenous students and employers to meaningful and relevant employment opportunities.

Camosun College's Indigenous Peoples in Trades Training is open to eligible Indigenous people of all ages, backgrounds, and skill levels. It provides participants with basic foundation skills in trades or entry into one of Camosun's Trades Foundations programs.

Vancouver Island University has an Indigenous Intern Leadership Program in which Indigenous postsecondary graduates apply for intern positions in prominent BC companies for a two-year period at the employers' expense.

Thompson Rivers University has one of the largest Indigenous student populations in BC, with over 2,000 Indigenous students. Its Trades and Technology Program has many Indigenous graduates, presenting a good opportunity to recruit qualified Indigenous employees.

Coast Salish Employment Training Society develops programs and supports to meet the training and employment needs of local Indigenous communities.

Types of Indigenous employment programming

Indigenous communities and CRD divisions suggested the following types of programming to explore:

Provide training and education for Indigenous people to get certifications: Employers can provide Indigenous employment seekers with the training and education supports to earn the certifications needed for careers in the organization.

Supports for Training, Education, and Certifications in Practice

BC Hydro provides scholarships, bursaries, skills training and apprenticeships to Indigenous youth and job seekers.

The **Greater Victoria Harbour Authority** was lauded by several local Nations for their Indigenous training and employment supports, including providing supports for local Indigenous people to achieve the training and certification needed for employment.

The xʷməθkʷəy̓əm **(Musqueam) Indian Band** and the **Vancouver International Airport (YVR)** have established an education and employment agreement. The agreement includes an education-to-employment pathway that includes education scholarships and an apprenticeship program, leading to long-term employment for xʷməθkʷəy̓əm **(Musqueam) members at YVR.**

Programs that provide training to achieve qualifications and certifications: By far the most common suggestion, from both Indigenous communities and CRD divisions, was that the CRD offer Indigenous employment programs that provide on-the-job training to achieve the qualifications or certifications needed for careers in the CRD. Both groups suggested partnering with universities, offering on-the-job training, bursaries, job shadowing and mentoring. Respondents shared that this approach could have many advantages, including:

- addressing the barrier of many CRD positions requiring specific qualifications.
- promoting Indigenous community capacity building by increasing the number of community members with valuable qualifications.
- making the CRD stand out as an attractive employer for Indigenous people in a competitive labour market.
- supporting Indigenous people to attain their goals for more advanced positions and meaningful work.

Youth experiential and participatory learning programs: Indigenous communities suggested that CRD could create youth programming that provides experiential and participatory learning opportunities that would offer exposure to a variety of potential careers in the CRD. Offering these programs to youth as young as 10 years old would help youth envision and plan their next steps, and after graduation, they will have a clearer path to work at the CRD. Programming could include:

- youth summer camps
- school field trips and work site visits
- land- and nature-based programming

> ***The primary question is how interested is the CRD in engaging with youth? For youth, a personal connection is important. They must see the heart to which they can affix a drumbeat.***
>
> – Indigenous community respondent

Short-term programming: It would be beneficial if there was an opportunity to "dip your toes" into different areas of CRD. This is partly because people are unfamiliar with what the CRD does, but also because many people (particularly youth) are undecided on what they would like to do. Wise practices interviewees and local communities suggested the following types of education and employment training programs for consideration:

- job shadowing
- practicum placements
- co-op placements
- summer student positions
- internships (The idea of internship programs was not suggested by Indigenous community respondents but generally received positive feedback when suggested by the interviewer.)

> ***The biggest risk to implementing an Indigenous employment program is not doing it. That's the biggest risk: not actioning it in a meaningful way.***
>
> – Wise practices interviewee

Conclusion

Since the establishment of the Special Task Force on First Nations Relations in 2015, the CRD has been building deeper and more impactful relationships with Indigenous communities. This report and the 2018 and 2020 reports proceeding it have not only been valuable processes to identify the needs of Indigenous communities but also have themselves been part of the relationship-building journey.

The importance of moving forward in partnership with Indigenous communities cannot be overstated. Through this report, Indigenous communities in the region have expressed a clear interest in working with the CRD to develop employment initiatives that are mutually beneficial, address the employment goals of their community members and contribute to capacity building within their communities. The CRD now has a responsibility to follow through and take action based on the input shared by the communities that contributed their time and expertise to this report.

The path forward is clear, and it now is time to begin the important work together, hand in hand as equal partners, to bring benefits to both Indigenous and non-Indigenous people in the capital region.

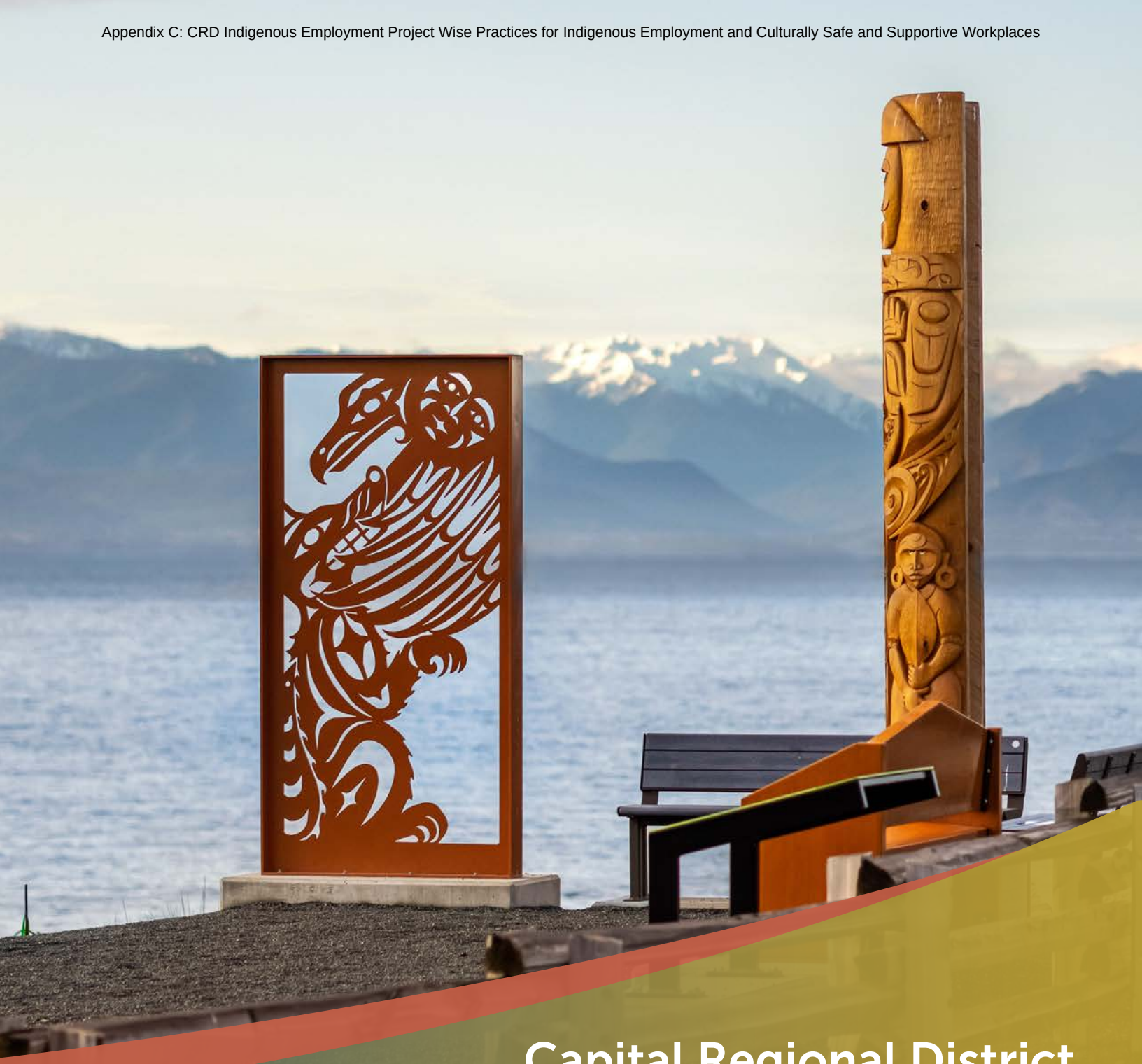
Appendix A

CRD Indigenous Employment Project List of interviewees

Organization/Department	Number of Participants
Local Indigenous Communities	
Cowichan Tribes	1
Esquimalt Nation	1
Métis Nation of Greater Victoria	1
Pauquachin First Nation	1
Scia'new First Nation	3
Songhees Nation	1
Tsartlip First Nation	1
Tseycum First Nation	1
Victoria Native Friendship Centre	2
W̱SÁNEĆ Leadership Council	1
CRD Representatives	
CRD Environmental Protection	3
CRD Environmental Resource Management	1
CRD Human Resources	1
CRD Panorama Recreation Centre	3
CRD Regional Housing	1
CRD Regional Parks	2
CRD Wastewater Infrastructure Operations	1
CRD Watershed Protection	1
CUPE Local 1978	2
Subject Matter Experts	
BC Public Service – Indigenous Youth Internship Program	1
Canadian Union of Public Employees – BC and national human rights staff	2
City of Edmonton – Talent Diversity, Indigenous Peoples	2
CRD Indigenous employees	2
Greater Victoria Harbour Authority – Indigenous Relations	1
Inclusive Excellence Strategy Solutions Inc.	2
Interior Health (BC) – Aboriginal Careers	2
Interlake-Eastern Regional Health Authority – Indigenous HR Initiative	1
University of Victoria – Indigenous Co-op Program	2
Total number of organizations consulted: 28	**43**

Appendix B: CRD Indigenous Employment Project Findings and Recommendations

Prepared for the Capital Regional District (CRD)
by Arrive Consulting



Capital Regional District Indigenous Employment Project

WISE PRACTICES:
Indigenous Employment and Culturally Safe and Supportive Workplaces

Prepared for the Capital Regional District (CRD) by Arrive Consulting

Capital Regional District
Indigenous Employment Project

Wise Practices: Indigenous Employment and Culturally Safe and Supportive Workplaces

Prepared by Arrive Consulting

April 2023

Acknowledgements

We wish to acknowledge that the CRD conducts its business within the traditional territories of many First Nations, including, but not limited to, BOḰEĆEN (Pauquachin), MÁLEXEŁ (Malahat), P'a:chi:da?aht (Pacheedaht), Pune'laxutth' (Penelekut), Sc'ianew (Beecher Bay), Songhees, Sc'ianew (Tsawout), T'Sou-ke, W̱JOŁEŁP (Tsartlip), W̱SIKEM (Tseycum) and xʷsepsəm (Esquimalt), all of whom have a long-standing relationship with the land and waters from time immemorial that continues to this day.

We thank all of the Indigenous community members, including representatives and staff from local First Nations, the Victoria Native Friendship Centre, and Métis Nations of Greater Victoria, as well as the subject matter experts from Indigenous and non-Indigenous organizations and service providers, who met with us and informed the wise practices that are presented in this report.

We are grateful for the support of CRD staff, in particular its First Nations Relations Division: Caitlyn Vernon, Shauna Huculak, Elizabeth Hermsen and Sandra Allen.

Front cover photo art acknowledgment:

The two pieces of art pictured on the front cover were commissioned as part of the CRD Wastewater Treatment Project.

Pacific Peace House Post: The 10-foot-tall western red cedar house post was commissioned by the Pacific Peoples' Partnership to celebrate their 45th anniversary and honour their historical relations and enduring friendship with the Lekwungen Peoples. Artists Yuxwelupton Qwal'qaxala (Bradley Dick), of the Lekwungen/Da'naxdaxw Nations, and Ake Lianga, of the Solomon Islands (now residing in Victoria), worked together in partnership for two years prior to the house post's installation at Macaulay Point. The house post looks out to the Pacific Ocean where all Pacific Peoples have voyaged to secure resources, share knowledge, and build kinship since time immemorial.

Kinship: Adorned in copper, which was known for its healing properties by many Coast Salish People, this design was created during a time in our world when healing is a priority. Esquimalt Nation is represented by the Wolf. For generations, the Wolf and Raven have worked together to ensure a successful hunt, representing the power of unity—a much needed remedy in times of uncertainty. Darlene Gait created this piece and is a member of Esquimalt Nation and is an active artist.

Table of Contents

Introduction 4
- Background and Purpose 4
- Project Background 4
- Methodology 5
- Limitations 6

Current State of Labour Market and Employment Needs within Indigenous Communities in the Capital Region 7

Wise Practices for Indigenous Employment and Culturally Safe and Supportive Workplaces 9

Organizational Approaches 9
- Organizational values and approach 9
- Clear organizational commitments supported by strategies and action plans 11
- Workforce engagement and demographic data collection 14

Working in Collaboration with Indigenous Communities 15

Recruitment and Hiring Processes 16
- Recruitment 16
- Application and hiring processes 17
- Onboarding 19
- Indigenous HR specialists 20
- Procurement and contracting 21

Supporting and Retaining Indigenous Employees 21
- Anti-racism and workplace cultural safety 21
- Supports for Indigenous employees 21
- Paid cultural, ceremonial, and bereavement leave and statutory holidays 23

Culturally Safe and Supportive Workplaces 25
- Workplace cultural safety 25
- Education and training for Indigenous awareness and cultural competency 26
- Communications 28

Indigenous Employment Programming 30
- Types of Indigenous employment programming 31

Conclusion 34

Introduction

Background and Purpose

This report presents findings from wise practices research on Indigenous employment and creating culturally safe and supportive workplaces. This research was undertaken as part of the Capital Regional District's Indigenous Employment Project. This standalone report—separate from the project's full report—was created to share the wise practices research findings with other employers, local Indigenous Nations and communities, and research contributors.

The wise practices findings in this report were informed by an environmental scan and by interviews with members and staff from local Indigenous communities and organizations, subject matter experts on Indigenous employment, and CRD managers and staff. While the purpose of this project is to apply these findings to the CRD, the wise practices identified may be relevant and useful to other employers seeking to enhance Indigenous employment and workplace cultural safety.

It is important to note that this wise practices research was informed in part by members and staff from local Indigenous communities and organizations within the CRD's area of operations. The research findings therefore partly reflect local Indigenous perspectives. Because different Indigenous Peoples across British Columbia and Canada have widely diverse histories, worldviews, traditions, cultural practices, and economic practices, this wise practices report should not be read as generally applying to all Indigenous Peoples across BC and Canada.

Project Background

The Capital Regional District (CRD) is a regional government delivering over 200 services to residents from three electoral areas and 13 municipal governments on southern Vancouver Island and the Gulf Islands, in British Columbia (BC), Canada.

The CRD conducts business within the traditional territories of many First Nations, who have taken care of these lands and waters since time immemorial. In its Statement of Reconciliation, the CRD commits to working towards reconciliation with First Nations, informed by the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP), and focused on self-determination, shared prosperity, and relationships with the land and water in the CRD region.

In 2020, the CRD undertook a feasibility study for an Indigenous Economic Partnership Model. This feasibility study, led by the Indigenomics Institute, involved engagements with CRD staff and the nine First Nations with populated reserve lands in the capital region and included several goals and recommended actions related to CRD Indigenous employment initiatives, including increased opportunities for First Nations employment across the CRD.

In 2021, the CRD sought contractors to work with the CRD to explore and determine a path forward for the development of Indigenous employment programs with local First Nations. Arrive Consulting developed a project approach in response to this request, which included in-depth exploration with local First Nations, as well as urban Indigenous and Métis people living within the capital region, about their employment goals and priorities as related to working with the CRD.

Methodology

This report was developed by Arrive Consulting, a BC-based company that supports cultural competency and Indigenous-focused learning, reconciliation planning, and Indigenous self-determination and cultural resurgence.

This report was developed as part of the CRD's Indigenous Employment Project, which aimed to better understand how First Nations and Indigenous organizations would like to engage on employment initiatives with the CRD and determine their initial interests and capacity to co-develop Indigenous employment programs.

To gather information for this report, Arrive Consulting and CRD First Nations Relations Division staff conducted interviews from June to October 2022. The interview process involved territorial acknowledgments, personal introductions, and informed consent. All interviewees external to the CRD were offered an honoraria or gift for their participation, although not all were able to or wanted to accept. Interview data was then analyzed for key themes.

This project involved interviews with members of the following groups:

Group	Number of Departments/ Organizations	Number of Individuals
First Nations, Métis and urban Indigenous communities	10	13
CRD divisions and union representatives	9	15
Subject matter experts in Indigenous employment and cultural safety	9	15
Total	**28**	**43**

In addition to these interviews, Arrive Consulting conducted an environmental scan to identify wise practices for Indigenous employment and workplace cultural safety, focusing mainly on BC but also including other jurisdictions in Canada, Australia, and New Zealand.

Limitations

It is important to note the following limitations and choices of the methodology:

Many local Indigenous community members who contributed to this research stressed that they could speak only for themselves, not for their entire community. Therefore, the information gathered on wise practices represents only their individual perspectives and is not informed by wider community input or engagement.

Interviewees were asked to provide wise practices guidance for the CRD, a large public service provider—not for all employers in general. Thus, while some of the wise practices in this report may be broadly applicable, the wise practices outlined may not apply as described to different kinds of employers or organizations.

All quotations in this report are paraphrased and anonymized to keep identities confidential.

Current State of Labour Market and Employment Needs within Indigenous Communities in the Capital Region

The wise practices in this report were influenced in part by the local labour market context in 2022. Below are several key labour market factors that came up in the research conducted for this report. These factors impact the employment goals and needs of local Indigenous communities and may also be relevant to employers and Indigenous communities in other regions.

Tight labour market in which most people are already employed: Many Indigenous community participants mentioned that most of their members who want to be employed already are and that other employers are also coming to them with efforts to recruit Indigenous people. Indigenous community members who are looking to change jobs are thinking about how they can attain higher pay or more meaningful work.

Competitive labour market with high demand for staff: Many interviewees, both from Indigenous communities and CRD divisions, mentioned challenges with a competitive labour market. Many Indigenous communities are struggling to recruit and retain their own staff. In addition, many non-Indigenous employers are looking to increase diversity and contribute to reconciliation by recruiting Indigenous staff, so Indigenous people are in high demand. It's a challenging time for employers seeking Indigenous employees, who have many options to work elsewhere.

It is important that employers' efforts to attract Indigenous employees don't compete with Indigenous communities' hiring efforts and instead are mutually beneficial. One way to address the impacts of the current labour market shortage in a mutually beneficial manner would be for employers to provide employment alongside training opportunities that boost Indigenous community capacity.

Youth a priority: There are a range of people in Indigenous communities looking for employment, but youth are a main priority for employment. Because many older adults are already employed, youth are the ones still looking for work and trying to find the right fit. In some cases, youth who want to participate in postsecondary education have to wait for funding or program space, so they need short-term work while they are waiting. Several community members mentioned that there is also a need for employment amongst middle-aged and older adults, as well as people with physical or mental health challenges.

Diversity of communities: There is a great diversity of Indigenous communities: some are small and some large, some remote from population centres and some not. Each has different employment needs related to their demographics and location.

Job term: Indigenous community members are looking for all kinds of work, from short-term seasonal employment to full-time ongoing employment. Some people are looking for seasonal (especially summer) work that fits around cultural obligations such as Big House season (generally late fall through early spring).

> ***The employment landscape has changed dramatically. There is no shortage of jobs. People aren't coming to us because they need work, they're coming because they want more certifications, better job titles, or work gear.***
>
> – Indigenous community employment and training staff person

Wise Practices for Indigenous Employment and Culturally Safe and Supportive Workplaces

The sections below include wise practices related to the following areas and topics related to Indigenous employment and creating culturally safe and supportive workplaces. Findings are divided into the following general topics:

- Organizational approaches
- Working in collaboration with Indigenous communities
- Recruitment and hiring processes
- Supporting and retaining Indigenous employees
- Culturally safe and supportive workplaces
- Indigenous employment programming and types of programs

Organizational Approaches

Organizational values and approach

Strengths-based approach: Creating culturally safe and supportive workplaces and increasing Indigenous employment should be pursued with a strengths-based approach that emphasizes the benefits for everyone—rather than offering "help" or "support" for Indigenous community members.

Systemic approach: For Indigenous employment initiatives to be successful, they need to be part of wider systemic supports for Indigenous employees that increase cultural safety and better align with Indigenous ways of being.

Senior leadership buy-in: Genuine buy-in and commitment from senior leadership are essential for the success of workplace cultural safety and Indigenous employment programs. Senior leaders must lead by example; codify commitments in plans with performance measures and evaluation processes; and allocate the time, financial investments, and human resources (HR) needed to achieve meaningful results.

Follow through: Indigenous employment programs should have a strong foundation of support and a solid plan for execution, follow through, and accountability. Employers should start with the end goals in mind and then work backwards so they know their plans are solid.

Communicate the "why": Leaders must effectively and routinely communicate the "why" behind Indigenous employment and workplace cultural safety initiatives to ensure their success. Supervisors and staff should clearly understand why their participation in such initiatives is important and beneficial to the organization, to staff, and to the communities and people they serve.

Healthy, partnership-based collaboration with unions: In unionized workplaces, collaborative and productive working relationships between executive leadership, managers, and union representatives are essential for the success of Indigenous employment initiatives. This involves recognizing unions as partners working towards common goals of reconciliation, cultural safety, and increasing Indigenous employment—and engaging with them proactively and collaboratively.

Non-Indigenous people taking responsibility: Creating safe and supportive work environments for Indigenous people is the duty and responsibility of non-Indigenous people. Indigenous people should not be relied upon to have all the answers or to provide advice and guidance beyond the scope of their job descriptions. Adequate financial and human resources must be dedicated to educating and training non-Indigenous leaders, managers, and staff.

Avoid tokenism: Tokenistic practices can make Indigenous employees feel uncomfortable and embarrassed and make them more likely to leave the organization. Nearly all wise practices interviewees noted that tokenism in various forms must be avoided.

Tokenism includes making commitments and claims without taking meaningful action or investing adequate financial resources and staff capacity; relying on Indigenous employees to be the poster people for progress; citing numbers of Indigenous representation without having done the important work on cultural safety and staff supports; cherry picking actions to make the organization look good, while not taking adequate action in the areas that matter most to Indigenous employees and communities; hiring Indigenous employees but not really wanting to acknowledge, respect, and uplift the unique voices, perspectives, and insights they bring.

> ***We are willing to build relationships, and we recognize it takes time. We work in a fast-paced environment. We need to slow down and build relationships, get out of the office and into the community. We need to build relationships before coming with any agenda or expectations.***
>
> – CRD employee

Clear organizational commitments supported by strategies and action plans

To create culturally safe and supportive workplaces and implement Indigenous employment initiatives, it is essential to have clear strategic leadership and organizational commitments, backed up by strategies and action plans with clear goals, supporting actions, performance measures, and processes for monitoring, evaluation, and accountability. Such plans can include:

Reconciliation action plan: Initiatives to increase Indigenous employment should be part of an organizational reconciliation action plan.

It is helpful to link initiatives to frameworks such as the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP), the Truth and Reconciliation Commission (TRC) Calls to Action and the Missing and Murdered Indigenous Women and Girls (MMIWG) Calls for Justice.

Reconciliation Plans in Practice

The following cities have reconciliation plans that were developed in collaboration with local Indigenous communities and contain clear guiding principles, strategic objectives, and supporting actions:

The City of Montreal's Strategy for Reconciliation with Indigenous Peoples

The City of Ottawa's Reconciliation Action Plan

The City of Toronto's Reconciliation Action Plan

The City of Edmonton's Indigenous Framework

The City of Vancouver's UNDRIP Strategy

TRC Calls to Action

Call to Action 43: We call upon federal, provincial, territorial and municipal governments to fully adopt and implement UNDRIP as the framework for Reconciliation.

Call to Action 57: We call upon federal, provincial, territorial and municipal governments to provide education to public servants on the history of Aboriginal peoples, including the history and legacy of residential schools, UNDRIP, treaties and Aboriginal rights, Indigenous law, and Aboriginal–Crown relations. This will require skills-based training in intercultural competency, conflict resolution, human rights and anti-racism.

Call to Action 92(ii): Ensure that Aboriginal peoples have equitable access to jobs, training and education opportunities in the corporate sector, and that Aboriginal communities gain long-term sustainable benefits from economic development projects.

UNDRIP

UNDRIP Article 21: Indigenous peoples have the right, without discrimination, to the improvement of their economic and social conditions, including, inter alia, in the areas of education, employment, vocational training and retraining, housing, sanitation, health and social security.

The BC government's Declaration on the Rights of Indigenous Peoples Act Action Plan sets clear goals with supporting actions to support implementation of UNDRIP, including Action (3.2): "to set and achieve targets for equitable recruitment and retention of Indigenous Peoples across the public sector, including at senior levels" [our emphasis].

Indigenous Employment Strategies and Plans in Practice

The City of Toronto's Aboriginal Employment Strategy supports its commitment to "implementing employment practices that ensure that opportunities for employment are accessible to Aboriginal people and increase the number of Aboriginal employees at all occupational levels."

The New South Wales Public Service Commission's Aboriginal Employment Strategy includes clear goals, areas of strategic focus, and initiatives for results.

The Government of Nunavut's Inuit Employment Plan supports its commitment "increasing the number of Inuit employees in the territorial public service to be representative of the people we serve."

Indigenous employment strategy and action plan: This is a strategy or plan that includes clear commitments, goals, and targets for increasing Indigenous employment and that outlines approaches to increasing Indigenous employment through tangible, appropriately resourced initiatives and actions.

Representative Workforce Strategies and Plans in Practice

The Saskatchewan Health Authority has committed to be a "diverse, culturally competent organization with a workforce that is representative of the community we serve" and has undertaken a highly successful representative workforce initiative. This includes an organizational strategic plan as well as an operational strategic action plan.

The Yukon Government is committed to having "a representative public service" and has a supporting strategic plan with clear objectives.

Representative workforce strategy and action plan: This is a strategy or plan to achieve a representative workforce, with clear employment goals for equity-seeking groups such as Indigenous people, targeted at all levels of the organization including leadership positions.

Equity, diversity, and inclusion: Many employers have strong commitments to equity, diversity, and inclusion, often supported by strategies, frameworks, and action plans. These plans often include goals related to Indigenous employment and culturally safe workplaces.

Anti-Racism in Practice

The City of Calgary has made a Commitment to Anti-Racism and has a number of supporting initiatives underway.

Alberta Health Services' Anti-Racism Position Statement includes clear commitments and supporting actions to achieve them.

The City of Vancouver is committed to anti-racism and cultural redress and has a number of supporting initiatives underway.

Anti-racism commitments or policies: These are organizational commitments, practices, and policies to prevent and effectively address racism in the workplace and in service delivery.

Cultural Safety Plans in Practice

The Government of Northwest Territories' Cultural Safety Action Plan has clear goals, objectives, and supporting actions.

The Victoria State Government Department of Land, Water and Planning's Aboriginal Cultural Safety Framework includes clearly defined principles, goals, and indicators for monitoring and evaluation.

Cultural safety plans and policies: These are specific plans, frameworks, and policies developed in collaboration with Indigenous communities and unions representing workers to create culturally safe and supportive work environments. Plans should include clear goals, objectives, and supporting actions.

Codes of conduct: Codes of conduct should include clear guidelines for cultural safety and anti-racism/anti-discrimination.

Workforce engagement and demographic data collection

Collect workforce demographic data, including on Indigenous employees: In order to monitor the impacts of Indigenous employment programming, it is important to collect and report publicly on workforce demographic data, including data on the number of Indigenous employees. Data should be collected and safeguarded using First Nations principles for data management, known as OCAP (Ownership, Control, Access, Possession) principles, which assert that First Nations have control over data collection processes and that they own and control how this information can be used. It is important to not use workforce data in a tokenistic way (e.g., claiming success by citing numbers, without having done meaningful work to improve workplace cultural safety or engaging with and supporting Indigenous employees).

Workforce Demographic Data Collection and Reporting in Practice

BC Hydro collects and reports on workforce demographic data related to its workforce diversity goals.

Aotearoa (New Zealand) Te Kawa Mataaho (Public Service Commission) collects and reports on workforce demographic data related to diversity and inclusion.

Hydro One also collects and reports on workforce demographic data related to its diversity goals.

Greater Victoria Harbour Authority has an employment target that at least 5% of its workforce be Indigenous and aims to meet standards for certification by the Progressive Aboriginal Relations Program, a benchmarking tool that helps businesses measure their work in Indigenous relations.

Engage with and gather feedback from employees: Ongoing employee engagement is valuable to gather qualitative feedback from staff. Methods can include talking circles, surveys, focus groups, and other tools. Feedback should be gathered and shared transparently and acted upon meaningfully.

Working in Collaboration with Indigenous Communities

Co-development of programs with Indigenous communities: Local Indigenous communities, leaders and staff should be included from the outset of program development and involved in every step, following the principle of "Nothing about us without us." Developing letters of understanding with Indigenous communities can be helpful.

Relationship-based collaboration: The foundation and starting point for developing Indigenous employment initiatives should be engagement and collaboration with local Indigenous communities and strong, trusting, personal relationships with leaders and officials in those communities, as well as with their employment and training staff.

Realistic, appropriate timelines: Community engagement, program development, and program implementation must move on timelines that are established collaboratively with Indigenous communities, responsive to the needs of Indigenous communities, and not just based on the timelines of the employer.

Long-term commitment: Building productive, personal working relationships with Indigenous communities is a long-term endeavour requiring a commitment of time, resources, and dedicated staff capacity.

Values-based: Employers should lead with their organizational values when communicating with Indigenous communities and people about employment programs.

> ***Anybody who is able to work is currently working given the labour market situation right now. There are not very many people looking for work. Almost everybody is employed but would take a better position if one was available. Being an attractive employer would help.***
>
> – Indigenous community respondent

Recruitment and Hiring Processes

Recruitment

Indigenous community members and wise practices interviewees offered the following suggestions for recruitment of Indigenous employees:

Collaborative recruitment with Indigenous communities: Employers should connect with the right people in each community, understand the needs of the community, and draw attention to postings that are relevant to community needs. Having strong personal relationships with key staff in Indigenous communities significantly improves recruitment of Indigenous people.

Improve information sharing and education about career opportunities: Employers should create a variety of clear communications (e.g., webpages, info sessions, pamphlets, social media, emails to Nations' employment staff) that outline what they do, the various career opportunities available, and certification requirements for those opportunities, so that people are better able to interact with them on employment opportunities and initiatives. Some job seekers also want to know more about employers' values and vision.

Host career fairs in community: Employers can host career fairs in Indigenous communities. These can be opportunities to build relationships and meet directly with potential applicants so they can learn about the different opportunities and requirements.

Engage with Indigenous youth: Many Indigenous community members stressed the importance of engaging with Indigenous youth (starting early, as young as 9 or 10 years old) in order to "plant the seeds" about potential career paths. Employers should provide experiential and participatory learning opportunities for youth, such as work site visits, field trips, land- and nature-based education, job shadowing, and youth summer camps.

Offer low-barrier options: Ensure there are entry-level positions, so people feel more comfortable applying, and then give individuals an opportunity to grow within the organization. Also offer seasonal positions that don't require specialized qualifications.

Targeted outreach: Develop a distribution list for Indigenous communities. Attend community events and career fairs to promote and share employment opportunities.

Indigenous recruitment webpages and communications tools: Webpages and communications specifically targeting Indigenous job seekers are an effective way to support Indigenous recruitment. Among the most common communications tools are dedicated webpages with information about supports for Indigenous applicants and videos of current Indigenous employees sharing stories about their careers within the organization.

Application and hiring processes

Provide supports to Indigenous job seekers: Support Indigenous applicants in navigating job application and hiring processes (e.g., provide guidance on resume writing, cover letters, and preparing for interviews; support candidates in getting the relevant certifications). Having a dedicated Indigenous HR specialist in your organization is a highly effective way to provide such supports.

Job descriptions: Many employers' job descriptions need to increase accessibility to Indigenous job seekers. Job descriptions should:

- Be clearly written in plain language, without too much technical jargon or acronyms.
- Adopt a friendlier and less formal tone.
- Provide a description that allows people to picture the job and work environment.
- Identify where Indigenous cultural knowledge is an asset.
- Allow/welcome applicants to self-identify as Indigenous.
- Include language about equity, diversity, and inclusion; Indigenous cultural safety; and, if relevant, preferential hiring policies.
- Include territorial acknowledgements.
- Acknowledge reconciliation, UNDRIP, and anti-racism values and policies.

> ***Some Indigenous people don't have the education required for a position, but they have the experience. For example, they've worked out on the land but don't have a bachelor's degree in science. Employers should take that into consideration. I know there are policies in place, but policies can be changed.***
>
> – Indigenous community respondent

Self-declaration option for Indigenous job seekers and staff: Offering Indigenous job seekers—and current Indigenous employees—an option to self-declare their Indigenous identity is an important way to connect them to supports and to enhance equitable participation in hiring processes and career advancement.

Self-Declaration of Indigenous Identity in Practice

Manitoba Hydro encourages Indigenous job seekers and other members of equity-seeking groups to self-declare when creating their job application profile online.

The Government of Canada encourages job seekers who are members of equity-seeking groups to self-declare.

Application processes: Application processes should:

- Offer flexibility in terms of method of application submission. For example, some Indigenous people prefer hardcopy submissions in person to online processes.
- Offer flexibility in how people show their qualifications (e.g., a CRD division found that doing short phone calls with shortlisted applicants allowed them to get a better sense of the applicants' qualifications than a written submission).
- Not rely as heavily on written components.
- Share resources about how to apply.
- Connect Indigenous applicants to an Indigenous HR hiring liaison who can help them with the process.

Culturally Competent Hiring in Practice

The BC government's Indigenous relations behavioural competencies interpretive guides for hiring provide excellent teachings and tools for interviewing and evaluating Indigenous candidates in a culturally safe and appropriate way and for valuing cultural competency skills for both Indigenous and non-Indigenous candidates.

Interview and evaluation processes: Many employers' interview and candidate evaluation processes are neither culturally appropriate nor conducive to attracting and hiring Indigenous employees. Interview processes should:

- Not be too formal.
- Include Indigenous people on hiring committees.
- Offer an online meeting option to reduce barriers such as childcare and transportation.
- Be flexible and allow hiring committees to add their own questions or adjust the process and flow.
- Have an evaluation process that values non-institutional qualifications such as experiential and cultural learning, Indigenous knowledge of the land, and local community connections and relationships.
- When possible, avoid points-based interviews and evaluative approaches altogether.
- Share the interview questions in advance so applicants can prepare.
- Communicate in advance what to expect for the interview.
- Check in with candidates before the interview to ensure they are comfortable with the interview format and the nature of the questions.
- Provide hiring teams with training that addresses cultural safety and unconscious bias in hiring processes.
- Use story/experience-based questions rather than "sell yourself" questions.
- Allow Indigenous applicants to bring an Elder, family member, or friend with them to the interview.

> ***Sometimes when you're hiring an Indigenous person, their strengths don't come out clearly on paper, but when you meet them, you'll be able to understand them better.***
>
> – Indigenous community respondent

Preferential hiring: There was widespread support among interviewees for preferential hiring. Several Indigenous community members stated that this is especially relevant for land-based work and that there should be a specific number of positions for Indigenous people whose territories these land-based work sites reside on. They don't see this as "preferential hiring" but rather as Indigenous people continuing their role of stewardship of their lands. Many employers' current hiring systems are already preferential towards internal candidates from their current workforces, which are often mostly non-Indigenous—and are therefore biased against Indigenous people.

Preferential hiring initiatives must be thoughtfully planned and the reasons and benefits clearly communicated to all staff so as not to cause resentment, perceptions of favouritism, or anti-Indigenous racism. Managers must have clear direction, messaging, and support to effectively communicate why a preferential hiring approach has been taken.

In unionized workplaces, successfully implementing preferential hiring requires close and respectful collaboration with unions.

Onboarding

Employee onboarding: As part of the onboarding process, new employees should:

- Be supported to create personal connections with other staff as soon as possible.
- Be given an orientation tour that is focused on welcoming them, establishing relationships, and creating a sense of belonging.

- Take an onboarding survey, with an option for Indigenous self-identification.
- Be made aware of how to address and report instances of racism and discrimination in a safe and culturally appropriate way.
- For new employees who self-identify as Indigenous:
- Make them aware of and offer to connect them to all available Indigenous employee supports, including mentors, staff networks, and Indigenous HR specialists.
- If possible, invite another Indigenous employee to support or lead the orientation tour.
- Follow up at 4, 8, and 12 weeks of employment to share feedback or identify supports needed.

Managers and supervisors should be provided with training, tools, and checklists for onboarding Indigenous employees and ensuring they are connected to all supports. Onboarding processes for Indigenous employees should be reviewed by Indigenous people with HR expertise.

Connecting Indigenous Employees to Supports

The University of Victoria's A Guide for Indigenous Employees provides a succinct, user-friendly overview of all Indigenous employee supports.

Indigenous HR specialists

Indigenous HR Specialists in Practice

Island Health's Indigenous Recruitment & Retention Program has a dedicated team of Indigenous employment advisors.

The City of Edmonton has a dedicated talent diversity consultant for Indigenous people.

The BC government's Indigenous Applicant Advisory Service has a dedicated Indigenous applicant advisor.

Indigenous HR specialists: Many subject matter experts and Indigenous community members highly recommended that large employers have dedicated Indigenous HR specialists. Indigenous HR specialists should preferably be Indigenous people who have existing relationships with local Indigenous communities. Indigenous HR specialists help organizations build a representative workforce by supporting Indigenous people in successfully navigating recruitment, application, and onboarding processes, and by building and maintaining key relationships in Indigenous communities. They also help improve organizational cultural safety by providing feedback and support to managers and non-Indigenous employees based on learnings from engagement with Indigenous communities, organizations, job seekers, applicants, and staff.

Procurement and contracting

Procurement and contracting processes and supports: Large organizations and service providers should undertake initiatives that support Indigenous businesses in better accessing and navigating procurement opportunities and processes. This supports Indigenous communities who want to work "with" rather than "for" organizations and service providers.

Supporting and Retaining Indigenous Employees

Anti-racism and workplace cultural safety

Culturally appropriate, restorative, collaborative approaches to anti-racism and addressing racist behaviour: Addressing racist behaviour with a compliance-based, punitive approach and harsh penalties can actually be counterproductive and lead to increased racism, resentment, and ostracization of Indigenous employees. Therefore, racist and discriminatory behaviour should be addressed through restorative, culturally appropriate policies and practices.

It is helpful to have options for Indigenous employees to report racism confidentially as well as through a more senior Indigenous employee who is not their direct supervisor.

Policies and practices to address racism and discrimination restoratively should be developed and implemented collaboratively by management, Indigenous people, and union representatives.

Supports for Indigenous employees

Indigenous mentors and confidants: New Indigenous trainees and staff should be connected to an Indigenous mentor/confidant in the organization at the start of their employment. This mentor should be an experienced, senior person in the organization and not be a direct supervisor. When necessary, Indigenous mentors can act as intermediaries between Indigenous employees and managers to address concerns in a culturally appropriate way. Indigenous mentors must be allocated adequate work time for their mentorship duties.

Indigenous Mentors in Practice

The BC government's Indigenous Youth Internship Program connects all participants to a mentor who provides support, encouragement, and advice. Participants can speak with mentors confidentially regarding any concerns they have, including culturally unsafe work environments or instances of racism or discrimination.

Elders in Residence: Having Indigenous Elders in Residence positions within an organization serves as a valuable support for both Indigenous and non-Indigenous staff and can also support the Indigenous mentor/confidant role.

Elders in Residence in Practice

The Cowichan Valley School District and Vancouver Island University both employ Elders in Residence to work with staff and students.

Indigenous employee networks and groups: Some Indigenous people are concerned about being the "only one" or feeling like an "outsider" in their workplace. Indigenous employee networks and groups should be established for Indigenous employees across the organization to gather, create connections, support each other, share experiences, and celebrate their identities and cultures. Managers should encourage participation in Indigenous employee groups and allocate adequate work time for employees to take part.

Indigenous Employee Networks in Practice

- The Government of Yukon's Indigenous Employees' Forum "provides members the opportunity to network, learn and grow personally and professionally, access a cultural support system and build relationships with Indigenous role models."
- SaskPower's Indigenous Employees Network provides "a collective voice and a supportive environment for Indigenous employees."

Culturally appropriate employment assistance benefits: Employee assistance benefits should include coverage to access culturally appropriate supports for physical, mental, emotional, and spiritual health, including coverage for accessing Indigenous counsellors and Indigenous Elders.

People-first approach: Employers must recognize that Indigenous employees are people first. They may have things going on at home that require empathy, flexibility, and support. Retention comes down to understanding, listening between the lines, and being as flexible as possible to meet people where they are at.

Culturally appropriate dispute resolution and grievance processes for Indigenous employees: General dispute/conflict resolution and grievance processes for Indigenous employees should be culturally appropriate and restorative and developed with guidance from Indigenous people. It can be helpful to allow Indigenous employees to bring an Elder, family member, or friend with them to dispute resolution circles or meetings.

Paid cultural, ceremonial, and bereavement leave and statutory holidays

Recognize, value, and enable cultural practices for all employees: The importance of having policies that support and enable participation in cultural and ceremonial practices was stressed by many Indigenous community members and subject matter experts.

For many Indigenous people, participating in cultural and ceremonial practices is not a choice—it is an obligation to their family and community and a basic need. Policies that support participation in cultural and ceremonial practices are also vital in supporting reconciliation, as they help enable Indigenous cultural resurgence.

The following policies should be available to all employees, both to reduce perceptions of favouritism and because, in a diverse workforce, many non-Indigenous employees also have cultural obligations or holidays that don't align with Euro-Christian calendars and expectations.

Paid cultural and ceremonial leave: All employees should receive paid leave for cultural and ceremonial practices. Many Indigenous community members and subject matter experts cited the vital importance of paid cultural and ceremonial leave. Leaders should create an understanding among colleagues and managers about why this is important.

For many Indigenous people on southern Vancouver Island, participating in cultural and ceremonial practices during Big House season (late fall to early spring) is an obligation and top priority, and these obligations may impact their attendance at work if they cannot get time off.

Several First Nations in the CRD's area of operations provide their employees with paid cultural and ceremonial leave—from 5 up to 15 days. Based on the environmental scan and interviews with Indigenous community members and subject matter experts, wise practices indicate that employers should give all staff at least 5 days of paid leave for cultural and ceremonial practices.

Paid Cultural and Ceremonial Leave in Practice

Cowichan Tribes—the largest First Nation in BC with over 400 staff—provides staff 5 to 15 days of paid cultural and ceremonial leave per year for Big House obligations and/or Syuwun leave.

Pauquachin First Nation provides staff with 5 days of cultural leave per year.

The Government of Western Australia's Department of Mines, Industry Regulation and Safety provides staff who identify as Aboriginal or Torres Strait Islanders 5 days of paid ceremonial and cultural leave per year.

Paid bereavement leave: Employers should provide all employees with adequate paid leave for bereavement practices. In many Indigenous cultures, there are obligations around death that require significant time and energy over several days or weeks. Indigenous people are often forced to use their "sick days" to attend to deaths in community. Bereavement leave policies must include a broad definition of "family" that includes all extended family, Elders, close friends, community members, and community leaders.

Paid Bereavement Leave in Practice

Huu-ay-aht First Nations provides staff up to 5 paid days of bereavement leave per year, and up to 3 additional paid days for travel to ceremonies and/or estate administration.

Cowichan Tribes provides staff 5 paid days of bereavement leave per year and up to 2 additional paid days for travelling time. Employees may also request an additional 10 paid days from accruals or an additional 10 unpaid days off for bereavement leave.

The Government of Canada grants employees up to 10 days of bereavement leave per year, 3 of which are paid.

Other leaves of absence for Indigenous employees: Employers should have policies that grant leaves of absence for Indigenous employees to:

- Vote in Indigenous elections.
- Run for positions in Indigenous governance.
- Participate in additional cultural, ceremonial, and community events.

Remote work/on-reserve work opportunities: Providing Indigenous employees opportunities to work on-reserve can be beneficial from a taxation perspective and can support retention by providing work opportunities within Indigenous communities.

Culturally Safe and Supportive Workplaces

Workplace cultural safety

Implementing initiatives to meaningfully improve workplace cultural safety is an essential first step in the journey to supporting Indigenous employment. Culturally safe workplaces are workplaces where:

- Indigenous people can come as their whole selves and feel fully comfortable being who they are.
- Indigenous people feel safe speaking up and speaking out, free from judgement or repercussions.
- Indigenous voices and perspectives are sought out, respected, valued, and meaningfully included and acted on.
- Indigenous people are free from experiencing racism and discrimination.
- Indigenous identities and cultural practices are supported, enabled, and celebrated.
- There is a sense of community and opportunities for people to connect socially, with food and celebration.

The following suggestions were identified by Indigenous community members, subject matter experts, and the environmental scan as important aspects of creating a workplace culture that is culturally safe and supportive:

Don't treat Indigenous employees as "Indigenous experts": Indigenous employees are often wrongly expected to be "experts" and provide guidance on Indigenous culture and protocol issues. They may not have this knowledge (sometimes because of colonial impacts that can be traumatic), or they may not be permitted to share it. Unless sharing Indigenous cultural knowledge is clearly within their job description, asking Indigenous employees for advice on all matters Indigenous is asking them to offer additional and often demanding labour and expertise that they are not compensated for, and can be exploitative and/or triggering. Cultural competency training should address this issue and train non-Indigenous employees and managers about the risks of this problematic approach.

> ***When you bring one Indigenous person onto your team, there have to be supports in place. You can't put all the Indigenous and reconciliation-related asks on that one person. The role of the manager is to create clear boundaries and clear work roles of what is in the scope of the job.***
>
> – CRD employee

Physical spaces and building design: Architecture, interior design, office layouts, and physical workspaces impact workplace cultural safety. Design elements to support cultural safety can include territorial recognitions, Indigenous art, spaces for cultural and ceremonial practices, and other design elements to make the space welcoming and supportive for Indigenous people.

Indigenous Design and Art in Practice

The Regional District of Nanaimo has added Indigenous art to its lobby and boardroom.

The City of Victoria has commissioned local Indigenous artists for Indigenous art installations throughout City Hall.

Dedicated staff for Indigenous awareness and cultural safety: Large organizations can benefit from having dedicated staff to coordinate and implement cultural safety and Indigenous awareness initiatives.

Recognize, honour, and encourage participation in important days: It is important for employers to formally recognize, honour, and encourage participation in the following days and to grant paid time off for staff to participate in community events:

- National Day for Truth and Reconciliation/Orange Shirt Day (September 30)
- National Indigenous Peoples Day (June 21)
- Louis Riel Day (third Monday of February)

> ***Our people are not willing to work in culturally unsafe environments. The tolerance for racism and culturally unsafe workplaces is vanishing.***
>
> – Indigenous community respondent

Education and training for Indigenous awareness and cultural competency

The following wise practices in education and training for Indigenous awareness and cultural competency are based on findings from the environmental scan, engagement with Indigenous community members, and wise practices interviews with subject matter experts:

Framework for ongoing cultural awareness learning: Employers should have learning frameworks for in-depth and ongoing learning, and not treat cultural awareness training as a one-off, box-ticking exercise. It should be offered at the employee onboarding stage and continued throughout employment. It should be required for all non-Indigenous employees, but especially supervisors of Indigenous employees.

Variety of learning methods: Learning about Indigenous awareness and cultural competency should be undertaken using a variety of methods, including courses and classes, land-based and nature-based education, talks and visits from local Indigenous Elders and Knowledge Keepers, Lunch and Learns, attending community events, volunteering within Indigenous communities, book/movie discussion groups, and more. Employees should be supported to take time for informal and relational learning, not just formal training workshops.

Provide cultural education informed by local knowledge: It is important for leaders, managers, and staff to learn from local Indigenous Elders, Knowledge Keepers, and youth about the lands and cultures they operate in.

> ***If we are hiring Indigenous employees to provide input into our programs from an Indigenous perspective, there has to be support and awareness that we have to be all in. We have to listen to their ideas and be willing to unlearn and change the way we currently work.***
>
> – CRD employee

Prepare supervisors to support cultural safety: Nearly all wise practices interviewees emphasized the vital role that supervisors play in creating culturally safe and supportive work environments for Indigenous people. It is important that all supervisors understand that Indigenous people are more likely to experience harm in the workplace, including various forms of anti-Indigenous racism, unconscious bias, microaggressions, and discrimination. Supervisors should have appropriate and ongoing training in Indigenous awareness and cultural competency, as well as training and tools to address instances of racism and discrimination in a culturally appropriate and restorative way. Leaders should also understand the needs and priorities of the communities that team members come from.

Systemic integration: Systemic integration should be encouraged by including small education and training segments in all leadership, management, and staff meetings—much like health and safety information is shared at the start of projects. For example, routine meetings could include five minutes of learning/sharing on aspects of Indigenous awareness and culture.

Make learning resources and tools available to staff: Learning resources, materials, tools, and checklists should be made available to all supervisors and staff.

Indigenous Employment Learning Resources

The Indigenous Work-Integrated Learning Resource Hub provides an excellent suite of learning resources and tools to support attracting and retaining Indigenous students and staff.

The BC Assembly of First Nations' interactive map is a great resource to learn more about Indigenous Nations and territories in BC.

Indigenous Corporate Training's Indigenous cultural competency self-assessment checklist is a great tool for managers and staff in public service organizations.

Be prepared for resistance and pushback: Resistance to and pushback against training and education on Indigenous awareness and cultural competency are common and to be expected. It is important that managers and supervisors know to expect pushback and are given tools to address it in a supportive and restorative way.

Address discomfort and call people in: Non-Indigenous people often fear saying the wrong thing and causing offense or feel discomfort confronting difficult facts and emotions or their own levels of awareness. Learning should be guided by calling people in—not calling them out. This includes facilitated conversations that allow people to show up as they are and freely express themselves. One subject matter expert uses The Circle Way, an approach that "affirms the essential practice of turning to one another to uphold racial, ethnic, gender, disability, economic, and environmental justice."

Offer emotional supports: Conversations on reconciliation and workplace cultural safety can be emotionally challenging, and supports such as cultural and counselling services for both participants and facilitators should be built into learning initiatives.

Consider learning needs of Indigenous employees: Any learning program should be developed with the assumption that there may be Indigenous learners participating. It is important to consider that cultural competency training can be triggering or cause further harm to Indigenous people, or cause discomfort when non-Indigenous participants expect Indigenous people to be "Indigenous experts" or share their experiences. Learning programs should consider how to create safety for Indigenous learners in cultural awareness training and, where appropriate, provide an option to opt-out.

Communications

Communications that reflect Indigenous culture: Communications should use Indigenous languages, include Indigenous place names, and include territorial acknowledgements (e.g., on websites, in email signatures, in the acknowledgement section of documents). Managers and staff should be trained in how to access First Nations keyboard characters.

Communications that Reflect Indigenous Culture

The City of Vancouver's website includes an Indigenous territorial acknowledgement and a link to more information about the unceded territories on which the city is located.

The City of Winnipeg's website includes an Indigenous territorial acknowledgement.

The New Zealand Government includes Māori place names and language in many of its public-facing communications.

Websites that reflect Indigenous employment: Internal- and external-facing websites should feature Indigenous employees and provide links to Indigenous employment resources and supports, including Indigenous HR specialists.

Indigenous Employment Programming

Indigenous community members and staff, and subject matter experts shared the following wise practices related to the development and implementation of Indigenous employment programs by employers. Indigenous employment programming can include initiatives and programs related to training, recruitment, hiring, retention, HR policies and practices, and organizational supports related to Indigenous staff.

Inclusive: Employers should cast a wide net with Indigenous employment initiatives and make them accessible to all Indigenous people (not just those on-reserve or from local Nations).

Focus on departments with higher readiness first: Employers should start programs in departments that are already better equipped to provide a culturally safe environment, with an awareness that varying levels of readiness and cultural safety across departments will impact Indigenous employees and trainees.

Internal preparation: Before launching a program, employers should provide cultural competency training to employees and have and communicate clear messaging on why the program is important.

Mutually beneficial for employers and Indigenous communities: Programs should be developed in a way that is mutually beneficial and supports the employment and capacity-building goals of Indigenous communities. Some programs—such as the BC government's Indigenous Youth Internship Program—support building community capacity by placing interns for a work term in Indigenous governments and service providers. Other employers allow Indigenous employees leaves of absence to work for a term in Indigenous communities.

Cohorts: Having cohorts helps Indigenous trainees create connections and feel supported, which increases their success.

Partnerships: It is helpful to partner with other organizations to develop Indigenous training and employment initiatives, including postsecondary institutions, Indigenous training organizations, Indigenous governments and services providers, other non-Indigenous service providers and, especially, employment and training staff in Indigenous communities and organizations. Examples of potential partners suggested in BC include Vancouver Island University, Thompson Rivers University, Camosun College, University of Victoria Indigenous Co-op Program (including career fair and mock interview programs), and the Coast Salish Employment and Training Society. When possible, consider hosting training and education sessions within Indigenous communities and organizations rather than in the employer's office or building.

Opportunities for Collaboration and Partnerships with Educational and Training Institutions

University of Victoria's Indigenous Co-op Program connects Indigenous students and employers to meaningful and relevant employment opportunities.

Camosun College's Indigenous Peoples in Trades Training is open to eligible Indigenous people of all ages, backgrounds, and skill levels. It provides participants with foundation skills in trades or entry into one of Camosun's Trades Foundations programs.

Vancouver Island University has an Indigenous Intern Leadership Program in which Indigenous postsecondary graduates apply for intern positions in prominent BC companies for a two-year period at the employers' expense.

Thompson Rivers University has one of the largest Indigenous student populations in BC, with over 2,000 Indigenous students. Its Trades and Technology Program has many Indigenous graduates, presenting a good opportunity to recruit qualified Indigenous employees.

Coast Salish Employment Training Society develops programs and supports to meet the training and employment needs of local Indigenous communities.

Types of Indigenous employment programming

Wise practices interviews with Indigenous community members and staff, subject matter experts, and CRD divisions, as well as the environmental scan, suggested the following wise practices on types of Indigenous employment programming:

Provide training and education for Indigenous people to get certifications: Employers should provide Indigenous employment seekers and staff with training and education supports to earn the certifications needed for careers in the organization and for career advancement within the organization.

Training, Education, and Certification Supports in Practice

BC Hydro provides scholarships, bursaries, skills training, and apprenticeships to Indigenous youth and job seekers.

The Greater Victoria Harbour Authority was lauded by several local Nations for their Indigenous training and employment supports, including providing supports for local Indigenous people to achieve the training and certification needed for employment.

The xʷməθkʷəy̓əm (Musqueam) Indian Band and Vancouver International Airport (YVR) have established an education and employment agreement. The agreement includes an education-to-employment pathway that includes education scholarships and an apprenticeship program, leading to long-term employment for xʷməθkʷəy̓əm members at YVR.

Programs that provide training to achieve qualifications and certifications: By far the most common suggestion for Indigenous employment programming—from Indigenous community members and staff and from CRD divisions—was for employers to offer programs that provide on-the-job training and supports for Indigenous people to achieve the qualifications or certifications needed for careers in the organization.

Programs could also partner with universities, provide bursaries to Indigenous trainees, have job shadowing, and provide on-the-job mentorship. This approach can have many advantages, including:

- Addressing the barrier that many positions require specific qualifications and certifications.
- Promoting Indigenous community capacity building by increasing the number of community members with valuable qualifications.
- Making the organization stand out as an attractive employer for Indigenous people in a competitive labour market.
- Supporting Indigenous people to attain their goals for more advanced positions and fulfilling work.

> ***The primary question is how interested is the CRD in engaging with youth? For youth, a personal connection is important. They must see the heart to which they can affix a drumbeat.***
>
> – Indigenous community member

Youth experiential and participatory learning programs: Employers should create youth programming that provides experiential and participatory learning opportunities to expose Indigenous youth to a variety of potential professions and careers. Programs should be offered to youth as young as 10-years-old in order to "plant the seeds early" and help youth envision and plan their next steps after graduation, so they will have a clearer path towards a fulfilling career. Youth programming can include:

- Field trips and work site visits
- Land- and nature-based programming
- Youth summer camps

Short-term exploratory programming: Employers should offer opportunities for potential employees to "dip their toes" into different areas of the organization. People are often unfamiliar with what exactly large employers, large organizations, and large service providers do, and the wide variety of careers available. Also, many people—particularly youth—are undecided on what they would like to do as a career. Employers should therefore consider the following types of exploratory education and employment training programs:

- Job shadowing
- Practicum placements
- Co-op placements with short terms in different departments
- Summer student positions

> ***The biggest risk to implementing an Indigenous employment program is not doing it. That's the biggest risk: not actioning it in a meaningful way.***
>
> – Wise practices interviewee

Conclusion

We would again like to express our gratitude to all who generously shared their wisdom, teachings, knowledge, and time to contribute to this research. We are grateful to members and staff from local Indigenous Nations, communities, and organizations, staff from Indigenous and non-Indigenous services providers and public sector organizations, subject matter experts, and CRD managers and staff. Thank you.

We hope the wise practices in this report will serve employers on their journey to create culturally safe and supportive workplaces.

Prepared for the Capital Regional District (CRD)
by Arrive Consulting

Making a difference...together

REPORT TO FIRST NATIONS RELATIONS COMMITTEE
MEETING OF WEDNESDAY, APRIL 26, 2023

SUBJECT **Inclusive Regional Governance Study Grant**

ISSUE SUMMARY

To provide an update on a grant from the Ministry of Municipal Affairs to help advance work on implementing the provincial *Declaration on the Rights of Indigenous Peoples Act* Action Plan.

BACKGROUND

In 2019 B.C. passed the *Declaration on the Rights of Indigenous Peoples Act.* In 2022, the province released a five-year Action Plan to support implementation of the Act. Action item 1.11 in the *Declaration Act* Action Plan is for the Ministry of Municipal Affairs to "Support inclusive regional governance by advancing First Nations participation in regional district boards."

In March 2023 the Ministry of Municipal Affairs contacted the CRD with the offer of a $60,000 grant to support engagement with First Nations to build a stronger understanding of key themes and interests, questions, and barriers that will need to be explored in the development of legislation to enable First Nations to have full voting representation on regional district boards. As a condition of the grant, CRD will need to submit a final project report before March 31, 2024.

The study grant terms of reference are attached at Appendix A to this report. The goal of the funding is to explore, with First Nations partners, how to enable First Nations outside of the treaty process to join the regional board table as voting members. Specifically, how the regional district board might operate with the addition of First Nation directors representing their community governments.

IMPLICATIONS

Intergovernmental Implications
The Union of BC Municipalities (UBCM), First Nations and several regional districts have directly requested that the Ministry of Municipal Affairs explore how First Nations could become voting members of regional districts without concluding a modern treaty that specifies regional district membership.

Possible interests and governance factors to explore with First Nations in the region include the following:

- What decisions and initiatives do First Nations want to participate in
- On which matters is voting critical
- How might the current relationship change as a result of a Nation being a voting member
- What benefits will be generated by First Nations joining
- Constituents (e.g. who is your decision-making authority representing? Who may be the representative at the board table and how, and by whom, are they appointed?)
- Geographic area of jurisdiction
- Law-making authority (e.g. as it relates to any limitations of regional district authority)

- Service provision
- Land use planning (e.g. how is land use planning conducted by Nations and the regional district, and how might these processes work together?)
- Financial contributions (e.g. how do the partners envision equitable cost-recovery for services?)

Financial Implications
Co-creating a path towards inclusive governance at regional district boards will require significant involvement from all parties as regional districts, First Nations and the Ministry of Municipal Affairs explore governance questions and opportunities. It is anticipated that providing capacity funding to First Nations will support and enable their engagement in this process.

Staff are assessing how best to use the $60,000 of provincial grant funding, however, anticipate funding for the First Nations in the region will be necessary to support their capacity to engage in this conversation. Under this grant program, the Ministry has provided funds to select regional districts with flexibility to determine how to deploy the resources. No funds have been provided by the Ministry directly to First Nation governments under this program.

CRD will be on a steering committee with other regional districts and Municipal Affairs to develop the background material which will provide a framework for the consultation. Additional funds to supplement the grant may be required to support outreach and engagement with the Nations and to compile the input received into an interim and final report. For supplementary funding, staff will look to allocate from operating funds in the First Nations Relations 2023 budget.

Alignment with Board & Corporate Priorities, Plans & Strategies
Exploring governance mechanisms to enable First Nations to join the board table is directly aligned with the Board Priority of collaborating with First Nations to build new processes for respectful, reciprocal government-to-government decision-making, and is anticipated to arise as a topic of conversation in upcoming government-to-government relationship building conversations.

CONCLUSION

The provincial *Declaration on the Rights of Indigenous Peoples Act* Action Plan calls on the Ministry of Municipal Affairs to advance First Nations participation on regional district boards. As requested by Municipal Affairs, the CRD will utilize the grant funding to reach out to First Nations in the region to explore their interests, questions and concerns related to joining the regional district board as voting members. Engagement will occur at the staff level as well as through government-to-government dialogue, and will be summarized in a report to Municipal Affairs.

RECOMMENDATION

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

Submitted by:	Caitlyn Vernon, MES, Manager, First Nations Relations
Concurrence:	Kristen Morley, J.D., General Manager, Corporate Services & Corporate Officer
Concurrence:	Ted Robbins, B. Sc., C. Tech., Chief Administrative Officer

ATTACHMENT

Appendix A: Terms of Reference: Regional District and First Nation Partners Study Grant for Inclusive Governance [DRAFT]

Appendix A: Terms of Reference: Regional District and First Nation Partners Study Grant for Inclusive Governance [DRAFT]

DRAFT Terms of Reference

Regional District and First Nation Partner(s) Study Grant for Inclusive Regional Governance

Purpose:

The province has committed to support inclusive regional governance by advancing First Nations participation in regional district boards in the implementation Action Plan that supports the *Declaration on the Rights of Indigenous Peoples Act* (Action 1.11 - Ministry of Municipal Affairs).

These terms of reference provide background information and describe the scope for study grant-funded discussions to help regional districts and partner First Nations to explore how to enable First Nations (outside of the treaty process) to join the board table as voting members. There is latitude for regional districts and First Nations to design how they want to engage and make use of funds (e.g. hiring consultants, holding events, and administrative costs).

The intent of the study grant is to enable regional discussions that will reveal the key themes, interests, and questions to be pursued in the consultation and development of legislation to meet the varied needs of First Nations and regional governments.

Background

The Union of British Columbia Municipalities (UBCM), First Nations and several regional districts have directly requested that the Ministry explore how First Nations could become voting members of regional districts without concluding a modern treaty that specifies regional district membership.

The regional district framework provides a unique system of governance where the member jurisdictions maintain their autonomy but govern as a board of directors to make regional, regulatory and service decisions.

This framework offers a important opportunity to bring indigenous perspective and values to regional governance and may provide balance between Indigenous peoples right to participate in decisions that impact them (i.e. regional district decisions) while maintaining First Nation decision making structures and institutions.

Achieving broader First Nation representation on regional district boards requires better understanding and recognition of:

- the significant variation of First Nation/Indigenous governments in terms of how they govern themselves
- how First Nation governing approaches intersect with regional district governance
- complexity of regional districts (in and of themselves) including the different numbers of municipalities, electoral areas and treaty first nations, and that each delivers a unique range of local, sub-regional, and regional services to it members.
- the need to maintain the capacity of local governments to serve its constituents.
- and that implementation may ultimately require changes to provincial legislation, regional district letters patent, regional bylaws, policies, and agreements.

The Ministry is providing study grants, to a select group of regional districts, who will then work with local First Nation partners to discuss how the regional district board might operate with the addition of First Nation directors representing their community governments.

Scope for Discussions

Regional districts and First Nation partners will have latitude to design their own engagement processes and discuss what interests them regarding regional district board participation. To support the Ministry's understanding of what system design changes may be needed, including potential legislative change, each region is expected to commonly explore and report back on the following (as a starting point):

Building Understanding and the Current state of relationships

- The Ministry will share some general information about the current regional district system and points of interactions with First Nations.
- Regional districts may present information about their specific structure, service profile, and approach to regional decision-making.
- First Nations may also want to present information about their community and how they generally govern themselves.
- The parties can explore and describe the current state of the relationship between the specific regional district and First Nation(s) and current areas of collaboration.

Shared Interests

- What is it about the regional district, its role, and functions, that interest the First Nation?
- What kinds of regional district decisions and initiatives, does the First Nation want to directly participate in? What are the ways to participate in governance? On which matters is voting critical?
- How might the current relationship change as a result of the First Nation being a voting member?
- What benefits will be generated for the current regional district members by First Nations joining?

Exploring Governance Factors

Regional districts and partner First Nations should explore key governance factors and alignment between the regional district system and First Nation self-government. Key aspects of the system to discuss include, but are not limited to:

- Constituents (e.g. who is your decision-making authority representing?) and their representative (e.g. who may be the decision-making authority at the board table and how, and by whom, may they be appointed?)
- Geographic area of jurisdiction (e.g. thoughts on what area is the decision-making authority representing geographically)
- Law-Making Authority (e.g. exploring limitations of regional district authority [e.g. not education] and limitations of existing First Nations authority [e.g. that which differs from regional district board current authority])

- Service provision (e.g. what services do the partners currently provide to one another? By what mechanisms are those services provided [e.g. 5 year service contract, users fees]; How do the partners envision this improving if membership changes? What challenges are foreseen?)
- Land use (e.g. how is land use planning conducted for the First Nation and regional district; how are they different or similar processes? How do you envision them working together?)
- Financial Contributions (e.g. How do the partners envision determining equitable cost-recovery? How is certainty of contributions achieved?)

Coordination and Collaboration

The Ministry may establish a working group between the interested First Nations and regional district CAOs (or assigned senior staff) to help steer this overall initiative. To support shared learning there may be opportunities for some or all regional districts, and partner First Nations, to participate in joint meetings or workshops.

Reporting back to the Ministry

An Interim Progress Report, on or before September 1, 2023 demonstrating that the regional district has begun activities to complete the work described within scope of the these Terms of Reference.

At the completion of the engagement work with partner First Nations, the regional district must compile a final report for the Ministry that documents:

- Description of the engagement process undertaken.
- Record of what was discussed at a thematic level.
- Observations on possible next steps.

The final report is required on or before March 31, 2024.

An Account of Study Expenses is required, on or before May 1, 2024, comprised of a summary of all project expenses and confirmation that either all grant funding has been expended or an unused portion of the grant funding that will be returned to the provincial government.

Making a difference...together

REPORT TO REGIONAL HOUSING TRUST FUND COMMISSION
MEETING OF THURSDAY, MARCH 30, 2023

SUBJECT **Campus View Redevelopment**

ISSUE SUMMARY

A recommendation to the Capital Regional District (CRD) Board is needed in response to an application from the Regional Housing First Program (RHFP) for a $1,425,000 grant from the Regional Housing Trust Fund (RHTF) to support 119 units of affordable rental housing within a proposed redevelopment of Campus View, located at 2249 McCoy Road, District of Saanich, in the Gordan Head area. The full application is attached as Appendix A.

BACKGROUND

In March 2005, the CRD launched the RHTF in response to a priority identified in the Regional Housing Affordability Strategy (RHAS). This priority identified that fundamental to the success of the RHAS was the establishment of the RHTF.

The RHTF was established by the CRD for the purpose of providing capital funding:

1. To assist in the acquisition, development and retention of housing that is affordable for those households in the region with low or moderate household incomes;
2. To facilitate social and economic investment in affordable housing;
3. To assist people in core housing need, primarily those in the lowest two quintiles of regional household income as established in the most recent Canada Census; and
4. To facilitate achieving the strategic directions outlined in the CRD's Regional Growth Strategy.

The RHTF encourages partnerships between non-profit housing societies and the private development industry, with the ownership and ongoing operations of the project by the non-profit housing society.

On February 26, 2019, the RHTF Commission approved the following resolution:

> *That the Regional Housing Trust Fund Commission suspend the receipt of Letters of Intent for non-RHFP projects until allocations for all qualified RHFP projects have been approved by the Commission.*

PROJECT DESCRIPTION – CAMPUS VIEW

The Campus View Affordable Housing Project is designed to primarily accommodate low-to-moderate income individuals and families and those at risk of homelessness. The 24 RHFP units will be rented at the Provincial Income Assistance Shelter-Rate Maximum Rate (Shelter Rate) with tenants being identified through a Coordinated Access and Assessment (CAA) process. The remaining 95 Affordable Rental Units (ARU) will remain affordable over the long-term and will be tenanted in accordance with the Capital Region Housing Corporation's (CRHC) approved policy and process. Twelve of the units provided will be fully accessible to accommodate households with disabilities while staff continue to pursue universal design for the remaining units as well as the common areas.

As the RHFP units are not eligible to receive funds through the RHTF, only 95 of the 119 total units may receive capital funds through the RHTF up to a maximum of $15,000 per unit. The RHTF is an important equity contributor and will support the overall viability of the redevelopment.

Table 1 – 119 Unit Campus View Redevelopment Project: Unit Summary

Unit Type	Income	# of Units	Approximate Rent
Studio	Very Low/Deep Subsidy	12	$375
Studio	Moderate/Affordable	5	$1,150
1 BR	Very Low/Deep Subsidy	12	$375
1 BR	Moderate/Affordable	43	$1,500
2 BR	Moderate/Affordable	12	$1,800
3 BR	Low-Moderate/Affordable	35	$1,560 - $2,400
Total		**119**	

Evaluation Comments
The RHTF Application was reviewed by the RHTF Advisory Committee on February 13, 2023 and received a favourable score of 199 out of a possible 235 points, or 85%. The RHTF Advisory Committee recommends the Campus View redevelopment project receive a grant of $1,425,000 through the RHTF.

ALTERNATIVES

Alternative 1
The Regional Housing Trust Fund Commission recommends to the Capital Regional District Board:

1. That a grant in the amount of $1,425,000 to the Capital Region Housing Corporation be approved to support the development of 119 units of affordable rental housing at 2249 McCoy Road, District of Saanich; and
2. That the Chief Administrative Officer be authorized to do all things necessary to affect the project and take such steps as are required to negotiate, accept the terms, and execute an agreement as required to disburse the funds in accordance with the Regional Housing Trust Fund.

Alternative 2
That the Campus View Redevelopment Project report be referred back to staff based on Regional Housing Trust Fund Commission direction.

IMPLICATIONS

Financial Implications
The status report of the RHTF service provided in Table 2 demonstrates that the fund has the capacity to fulfill this request. If both applications presented to the Commission in Q1 2023 are approved, the fund balance will be approximately $162,472.

Table 2 – RHTF Service Financial Status

RHTF Status	Amount
Current Status	
Current RHTF Service Surplus	$2,946,892
2023 Requisition	$1,070,580
SUB TOTAL	*$4,017,472*
Committed to Other Project	
Prosser	($615,000)
SUB TOTAL	*($615,000)*
Projects Proposed for 2023	
Campus View Redevelopment	($1,425,000)
Village on the Green Redevelopment	($1,815,000)
SUB TOTAL	*($3,240,000)*
TOTAL REMAINING IN RHTF	**$162,472**

Social Implications
In addition to the 24 units of shelter-rate rental units funded through the RHFP, the remaining 95 units of affordable rental housing will introduce critical supply to a range of low-moderate-income households, many of whom continue to experience substantial hardship within the current rental market.

Service Delivery Implications
Management and operation of these additional units of housing will be the responsibility of the CRHC and increases in service delivery demands are being facilitated through the CRD and the CRHC's usual corporate and budget planning processes.

CONCLUSION

The CRHC, through the redevelopment of Campus View is providing an opportunity to expand its existing affordable housing stock and include units at the provincial assistance shelter rates to address chronic homelessness and new ARUs available for a range of households seeking affordable housing. The mixed-market approach outlined in the application aligns with the RHFP model and meets the requirements of the RHTF. The proponent's experience and long history in the development and operation of affordable housing makes this an appropriate project to be funded.

RECOMMENDATION

The Regional Housing Trust Fund Commission recommends to the Capital Regional District Board:

1. That a grant in the amount of $1,425,000 to the Capital Region Housing Corporation be approved to support the development of 119 units of affordable rental housing at 2249 McCoy Road, District of Saanich; and
2. That the Chief Administrative Officer be authorized to do all things necessary to affect the project and take such steps as are required to negotiate, accept the terms, and execute an agreement as required to disburse the funds in accordance with the Regional Housing Trust Fund.

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: Campus View Application for Funding

Capital Region Housing Corporation
631 Fisgard Street
Victoria, BC, Canada, V8W 1R7
T: 250.388.6422
F: 250.361.4970
www.crd.bc.ca/housing

October 27, 2022

Regional Housing Trust Fund Commission
c/o Capital Regional District Housing Planning & Programs
625 Fisgard Street, Victoria, BC V8W 1R7

RE: Campus View Affordable Housing Application for Regional Housing Trust Fund

We are pleased to submit this application for grant funding through the Regional Housing Trust Fund (RHTF) for the Campus View Affordable Housing Project, located at 2249 McCoy Road in the Gordon Head area of Saanich, BC. The Capital Region Housing Corporation (CRHC) is seeking a $1,425,000 contribution for this project to enable the construction of 119 new units of quality affordable housing under the Regional Housing First Program.

The Campus View Affordable Housing Project is designed to primarily accommodate low-to-moderate income individuals and families and those at risk of homelessness. These units will remain affordable over the long term and offer priority through the tenant selection process to Indigenous people experiencing homelessness, youth experiencing homelessness, and women fleeing violence. Ten of the units (10% of total units) provided will be accessible in order to accommodate individuals with disabilities who are able to live independently without additional on-site supports. The unit type and affordability levels are outlined further below and within the attached application package.

Unit Type	Income	# of Units	% of Units	Unit Size (sf)	Rent*
Studio (Deep Subsidy)	Very Low	12	10.1%	350	$375
Studio (Affordable)	Moderate	5	4.2%	350	$1,150
1 BR (Deep Subsidy)	Very Low	12	10.1%	550	$375
1 BR (Affordable)	Moderate	43	36.1%	550	$1,500
2 BR (Affordable)	Moderate	12	10.1%	735	$1,800
3 BR (Affordable)	Low	12	10.1%	950	$1,560
3 BR (Affordable)	Moderate	23	19.3%	950	$2,400
Total		119	100%		

*Rental rates are based on 2022 values

Should you have any further questions or require additional information, please contact Mahnaz Farzad, Senior Project Lead at mfarzad@crd.bc.ca or 250-360-5671. Thank you for your consideration.

Sincerely,

Bob Lapham, MCIP, RPP, Chief Administrative Officer

Campus View Affordable Housing Project

2249 McCoy Road, Saanich, BC

Regional Housing Trust Fund (RHTF)



October 25, 2022

Capital Region Housing Corporation

Submitted by:

Mahnaz Farzad, Senior Project Lead, Construction & Capital Projects, CRHC

Jacob Cramer, Planning Assistant, Planning & Development, CRHC

Table of Contents

1.1 Summary Information.....Page 2

2.1 Society Capacity.....Page 3

3.1 Project Rationale: Business Case.....Page 6

4.1 Housing Concept.....Page 9

5.1 Society & Community Contributions.....Page 11

6.1 Capital Budget.....Page 11

7.1 Services Concept.....Page 12

8.1 Operating Budget: Housing.....Page 13

9.1 Schedule.....Page 13

Appendices

Appendix A: Architectural Drawings
Appendix B: Detailed Capital Budget
Appendix C: Detailed Operating Budget
Appendix D: CRHC Tenant Relocation Policy
Appendix E: CRHC Applicant Eligibility Policy

1.1 Summary Information

Sponsor Information:

Name of Society:	Capital Region Housing Corporation
Mailing Address:	631 Fisgard St. Victoria BC, V8W 1R7
Telephone:	250-381-6422
Date of Incorporation:	December 10, 1982
CRA Charity Number:	100799642RT001
GST Registration #:	100799642

Contact Information:

Project Manager:	Mahnaz Farzad
Title:	Senior Project Lead, Construction & Capital Projects Capital Region Housing Corporation
Telephone:	250-360-5671
Email:	mfarzad@crd.bc.ca

Proposal Summary

The Capital Region Housing Corporation (CRHC) currently owns and operates Campus View, a 12 unit townhouse complex located at 2249 McCoy Road, in the Gordon Head area of Saanich, B.C. The proposal will see the property redeveloped to offer 119 units of affordable housing within two 6-storey, multi-unit residential buildings. The buildings will continue to be owned and operated by the CRHC. This project will provide a significant housing contribution to a part of the region that is in great need of additional affordable housing options. The Gordon Head Local Area Plan outlines the vision of the larger village area to include density and diversity of housing, accommodating people throughout their lifespan which also supports a vibrant village core. This project aligns with and will form an important part of this community plan. In order to lessen the project's impact on the environment, it will target a higher energy performance standard than what is required by the BC building code. The project will be designed and constructed to achieve BC Energy Step Code – Step 4.

The Campus View Affordable Housing Redevelopment project has been designed to primarily accommodate low-to-moderate income individuals, seniors and families and those at risk of homelessness. These units will remain affordable over the long term and offer priority through the tenant selection process to Indigenous people experiencing homelessness, youth experiencing homelessness, and women fleeing violence. A minimum of 10% of the total units will be accessible in order to accommodate individuals with disabilities who are able to live independently without additional on-site supports, in addition to all units meeting universal design criteria. **Table 1, below, provides a breakdown of the unit types, mix, sizes and rent levels anticipated within the 119 unit Regional Housing First Program (RHFP) buildings.**

Table 1: Affordable Housing Unit Type, Mix, Size and Rents

Unit Type	Income	# of Units	% of Units	Unit Size (sf)	Rent*
Studio (Deep Subsidy)	Very Low	12	10.1%	350	$375
Studio (Affordable)	Moderate	5	4.2%	350	$1,150
1 BR (Deep Subsidy)	Very Low	12	10.1%	550	$375
1 BR (Affordable)	Moderate	43	36.1%	550	$1,500
2 BR (Affordable)	Moderate	12	10.1%	735	$1,800
3 BR (Affordable)	Low	12	10.1%	950	$1,560
3 BR (Affordable)	Moderate	23	19.3%	950	$2,400
Total		119	100%		

* Rental rate quotes are based on 2022 values

Project Status

The project is currently in the design development stage, progressing through the municipal approval process with a rezoning & development permit application submitted to the District of Saanich in April of 2022. Initial comments were received back from the District in May 2022. The project team made the changes necessary to address the comments and then resubmitted the revised application in September 2022. An OCP amendment will be required as a result of the proposed six-storey building heights. Due to the fall municipal election in 2022, the project timeline anticipates that approval will occur in Q4 of 2023. Following rezoning, a building permit and demolition permit will be required.

Target Clientele

The Campus View Affordable Housing Redevelopment project has been designed to primarily accommodate low to moderate income individuals and be affordable to people in the region at risk of experiencing homelessness. Priority through the tenant selection process is given to Indigenous people experiencing homelessness, youth experiencing homelessness, and women fleeing violence. The housing needs identified for the local area also include families and seniors. Family structures that are primarily supported include small families and single parent families with children. Units also target single occupant households including individuals leaving transitional and supportive housing, and youth leaving the care system. 12 of the units (10% of total units) provided will be accessible in order to accommodate individuals with disabilities who are able to live independently without additional on-site supports.

Target Occupancy Date

The Campus View Affordable Housing Redevelopment is anticipated to be complete in Q4 of 2026 with occupancy to occur immediately, pending municipal approvals, through Q4 2026.

2.1 Society Capacity

The CRHC is a wholly-owned subsidiary of the Capital Regional District (CRD). The Corporation is governed by a 24-person Board of Directors who are committed to improving and expanding housing opportunities in the years to come. The board has adopted the following Value Statement:

We value honesty, integrity, reliability and openness. We work collaboratively with the stakeholders, community partners and our tenants to build safe, vibrant and accessible communities where our tenants can feel a sense of pride and belonging.

The CRD Board's 2019-2022 Corporate Plan includes four strategic priorities: Community Wellbeing – Transportation & Housing; Climate Action & Environmental Stewardship; First Nations Reconciliation; and Advocacy, Governance & Accountability. The Board's strategic initiative includes a mandate to 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.

CRHC Experience

As the largest social housing provider in the capital region, the CRHC delivers affordable, inclusive, sustainable housing. The CRHC provides low to moderate income families with safe, suitable homes that remain affordable as their lives and families change and grow. The CRHC also provides affordable housing for low income seniors and people living on government disability pensions. Table 2 below outlines recently complete and currently underway projects where development has been undertaken directly by the CRHC.

Table 2: Current or Recently Complete CRHC Developments

CRHC Affordable Housing Projects	*Total Units*	*Funding Program*	*Status*
Millstream Ridge	132	RHFP	Complete (2019)
Westview	73	RHFP	Complete (2020)
Spencer Close	130	RHFP	Complete (2020)
West Park	152	RHFP, RHTF	Complete (2020)
Hockley House	120	RHFP	Complete (2021)
2780 Spencer Road	58	CHF	Construction (2022)*
Caledonia	158	CHF	Construction (2025)*
Michigan Square	97	CHF, RHFP, RHTF	Construction (2023)*
Prosser	51	RHFP	Construction (2023)
Pandora	158	CHF	Planning (2026)

* NOTE: anticipated completion dates shown in brackets; RHFP - Regional Housing First Program; CHF - Community Housing Fund

CRHC Organization

The primary activities of the CRHC are the day-to-day property and asset management of affordable rental housing, as well as providing services to residents who live in 50 housing complexes across seven municipalities. The CRHC has been operating housing since 1983 in the capital region and currently manages 1,893 units of housing. The CRHC has annualized preventative maintenance programs, unit inspections, portfolio-wide service contracts, and 5-year capital plans for all of its properties. The CRHC adherers to the Capital Regional District Procurement Policy which ensures all goods, services and construction is acquired in a competitive, fair and open manner and which meets the requirements of the *Community Charter,* the

Local Government Act, the Canadian Free Trade Agreement, the New West Partnership Trade agreement and public sector procurement standards and competitive bidding law. The CRHC also has a dedicated staff of property managers and caretakers to manage and address property maintenance. In order to support the new housing at 2249 McCoy Road, the CRHC will increase its staffing component accordingly. CRHC Senior Staff and CRHC Board of Directors are responsible for the implementation of successful projects. Please refer to Table 3 & 4 below to see their experience.

Table 3: CRHC Staff

Title	Name	Role & Responsibility	Years' Experience	Affiliation
Chief Administrative Officer	Robert Lapham	CRD, CRHD & CRHC	35	CRD
Chief Financial Officer	Nelson Chan	CRD, CRHD & CRHC	20	CRD
General Manager	Kevin Lorette	Planning & Protective Services	25	CRD
Senior Manager, Regional Housing	Don Elliott	Management & Oversight of Regional Housing	10	CRD, CRHC
Manager of Operations	Sharon Grigg	Ongoing operations of the CRHC & management of Tenant Engagement	20	CRHC
Manager of Construction & Capital Projects	Rob Fowles	Management of construction & renewal projects	20	CRD, CRHC
Manager, Planning & Development	Kimberly Lemmon	Management of planning & development projects	14	CRD, CRHC
Senior Project Lead	Mahnaz Farzad	Coordination of construction & renewal projects	17	CRD, CRHC
Senior Project Lead	Ruth Dollinger	Coordination of construction & renewal projects	16	CRD,CRHC
Planning Assistant	Jacob Cramer	Coordination support for planning & development projects	5	CRD, CRHC
Senior Manager, Communications	Andy Orr	Management of CRD Communications	25	CRD, CRHC
Communications Coordinator	Jamie Gripich	Coordination of Communications	30	CRD, CRHC

Table 4: CRHC Board of Directors Leadership Positions

Title	Name
Chair	Jeremy Loveday, Councillor, City of Victoria
Vice-Chair	David Screech, Mayor, Town of View Royal

Partnerships

The Campus View Affordable Housing Redevelopment represents a strategic investment by CRHC into the existing housing stock. The project is supported by our project partners, BC Housing and CMHC, through the provision of financial contributions to assist with project planning, development and construction. The CRHC has significant experience working with both federal and provincial housing agencies demonstrated through four recently completed RHFP projects, with two more currently underway. Conversations with the District of Saanich Planning and Sustainability departments indicate support of pursuit of multi-unit residential development designed to achieve higher levels of energy efficiency.

Current & Ongoing CRHC Affordable Housing Projects

Westview – 73 Units (2020)



Hockley – 120 Units (2021)



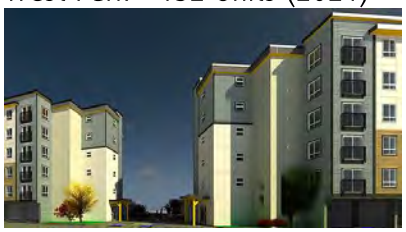
Caledonia - 158 Units (2023)



Spencer – 130 Units (2020)



West Park – 152 Units (2021)



Michigan Square - 97 Units (2023)



3.1 Project Rationale: Business Case

Community Need

Through the Regional Housing Affordability Strategy (2018), the Capital Regional District identifies the current demographic and housing supply needs of the region. The region is experiencing ongoing population and household growth pressures, with growth of more than 38,000 individuals (17,000 households) over the past 10 years. This growth rate has been higher than the provincial average over the past five years. There is an estimated shortfall of 6,200 rental housing units in the capital region. This includes approximately 3,000 units that are affordable to households with an average annual income of $22,378 (households in Core Housing Need) as well as approximately 3,000 units that are affordable to households with an average annual income of $55,551.

CMHC data (2016 census) for the related census tracts within Saanich indicates that 26.3% of households that rent in this area are in Core Housing Need. This is a significantly higher rate than the regional average of 14.2% (across all household types). The highest rates within this group are single parent households (at 54.3%), seniors (at 43.2%), and one person households (at 38.2%). This CMHC data further reinforces the

need for increased affordable rental options for seniors, families (including small families with single parent households), and low to moderate income single occupant households, in addition to those at risk of homelessness.

The District of Saanich Housing Needs Report (November 2020) identified that Saanich households have a higher proportion of family households with children than the overall CRD and a lower proportion of one person non-census family households. Further, median renter household income is much lower than owner household incomes, creating specific pressures on rental affordability in the District. The average household income among renters is $46,192 which is nearly half the average household income for owner occupied houses in Saanich ($94,667). With this average annual income for renters, the threshold for affordability (at 30% household income) requires rental rates which are much lower than the current average in the district. The rental rates proposed are below these market rates which aligns this new housing with what is affordable to a greater population of renters in the area. The District is also experiencing a very low vacancy rate at 0.6% and additional pressure through in-migration which demonstrates a great need for additional housing supply at all levels of affordability.

Location

The site is located at 2249 McCoy Road in the District of Saanich and is within 1.5km of major shopping centres which include grocery, pharmacy, medical clinics, bank and restaurants/cafes, and is also within 3.0 km of a community recreation centre. The University of Victoria is a major employment centre which includes a transit exchange within 850m of the site. Major bus routes run directly to south of the subject site along McKenzie Avenue within 300m of the building. This proximity to bus routes makes public transportation a convenient option for residents. The subject lands are in close proximity to a variety of regional and local parks. Table 5 below outlines additional site information and Figure 1 shows the site location and the context of the surrounding area.

Table 5: Site Details

Site Location	2249 McCoy Road, Saanich, BC
Legal Description	Lot 1, Section 71, Victoria District, Plan 29680
Current Owner/Developer	CRHC
Surrounding Land Uses	UVIC Rugby playing field and clubhouse, Saanich Fire Station and UVIC Community Gardens
Utilities	Connected to municipal water, storm and sanitary sewer (upgrade required)
Total site size (ha / sq.ft.)	0.51 / 54,450

Proximity to Community Amenities	Situated between Velox Rugby Field and UVIC Community Gardens; Located on a residential street directly off and adjacent to a major through fare (McKenzie Avenue/Gordon Head Road); 1.3km to Thrifty Foods and Tuscany Village Retail Centre and 2.6 km to Gordon Head Recreation Centre; 800m to Campus View Elementary School and 2.6km to Frank Hobbs Elementary School; 280m to Mt. Douglas Secondary School and 3.1 km to Lambrick Park Secondary School; 650m to the University of Victoria.
Proximity to Public Transit	300m to primary bus stop and 850m to major transit exchange within University of Victoria Campus.

Figure 1: Site Location



4.1 Housing Concept

Building Design

Based on the housing needs identified for the area, the development will be designed to primarily accommodate low-to-moderate income individuals and families. Through the RHFP program support, the project will also accommodate 24 shelter rate units for people at risk of experiencing homelessness in the region. Priority through the tenant selection process is given to Indigenous people experiencing homelessness, youth experiencing homelessness, and women fleeing violence. The housing needs identified for the local area also include families and seniors, which are both accommodated through a high proportion of one-bedroom and larger 3-bedroom units. Table 1 outlines this unit mix based on unit type and affordability level. Approximately 40% of the units are 2-bedroom and 3-bedroom units and are proportioned across different levels of affordability. These unit types provide a much needed increase in housing options for families within the community. The other 60% of the units contain 1 bedroom or less and also range across a variety of affordability levels. These unit types cater to seniors, single occupant households and couples with no children as outlined above. All unit sizes are planned to give residents a comfortable amount of space for long-term livability while also being efficient in order to keep them affordable. Table 1 above also outlines anticipated rent levels for the various unit types.

Table 6 below outlines general building details and Figure 2 shows the proposed site plan. Due to the site's shape and topography, two buildings are proposed on site. The main entry to the site will be retained from McCoy Road. Figure 3 below shows the above grade schematic floor plans for building 1, floors two, three and four. The floor plans are standardized to provide units of varying sizes and affordability levels which ensure high levels of efficiency and ease of constructability. The proposed site plan also includes a variety of high-quality amenity and common area spaces including a 1,000 sq.ft. indoor amenity and office space with adjoining outdoor patio, a children's playground situated next to a covered outdoor pavilion, and a variety of communal garden beds and dedicated greenspaces, all shared between the two buildings.

Table 6: Building Details

Buildings size (sq.ft.)	103,481 (building 1 & 2)
Buildings description	Two, 6-storey wood frame construction
Number of residential units	119 (building 1 & 2)
On-Site Parking	66 stalls (61 stalls in shared underground parking)
Site Access	Vehicle Access from McCoy Road

Figure 2: Site Plan

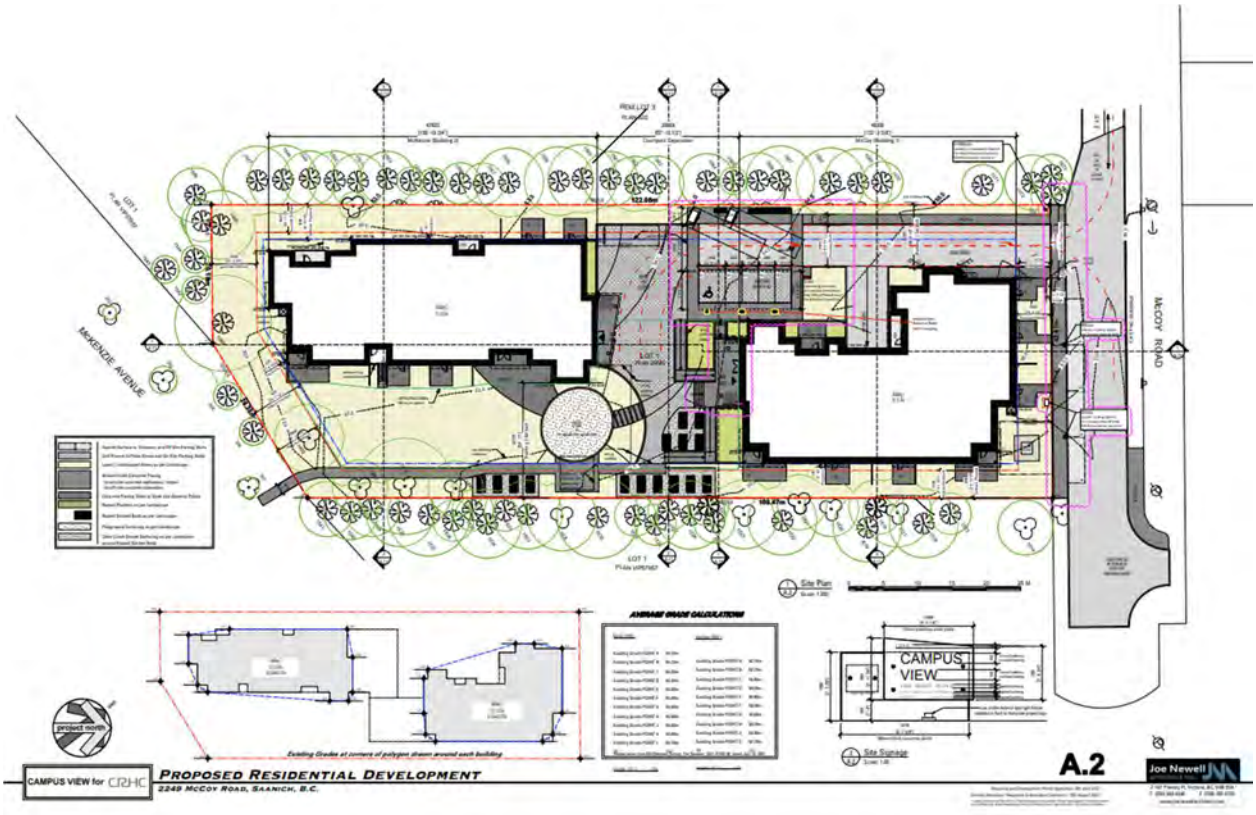


Figure 3: Building 1 Typical Affordable Housing Level Plan



5.1 Society & Community Contributions

The funding contribution of $1.425M through RHTF will allow the CRHC to provide 119 units of rental housing at an affordable rate for the target population. The CRHC is contributing $886,000 in land equity to the redevelopment. The project has received a grant contribution from the Regional Housing First Program for $9.6M. It is also seeking a $5.95M grant contribution from the CMHC Co-Investment Fund, a $5.2M from the Federation of Canadian Municipalities Green Municipal Fund and a $500,000 contribution from the Saanich Housing Fund. The CRHC will also continue to evaluate the project's eligibility for additional funding contributions to further improve the affordability of the rents and the related financial viability of the project. Additional equity contributions being pursued are outlined in Table 7.

Table 7: Project Equity

	Project Equity
RHTF Grant	$1,425,000
RHFP Grant	$9,600,000
CMHC Co-Investment Fund	$5,950,000
FCM Green Municipal Fund	$5,200,000
Saanich Housing Fund	$500,000
CMHC Seed Funding	$54,500
CRHC (Land Equity)	$886,000
Total Equity	$23,615,500

6.1 Capital Budget

The Capital Costs for this project are $48,459,158 and a high-level capital budget is provided in the table below. To ensure proper financial controls and the project's capital costs are being tracked, the CRHC reports quarterly to the CRHC board & project oversight committee. Once capital work begins the CRHC also provides monthly progress billing to BC Housing for their review. Please see Appendix B for a detailed capital budget.

Table 8: High Level Capital Costs

	Projected Costs
Hard Costs	$34,395,381
Soft Costs	$5,040,880
Contingency	$7,066,500
Land Value	$886,000
Borrowing Costs	$1,070,397
Total Project Costs	$48,459,158

7.1 Services Concept

Community Impacts & Benefits

The project's vision is to provide inclusive housing opportunities that are in close proximity to important commercial and community amenities, and convenient public transportation options. The project is located near the University Major Centre located at Shelbourne & McKenzie which will support major intensification and investment in mixed-use residential, commercial and employment as well as active transportation modes. There are major bus routes along McKenzie Avenue, Gordon Head Road and a transit exchange is situated within the UVic campus. While the subject lands are identified as Neighbourhood Area, the close proximity to the Major Centre and the University will provide an abundance of services, encourage diversity of lifestyles, promote economic and cultural opportunities, and support active modes of transportation through the concentration of residential densities and employment activities. The Campus View redevelopment will have minimal impacts on the surrounding community given the lack of immediate adjacent residential neighbours. The provision of 107 net new affordable rental units is well suited in this urban context and will assist in addressing the ongoing housing affordability crisis in the region.

There are currently 12, 3-bedroom townhouse units on the property that are tenanted. Preliminary conversations with tenants commenced in the summer of 2021 identifying this property as a redevelopment priority of the CRHC. A stakeholder meeting was held on November 17, 2021, presenting a high level concept and timeline for the project. A second virtual neighbourhood meeting was held on March 2, 2022, to provide Campus View residents and neighbours with updated information and the opportunity to ask further questions about the project. Feedback received from stakeholders has been mostly positive and the CRHC remains committed to providing consistent project updates and creating opportunities for tenant input into the design process where applicable. All tenants will be rehomed in accordance with the CRHC's Tenant Relocation Policy, which includes assistance with moving to another CRHC property that meets each individual family's needs and the opportunity to return to the property once development is complete. Please see Appendix D – CRHC Tenant Relocation Policy.

Target Population Impacts & Benefits

Based on the housing needs identified for the area, the development has been designed to primarily accommodate low-to-moderate income individuals and be affordable to people in the region at risk of experiencing homelessness. Priority through the tenant selection process is given to Indigenous people experiencing homelessness, youth experiencing homelessness, and women fleeing violence. The housing needs identified for the local area also include families and seniors. Families targeted include small families such as single parent households. Units also target single occupant households including individuals leaving transitional and supportive housing, and youth leaving the care system. Table 3 outlined previously in this proposal shows the unit mix based on unit type and affordability level, which are in alignment with the RHFP requirements for 20% of units to be provided at provincial income assistance rates and the remaining 80% of units to be offered at affordable below market levels.

Please see Appendix E - CRHC Applicant Eligibility Policy & Procedures Manual for details surrounding resident selection and management.

8.1 Operating Budget: Housing

Monthly debt servicing and operating expenses are covered by the rental and parking income generated with a net cash flow achieving a 1.10 debt coverage ratio (DCR). A high-level operating budget outlining this is provided in the table below. Please see Appendix C for a detailed operating budget.

Table 9: Operating Budget – Revenue & Expenses

	Projected Revenue
Tenant Rent Revenue	$2,261,217
Parking Revenue	$77,935
Less 2.5% Vacancy Loss	$58,478
Total Project Revenue	$2,280,674
	Projected Expenses
Operating Expenses	$786,970
Replacement Reserve Contribution	$102,816
Net Operating Income	$1,493,704
Annual Mortgage Debt Servicing	$1,361,913
Net Cash Flow	$131,791
Debt Service Ratio	1.10

9.1 Schedule

A high-level project schedule has been provided below. Construction is anticipated to commence in Q4 2024, completed within 24 months by Q4 2026 with occupancy occurring immediately following.

Table 10: Project Timeline

Phase	Timeline	Detailed Activities
Development Phase	Q1 2022	Rezoning & Development Permit Application
	Q3 2023	Anticipated Municipal Approval
	Q2 2024	Building Permit Application
	Q4 2024	Final Project Commitment/Grant Funding Approval
Construction Phase	Q4 2024	Construction Start
	Q4 2026	Construction Complete
Occupancy Phase	Q4 2026	Tenant Selection Begins
	Q1 2027	Mortgage Takeout
	Q4 2026	Full Operation Commences (Rent-up Ongoing)

Project Data

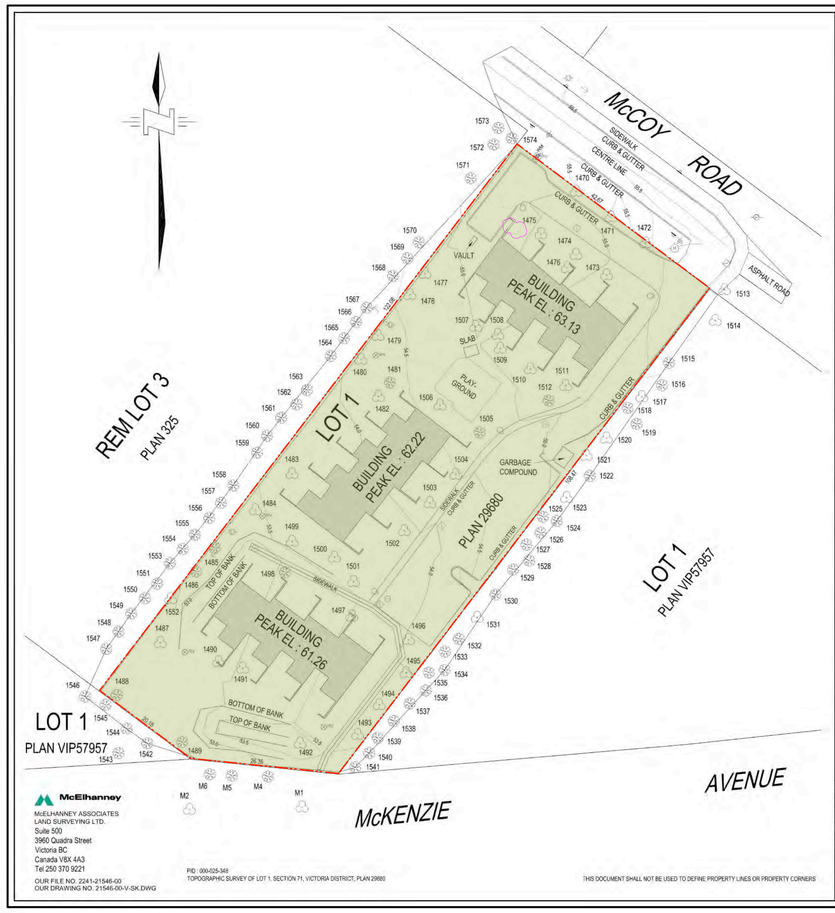
Owner / Client:	Capital Region Housing Corporation 631 Fisgard Street, Victoria, BC Contact: Kimberly Lemmon I Manager, Planning and Development T: 250-360-5675		
Development Consultant:	Weiser Projects 1 - 415 Dunedin Street, Victoria, BC Contacts: Kaeley Wiseman, Project Manager / Eleni Gibson, Project Coordinator T: 250-580-3835		
Architect:	Joe Newell Architect Inc. 2 - 101 Presley Place, Victoria, B.C. Contacts: Joe Newell, Principal Architect / Margaret Newell, Project Architect T: 250-382-4240		
Civic Address of Property:	2249 McCoy Road, Saanich, BC		
Legal Description:	Lot 1, Section 71, Victoria District, Plan 29680		
Zoning:	Current: RT-2 Attached Housing Zone Proposed: RA-11 Apartment Zone		
Project Description:	2 x 6-storey rental apartment buildings over an underground garage		
Site Area:		5,052.0 m2	54,379 s.f.
Site Coverage:	Permitted Coverage Proposed Coverage - All Buildings	50.00% 32.79%	
Site FSR:	Permitted Proposed	1 : 2.90 1 : 0.31	
Building Coverage Area:	McCoy (Building 1) McKenzie (Building 2)	853.3m2 803.2m2	9,182 s.f. 8,643 s.f.
Building Floor Area:	McCoy (Building 1) McKenzie (Building 2) Total	817.5m2 758.2m2 1,575.7m2	8,799 s.f. 8,161 s.f. 16,961 s.f.
Total Impervious Surface Area:	Includes roof and paved site areas	3,184.0 m2	34,272 s.f.
Ratio of Open Space to Total Site Area:	1: 0.19	975 m2	10,500 s.f.
Building Height:	Permitted Height:	21.50 m	70.54'
McCoy (Building 1)	Proposed Height: 6 Storey	20.26 m	66.48'
McKenzie (Building 2)	Proposed Height: 6 Storey	20.89 m	68.54'
Setbacks:			
Front Yard (North): (McCoy Road)	Permitted: Proposed: Setback to bay projection	5.00 m 5.00 m 4.54 m	16.40' 16.40' 14.90'
Rear Yard (South): (McKenzie Avenue)	Permitted: Proposed: Setback to balcony projection	6.50 m 7.50 m n/a	21.33' 24.61'
East Side Yard:	Permitted: Proposed: Setback to balcony/bay projection	4.00 m 5.00 m n/a	13.12' 16.40'
West Side Yard:	Permitted: Proposed: Setback to balcony/bay projection	4.00 m 5.00 m n/a	13.12' 16.40'
Vehicle Parking:			
Required Vehicle Parking	1.5 spaces per unit [119 x 1.5] = 179 spaces		
Proposed Vehicle Parking	61 spaces in underground garage 5 spaces at grade **Total 66 spaces provided** (43 standard spaces / 20 small car spaces / 3 accessible spaces) **4 additional stalls provided along reconfigured McCoy Road** **2 of these stalls are to be Modo electric car locations**	Variance Requested Road Width Variance Required - see Civil	
Bicycle / Scooter Parking:			
Required Bike / Scooter Parking	1 space per unit = 119 spaces + 6 spaces at building entrance		
Proposed Bike / Scooter Parking	78 spaces in underground garage 42 spaces in Building 1 12 spaces at bike racks provided at each building entrance **Total 132 spaces provided:**	70 Class II bike spaces 8 hanging bike spaces 42 electric scooter spaces 12 on site bike rack spaces	
McCoy (Building 1) Gross Floor Area:	Main Floor 2nd Floor 3rd Floor 4th Floor 5th Floor 6th Floor **Total**	852.3 m2 837.8 m2 837.6 m2 827.4 m2 817.5 m2 797.1 m2 4,969.4 m2	9,174 s.f. 9,015 s.f. 9,015 s.f. 8,907 s.f. 8,799 s.f. 8,580 s.f. 53,490 s.f.
McKenzie (Building 2) Gross Floor Area:	Main Floor 2nd Floor 3rd Floor 4th Floor 5th Floor 6th Floor **Total**	803.2 m2 788.5 m2 788.5 m2 778.4 m2 758.2 m2 727.5 m2 4,644.3 m2	8,646 s.f. 8,487 s.f. 8,487 s.f. 8,379 s.f. 8,161 s.f. 7,831 s.f. 49,991 s.f.

McCoy (Building 1) Unit Types and Numbers:

Floor	Studio	1 bedroom	2 bedroom	3 bedroom	Total Units each Floor
Main Floor		6 units	1 unit	3 units	10 units
2nd Floor		6 units	1 unit	3 units	10 units
3rd Floor		6 units	1 unit	3 units	10 units
4th Floor	1 unit	5 units	1 unit	3 units	10 units
5th Floor	2 units	4 units	1 unit	3 units	10 units
6th Floor	4 units	2 units	1 unit	3 units	10 units
	7 units	**29 units**	**6 units**	**18 units**	**Total: 60 units**

McKenzie (Building 2) Unit Types and Numbers:

Floor	Studio	1 bedroom	2 bedroom	3 bedroom	Total Units each Floor
Main Floor (c/w amenity room & office)		6 units	1 unit	2 units	9 units
2nd Floor		6 units	1 unit	3 units	10 units
3rd Floor		6 units	1 unit	3 units	10 units
4th Floor	1 unit	5 units	1 unit	3 units	10 units
5th Floor	3 units	3 units	1 unit	3 units	10 units
6th Floor	6 units		1 unit	3 units	10 units
	10 units	**26 units**	**6 units**	**17 units**	**Total: 59 units**



CRHC
631 FISGARD STREET, VICTORIA BC

CRHC - CAMPUS VIEW
SITE PLAN SURVEY

2249 McCOY ROAD, VICTORIA BC

0 20 40 m

ALL DISTANCES ARE IN METRES AND DECIMALS THEREOF
THE INTENDED PLOT SIZE OF THIS PLAN IS 580 mm IN WIDTH BY 432 mm IN HEIGHT (C-SIZE) WHEN PLOTTED AT A SCALE OF 1:400

NOTES:

1. DISTANCES ARE IN METRES UNLESS OTHERWISE NOTED.
2. DISTANCES ARE GROUND LEVEL DISTANCES. TO COMPUTE GRID DISTANCES, MULTIPLY BY A FACTOR OF 0.996009 WHICH HAS BEEN DERIVED FROM TRAVERSE HUB # 661
3. ELEVATIONS ARE IN METRES AND ARE REFERRED TO GEODETIC DATUM NAD83(CSRS) USING MONUMENT 80H1550, ELEVATION = 53.414 METRES.
4. THIS PLAN REPRESENTS FIELD SURVEY CONDUCTED ON JUNE 22nd, AND JULY 2nd, 2021.
5. CONTOUR INTERVAL IS 0.5m AND 1.0m.
6. PARCEL DIMENSIONS ARE DERIVED FROM FIELD SURVEY AND PLAN DIMENSIONS

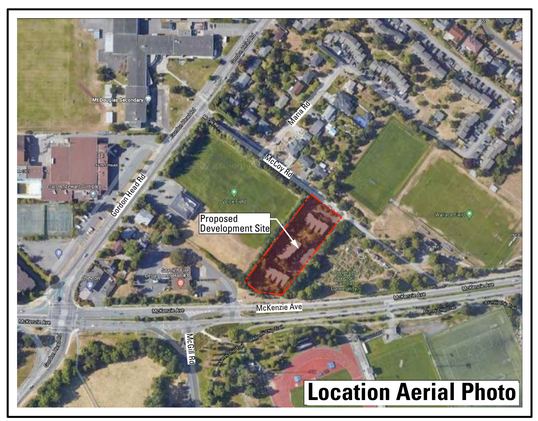
LEGEND:

SYMBOLS	DESCRIPTION
	STORM CLEANOUT
	HYDRANT
	CATCH BASIN - TOP INLET
XXXX	TREE - CONIFEROUS W/ TAG #
XXXX	TREE - DECIDUOUS W/ TAG #
	WATER VALVE
	GUY ANCHOR
	POWER POLE
	POST MOUNTED SIGN
WM	WATER METER
IRV	VALVE - IRRIGATION
	YARD LAMP
	FENCE LINE

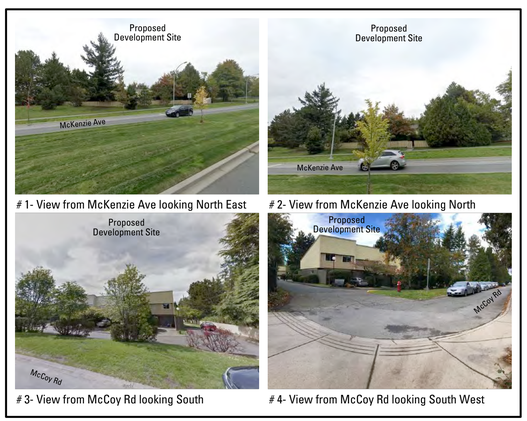
Rev	Date	Description	Drawn	Design	App'd
	JULY 16, 2021	CRHC	JC	####	####

Site Survey

Scale : 1:500







Drawing List

Architectural

JOE NEWELL ARCHITECT INC.

A.1 - Cover Sheet / Project Data / Location Details / Site Survey
A.2 - Overall Site Plan / Average Grade Calculation / Site Signage
A.3 - Underground Parking Garage Plan / Slabtop Plan
A.4 - Building 1 - Main Floor Plan
A.5 - Building 1 - Second and Third Floor Plan / Fourth Floor Plan
A.6 - Building 1 - Fifth Floor Plan / Sixth Floor Plan
A.7 - Building 2 - Main Floor Plan
A.8 - Building 2 - Second and Third Floor Plan / Fourth Floor Plan
A.9 - Building 2 - Fifth Floor Plan / Sixth Floor Plan
A.10 - Building 1 and 2 - Roof Plans
A.11 - Building 1 and 2 - Overall Elevations
A.12 - Building 1 and 2 - Overall Elevations
A.13 - Building 1 - North and West Elevations
A.14 - Building 1 - South and East Elevations
A.15 - Building 2 - North and West Elevations
A.16 - Building 2 - South and East Elevations
A.17 - Building 1 and Building 2 - Overall Sections
A.18 - Building 1 Sections
A.19 - Building 2 Sections
A.20 - Unit Plans
A.21 - Unit Plans
A.22 - Shadow Diagrams

Landscape Architecture

LOMBARD NORTH GROUP

P.1 - Landscape Plan

Civil Engineering

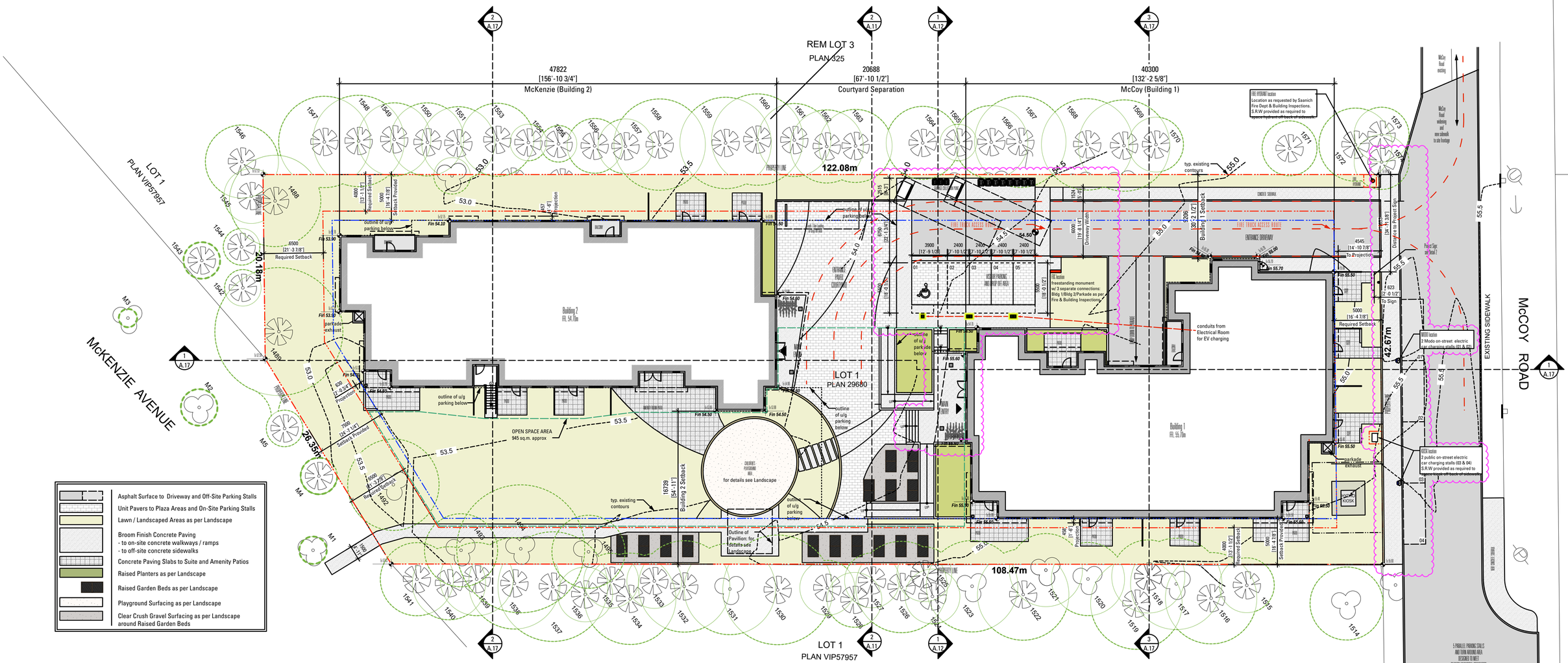
GWAII ENGINEERING

C.01 - Conceptual Site Plan

Unit Types and Areas

Studio Unit	41.3 m2	444.5 s.f.	17 units
1 Bed Unit	51.4 m2	553.5 s.f.	43 units
1 Bed Unit (accessible)	56.0 m2	603 s.f.	6 units
1 Bed Corner Unit (accessible)	55.7 m2	600 s.f.	6 units
2 Bed Unit	71.7 m2	772 s.f.	12 units
3 Bed Corner Unit	94.2 m2	1014 s.f.	6 units
3 Bed Type A Unit	93.3 m2	1004 s.f.	6 units
3 Bed Type B Unit	92.1 m2	991 s.f.	6 units
3 Bed Type C Unit	94.2 m2	1014 s.f.	12 units
3 Bed Type D Unit	92.6 m2	997 s.f.	5 units
	Total		119 units

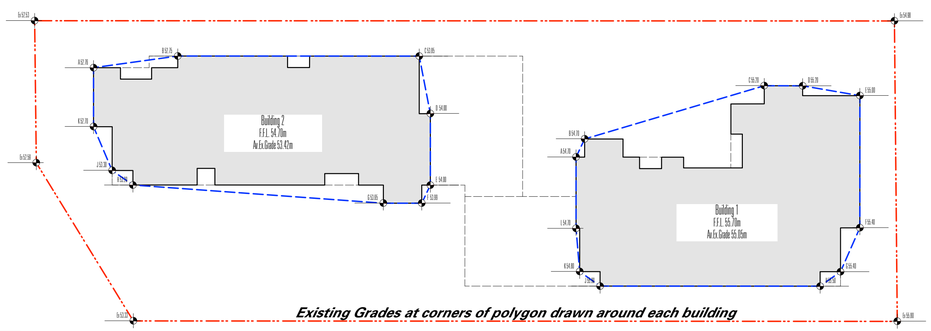
Joe Newell architect inc.
2-101 Presley Pl, Victoria, BC, V9B 0S4
T (250) 382-4240 F (250) 382-5733
www.joenewellarchitect.com



- Asphalt Surface to Driveway and Off-Site Parking Stalls
- Unit Pavers to Plaza Areas and On-Site Parking Stalls
- Lawn / Landscaped Areas as per Landscape
- Broom Finish Concrete Paving
  - to on-site concrete walkways / ramps
  - to off-site concrete sidewalks
- Concrete Paving Slabs to Suite and Amenity Patios
- Raised Planters as per Landscape
- Raised Garden Beds as per Landscape
- Playground Surfacing as per Landscape
- Clear Crush Gravel Surfacing as per Landscape around Raised Garden Beds

1 A.2 Site Plan
Scale: 1:200

0 5 10 15 20 25 M



Existing Grades at corners of polygon drawn around each building

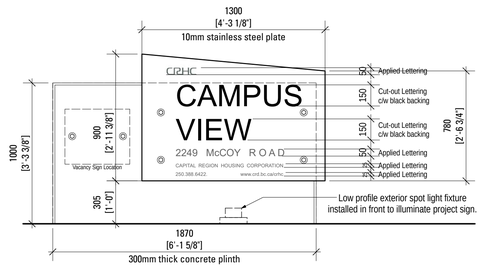
AVERAGE GRADE CALCULATIONS

McCoy Road BUILDING 1		McKenzie Avenue BUILDING 2	
Existing Grade POINT A	54.70m	Existing Grade POINT A	52.76m
Existing Grade POINT B	54.70m	Existing Grade POINT B	52.75m
Existing Grade POINT C	55.20m	Existing Grade POINT C	53.85m
Existing Grade POINT D	55.20m	Existing Grade POINT D	54.00m
Existing Grade POINT E	55.00m	Existing Grade POINT E	54.00m
Existing Grade POINT F	55.40m	Existing Grade POINT F	53.99m
Existing Grade POINT G	55.40m	Existing Grade POINT G	53.65m
Existing Grade POINT H	55.50m	Existing Grade POINT H	53.20m
Existing Grade POINT J	55.00m	Existing Grade POINT J	53.30m
Existing Grade POINT K	54.80m	Existing Grade POINT K	52.70m
Existing Grade POINT L	54.70m		

Grades taken from McElhenney Survey File Number 2241-21546-00 dated July 16, 2021.

Average Grade = 605.5 /11 = 55.05m

Average Grade = 526.7 /10 = 52.67m



2 A.2 Site Signage
Scale: 1:20

project north

CAMPUS VIEW for CRHC

PROPOSED RESIDENTIAL DEVELOPMENT

2249 McCOY ROAD, SAANICH, B.C.

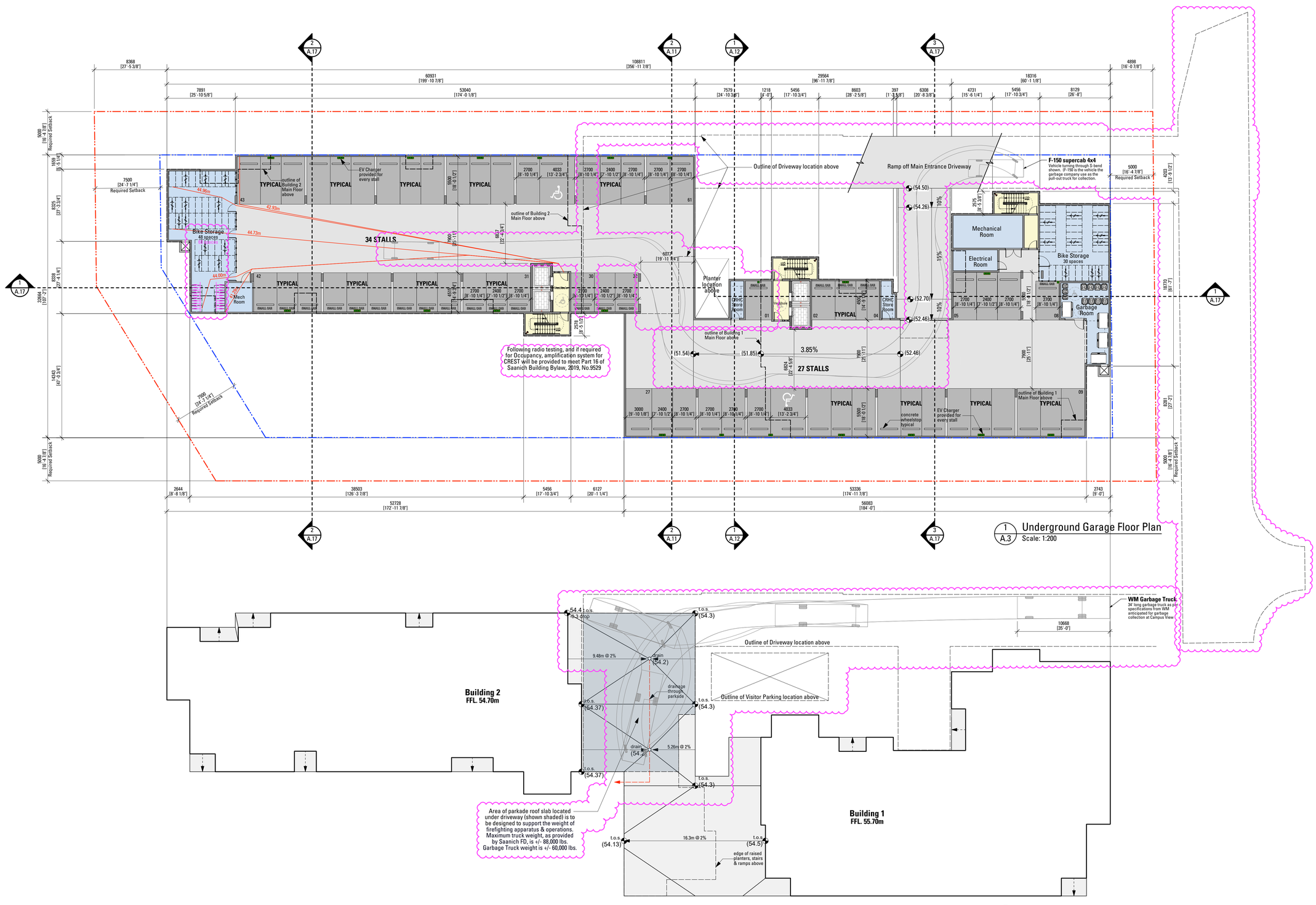
A.2

Rezoning and Development Permit Application: 8th April 2022

General Revisions / Response to Municipal Comments: 19th August 2022

1 parking stall removed from McCoy / Street chargers & notes added / Project sign adjusted / Garbage collection point added as per Waste Management / McCoy Building entrance steps adjusted / Fire Hydrant note added.

Joe Newell architect inc.
2-101 Presley Pl, Victoria, BC, V9B 0S4
T (250) 382-4240 F (250) 382-5733
www.joenewellarchitect.com



1 A.17 Underground Garage Floor Plan
Scale: 1:200

2 A.3 Preliminary Slabtop Plan
Scale: 1:200

project north

CAMPUS VIEW for CRHC

PROPOSED RESIDENTIAL DEVELOPMENT

2249 McCOY ROAD, SAANICH, B.C.

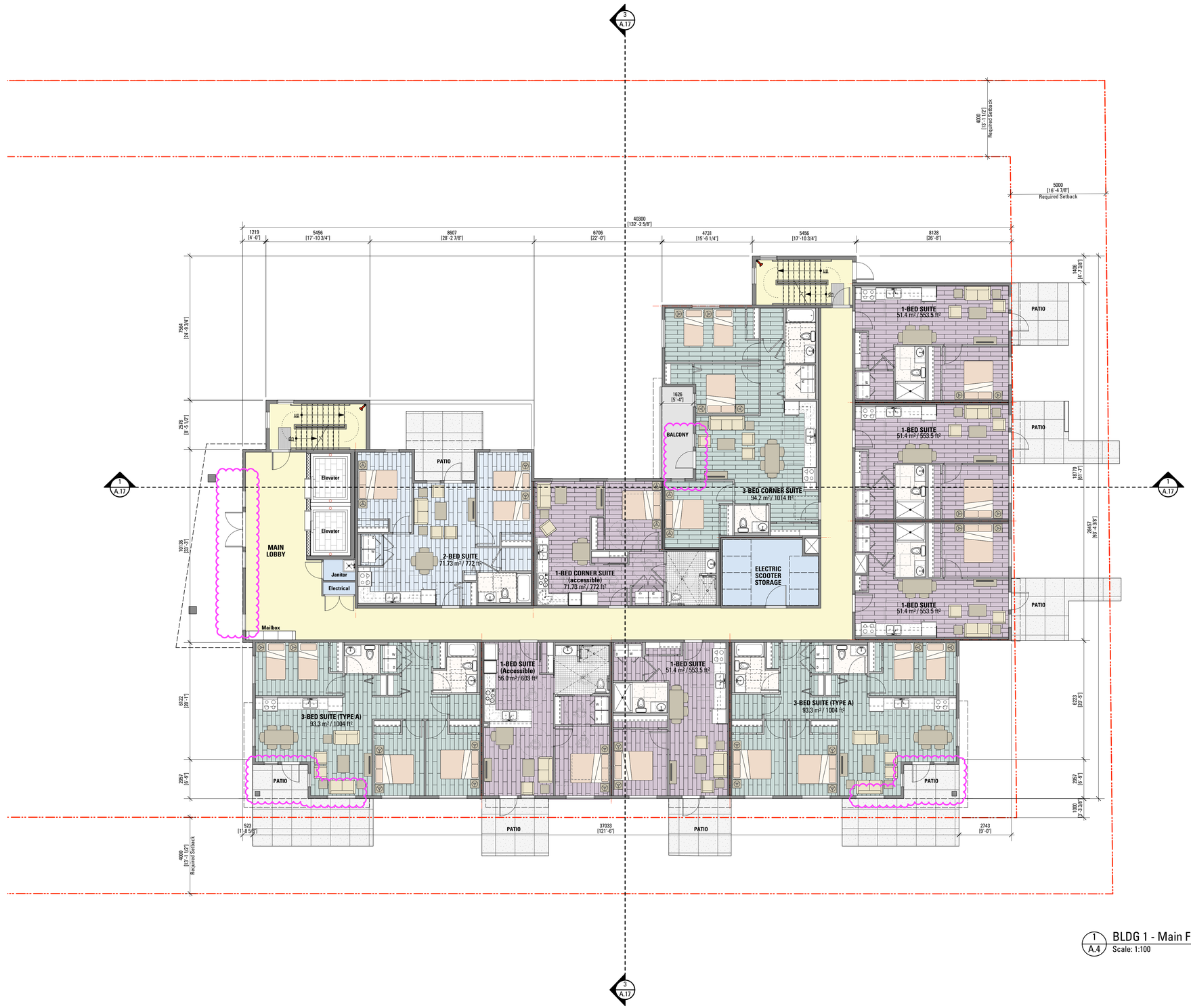
A.3

Rezoning and Development Permit Application: 8th April 2022

General Revisions / Response to Municipal Comments: 19th August 2022

1 parking stall (01) added / notes added re CREST / notes added re parkade roof slab design to support fire truck / S-bend vehicle movement shown / garbage containers revised to suit Waste Management company requirements / Garbage Truck movements shown on courtyard over / Garbage truck weight indicated.

Joe Newell architect inc.
2-101 Presley Pl, Victoria, BC, V9B 0S4
T (250) 382-4240 F (250) 382-5733
www.joenewellarchitect.com



1 A.4 BLDG 1 - Main Floor Plan
Scale: 1:100

project north

CAMPUS VIEW for CRHC

PROPOSED RESIDENTIAL DEVELOPMENT

2249 McCOY ROAD, SAANICH, B.C.

A.4

Rezoning and Development Permit Application: 8th April 2022
General Revisions / Response to Municipal Comments: 19th August 2022
Balcony doors revised to swing doors (from sliding doors) to meet Project universal design requirements

Joe Newell architect inc.
2-101 Presley Pl, Victoria, BC, V9B 0S4
T (250) 382-4240 F (250) 382-5733
www.joenewellarchitect.com



1 A.5 BLDG 1 - 2nd and 3rd Floor Plans
Scale: 1:100



2 A.5 BLDG 1 - 4th Floor Plan
Scale: 1:100



CAMPUS VIEW for CRHC

PROPOSED RESIDENTIAL DEVELOPMENT

2249 McCOY ROAD, SAANICH, B.C.

A.5

Rezoning and Development Permit Application: 8th April 2022
General Revisions / Response to Municipal Comments: 19th August 2022
Balcony doors revised to swing doors (from sliding doors) to meet Project universal design requirements

Joe Newell architect inc.
2-101 Presley Pl, Victoria, BC, V9B 0S4
T (250) 382-4240 F (250) 382-5733
www.joenewellarchitect.com



1 A.6 BLDG 1 - 5th Floor Plan
Scale: 1:100



2 A.6 BLDG 1 - 6th Floor Plan
Scale: 1:100

project north

CAMPUS VIEW for CRHC

PROPOSED RESIDENTIAL DEVELOPMENT

2249 McCOY ROAD, SAANICH, B.C.

A.6

Rezoning and Development Permit Application: 8th April 2022
General Revisions / Response to Municipal Comments: 19th August 2022
Balcony doors revised to swing doors (from sliding doors) to meet Project universal design requirements

Joe Newell architect inc.
2-101 Presley Pl, Victoria, BC, V9B 0S4
T (250) 382-4240 F (250) 382-5733
www.joenewellarchitect.com



1 / A.7 BLDG 2 - Main Floor Plan
Scale: 1:100

project north

CAMPUS VIEW for CRHC

PROPOSED RESIDENTIAL DEVELOPMENT

2249 McCOY ROAD, SAANICH, B.C.

A.7

Rezoning and Development Permit Application: 8th April 2022
General Revisions / Response to Municipal Comments: 19th August 2022
Balcony doors revised to swing doors (from sliding doors) to meet Project universal design requirements

Joe Newell architect inc.
2-101 Presley Pl, Victoria, BC, V9B 0S4
T (250) 382-4240 F (250) 382-5733
www.joenewellarchitect.com



1 A.8 BLDG 2 - 2nd and 3rd Floor Plans
Scale: 1:100

2 A.8 BLDG 2 - 4th Floor Plan
Scale: 1:100

project north

CAMPUS VIEW for CRHC

PROPOSED RESIDENTIAL DEVELOPMENT

2249 McCOY ROAD, SAANICH, B.C.

A.8

Rezoning and Development Permit Application: 8th April 2022
General Revisions / Response to Municipal Comments: 19th August 2022
Balcony doors revised to swing doors (from sliding doors) to meet Project universal design requirements

Joe Newell architect inc.
2-101 Presley Pl, Victoria, BC, V9B 0S4
T (250) 382-4240 F (250) 382-5733
www.joenewellarchitect.com



1 A.9 BLDG 2 - 5th Floor Plan
Scale: 1:100

2 A.9 BLDG 2 - 6th Floor Plan
Scale: 1:100

project north

CAMPUS VIEW for CRHC

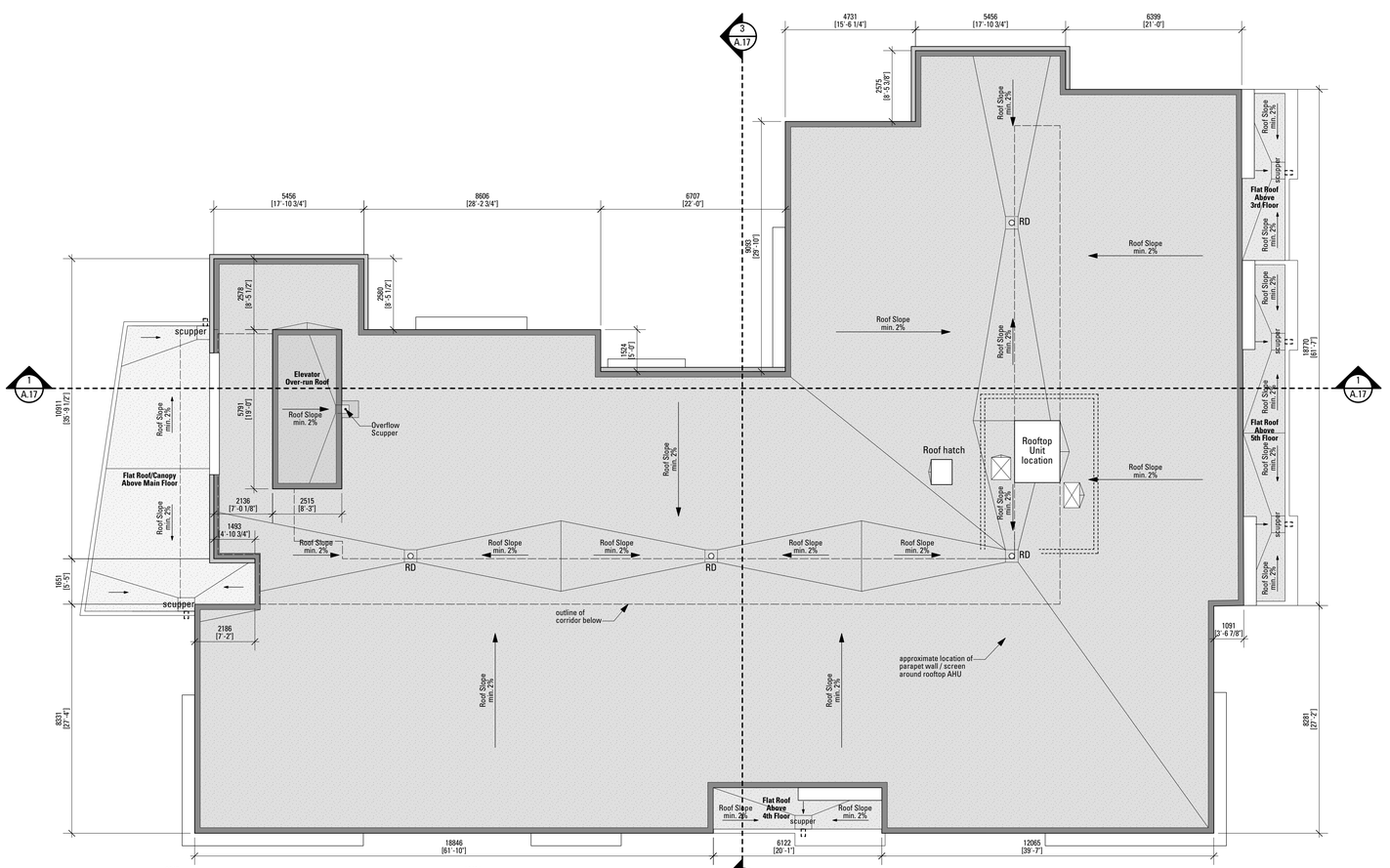
PROPOSED RESIDENTIAL DEVELOPMENT

2249 McCoy Road, Saanich, B.C.

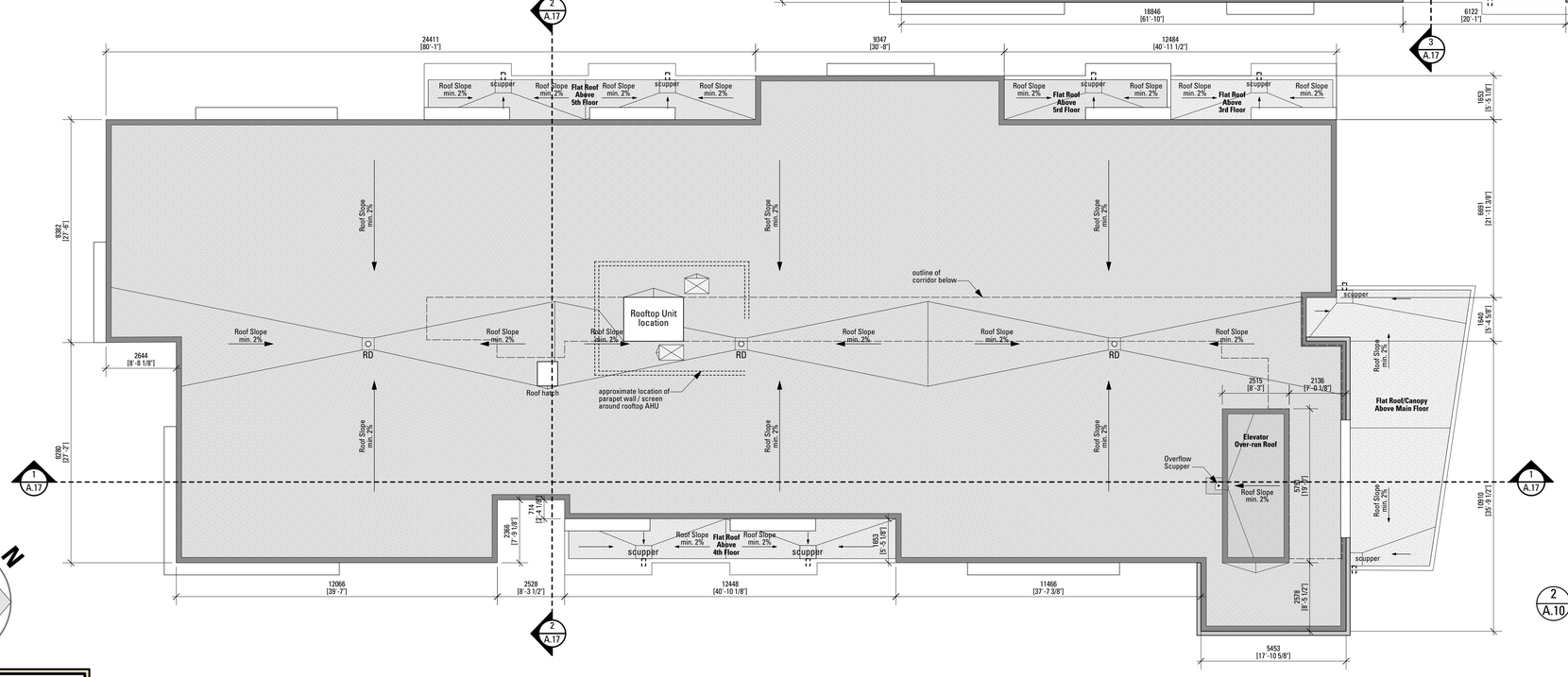
A.9

Rezoning and Development Permit Application: 8th April 2022
General Revisions / Response to Municipal Comments: 19th August 2022
Balcony doors revised to swing doors (from sliding doors) to meet Project universal design requirements

Joe Newell architect inc.
2-101 Presley Pl, Victoria, BC, V9B 0S4
T (250) 382-4240 F (250) 382-5733
www.joenewellarchitect.com



1 A.17 **BLDG 1 - Roof Plan**
Scale: 1:100



2 A.17 **BLDG 2 - Roof Plan**
Scale: 1:100

project north

CAMPUS VIEW for CRHC

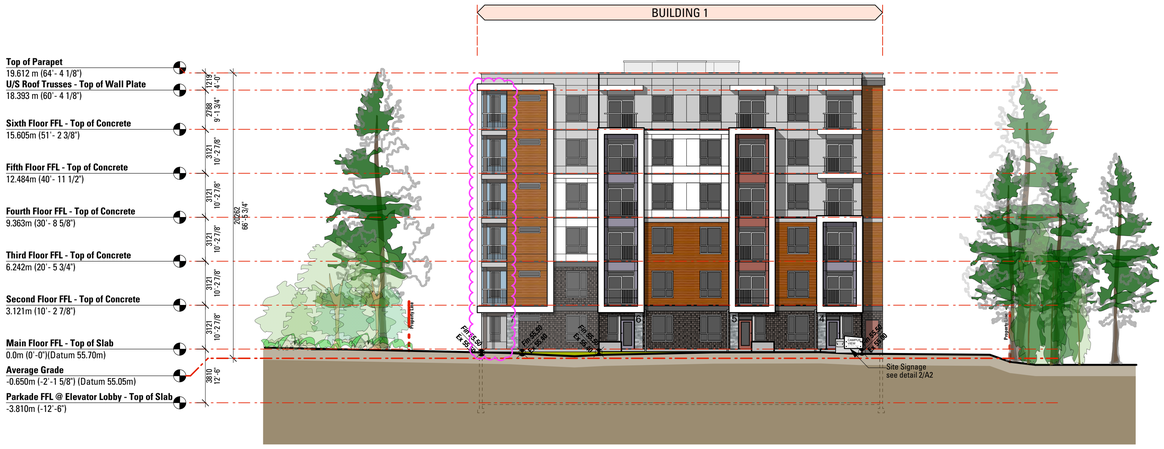
PROPOSED RESIDENTIAL DEVELOPMENT

2249 McCOY ROAD, SAANICH, B.C.

A.10

Rezoning and Development Permit Application: 8th April 2022
General Revisions / Response to Municipal Comments: 19th August 2022

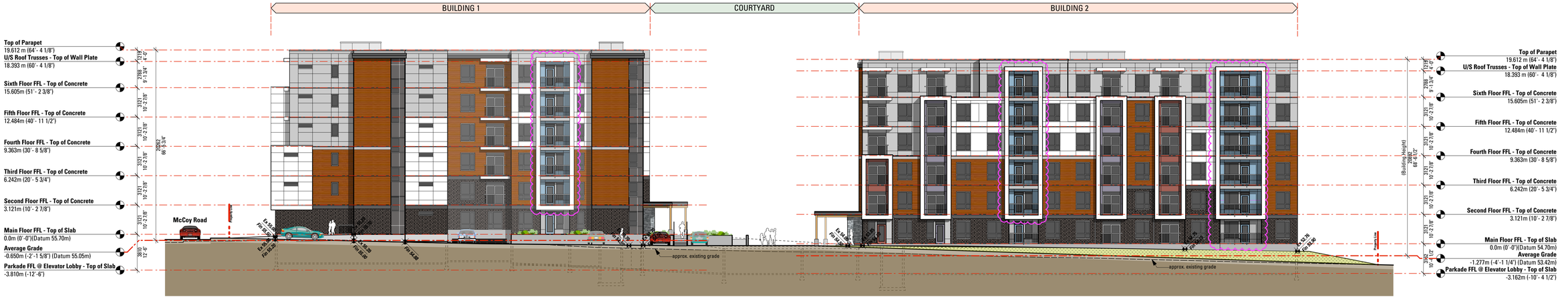
Joe Newell architect inc.
2-101 Presley Pl, Victoria, BC, V9B 0S4
T (250) 382-4240 F (250) 382-5733
www.joenewellarchitect.com



1 A.11 North Street Elevation (McCoy Road)
Scale: 1:200



2 A.11 North Elevation (Courtyard)
Scale: 1:200



3 A.11 West Elevation
Scale: 1:200

CAMPUS VIEW for CRHC

PROPOSED RESIDENTIAL DEVELOPMENT

2249 McCOY ROAD, SAANICH, B.C.

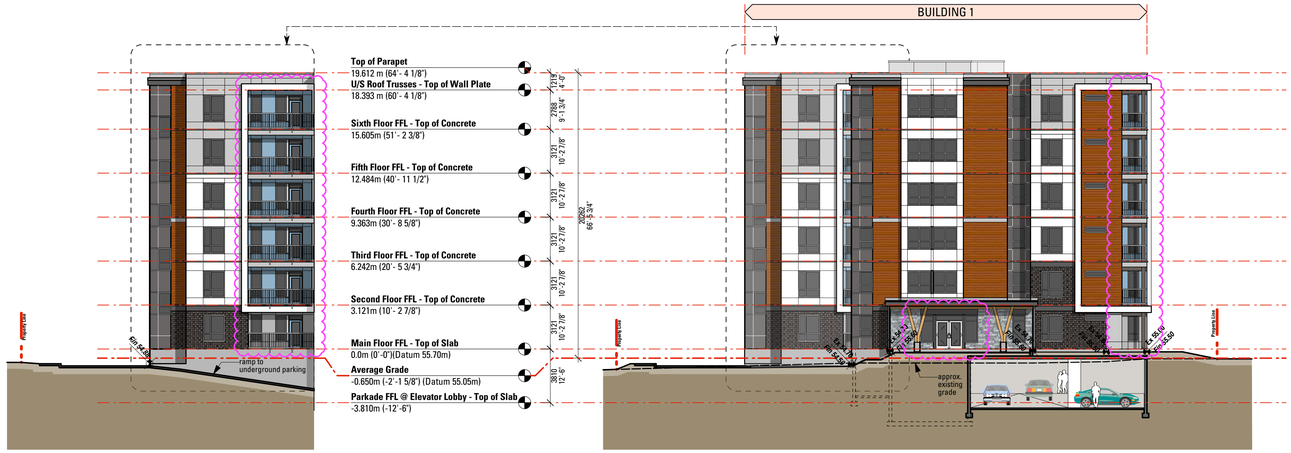
A.11

Rezoning and Development Permit Application: 8th April 2022

General Revisions / Response to Municipal Comments: 19th August 2022

Balcony doors revised to swing doors (from sliding doors) to meet Project universal design requirements / Accessible unit bedroom window flipped for ease of access to opening lite / Project Sign angle revised.

Joe Newell architect inc.
2-101 Presley Pl, Victoria, BC, V9B 0S4
T (250) 382-4240 F (250) 382-5733
www.joenewellarchitect.com

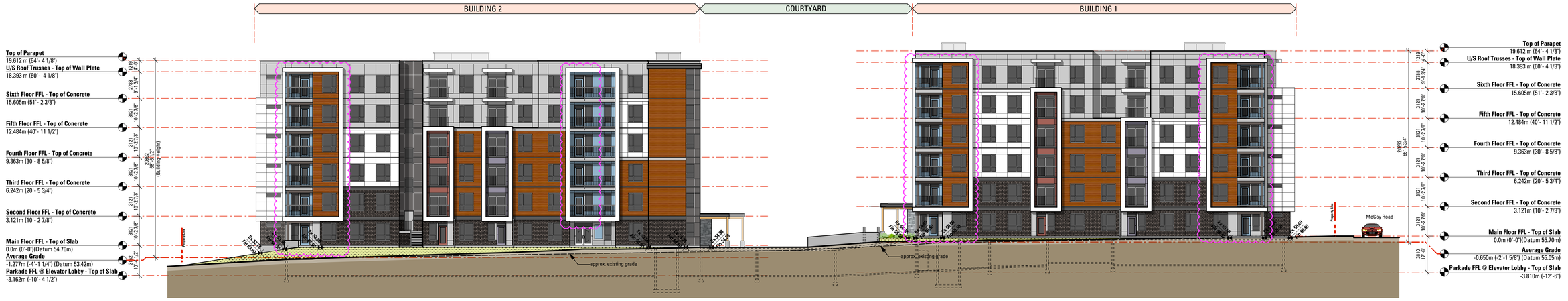


1a A.12 South Elevation (at parking ramp)
Scale: 1:200

1 A.12 South Elevation (Courtyard)
Scale: 1:200



2 A.12 South Street Elevation (McKenzie Avenue)
Scale: 1:200



3 A.12 East Elevation
Scale: 1:200

CAMPUS VIEW for CRHC

PROPOSED RESIDENTIAL DEVELOPMENT

2249 McCOY ROAD, SAANICH, B.C.

A.12

Rezoning and Development Permit Application: 8th April 2022

General Revisions / Response to Municipal Comments: 19th August 2022

Balcony doors revised to swing doors (from sliding doors) to meet Project universal design requirements / Accessible unit bedroom window flipped for ease of access to opening lite.

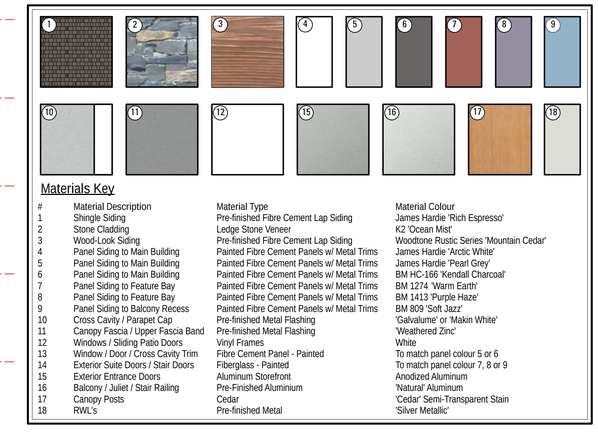
Joe Newell architect inc.
2-101 Presley Pl, Victoria, BC, V9B 0S4
T (250) 382-4240 F (250) 382-5733
www.joenewellarchitect.com



1 A.13 (BLDG.1) North Elevation (McCoy Road)
Scale: 1:100



2 A.13 (BLDG.1) West Elevation
Scale: 1:100



Materials Key

#	Material Description	Material Type	Material Colour
1	Shingle Siding	Pre-finished Fibre Cement Lap Siding	James Hardie 'Rich Espresso'
2	Stone Cladding	Ledge Stone Veneer	K2 'Ocean Mist'
3	Wood-Look Siding	Pre-finished Fibre Cement Lap Siding	Woodtone Rustic Series 'Mountain Cedar'
4	Panel Siding to Main Building	Painted Fibre Cement Panels w/ Metal Trims	James Hardie 'Arctic White'
5	Panel Siding to Main Building	Painted Fibre Cement Panels w/ Metal Trims	James Hardie 'Pearl Grey'
6	Panel Siding to Main Building	Painted Fibre Cement Panels w/ Metal Trims	BM HC-166 'Kendall Charcoal'
7	Panel Siding to Feature Bay	Painted Fibre Cement Panels w/ Metal Trims	BM 1274 'Warm Earth'
8	Panel Siding to Feature Bay	Painted Fibre Cement Panels w/ Metal Trims	BM 1413 'Purple Haze'
9	Panel Siding to Balcony Recess	Painted Fibre Cement Panels w/ Metal Trims	BM 809 'Soft Jazz'
10	Cross Cavity / Parapet Cap	Pre-finished Metal Flashing	'Galvalume' or 'Makin White'
11	Canopy Fascia / Upper Fascia Band	Pre-finished Metal Flashing	'Weathered Zinc'
12	Windows / Sliding Patio Doors	Vinyl Frames	White
13	Window / Door / Cross Cavity Trim	Fibre Cement Panel - Painted	To match panel colour 5 or 6
14	Exterior Suite Doors / Stair Doors	Fiberglass - Painted	To match panel colour 7, 8 or 9
15	Exterior Entrance Doors	Aluminum Storefront	Anodized Aluminum
16	Balcony / Juliet / Stair Railing	Pre-Finished Aluminium	'Natural' Aluminum
17	Canopy Posts	Cedar	'Cedar' Semi-Transparent Stain
18	RWL's	Pre-finished Metal	'Silver Metallic'

CAMPUS VIEW for CRHC

PROPOSED RESIDENTIAL DEVELOPMENT

2249 McCOY ROAD, SAANICH, B.C.

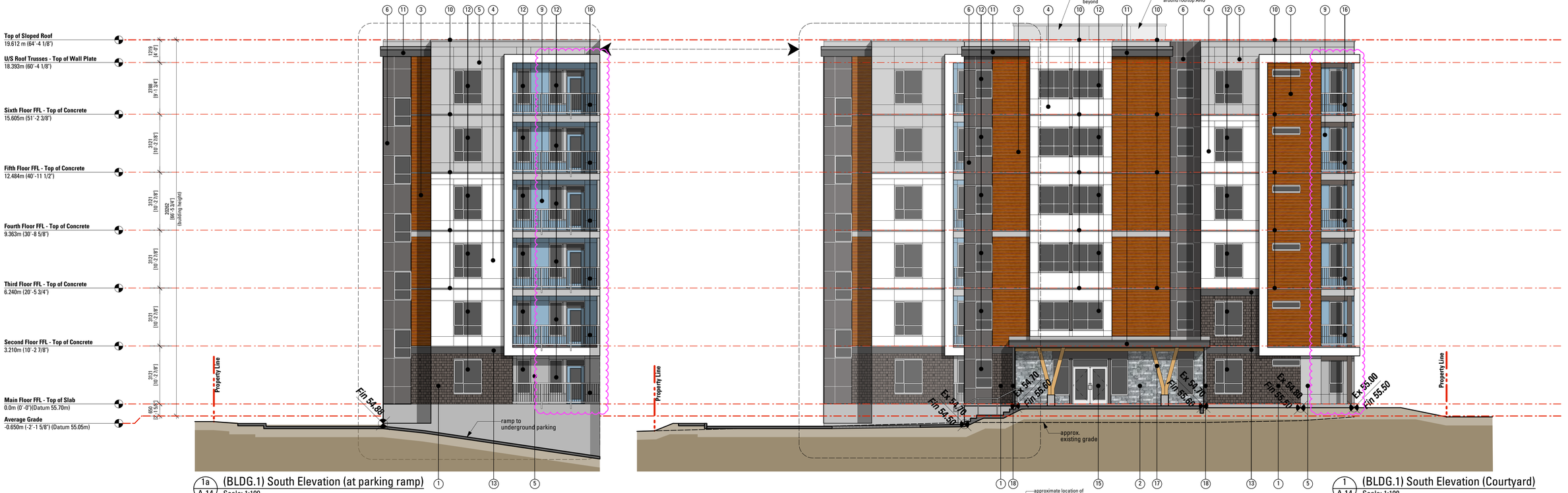
A.13

Rezoning and Development Permit Application: 8th April 2022

General Revisions / Response to Municipal Comments: 19th August 2022

Balcony doors revised to swing doors (from sliding doors) to meet Project universal design requirements / Accessible unit bedroom window flipped for ease of access to opening tile.

Joe Newell architect inc.
2-101 Presley Pl, Victoria, BC, V9B 0S4
T (250) 382-4240 F (250) 382-5733
www.joenewellarchitect.com

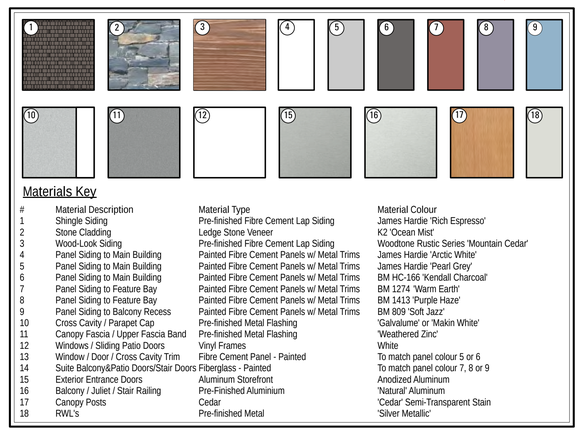


1a / A.14 (BLDG.1) South Elevation (at parking ramp)
Scale: 1:100

1 / A.14 (BLDG.1) South Elevation (Courtyard)
Scale: 1:100



2 / A.14 (BLDG.1) East Elevation
Scale: 1:100



Materials Key

#	Material Description	Material Type	Material Colour
1	Shingle Siding	Pre-finished Fibre Cement Lap Siding	James Hardie 'Rich Espresso'
2	Stone Cladding	Ledge Stone Veneer	K2 'Ocean Mist'
3	Wood-Look Siding	Pre-finished Fibre Cement Lap Siding	Woodtone Rustic Series 'Mountain Cedar'
4	Panel Siding to Main Building	Painted Fibre Cement Panels w/ Metal Trims	James Hardie 'Arctic White'
5	Panel Siding to Main Building	Painted Fibre Cement Panels w/ Metal Trims	James Hardie 'Pearl Grey'
6	Panel Siding to Main Building	Painted Fibre Cement Panels w/ Metal Trims	BM HC-166 'Kendall Charcoal'
7	Panel Siding to Feature Bay	Painted Fibre Cement Panels w/ Metal Trims	BM 1274 'Warm Earth'
8	Panel Siding to Feature Bay	Painted Fibre Cement Panels w/ Metal Trims	BM 1413 'Purple Haze'
9	Panel Siding to Balcony Recess	Painted Fibre Cement Panels w/ Metal Trims	BM 809 'Soft Jazz'
10	Cross Cavity / Parapet Cap	Pre-finished Metal Flashing	'Galvalume' or 'Makin White'
11	Canopy Fascia / Upper Fascia Band	Pre-finished Metal Flashing	'Weathered Zinc'
12	Windows / Sliding Patio Doors	Vinyl Frames	White
13	Window / Door / Cross Cavity Trim	Fibre Cement Panel - Painted	To match panel colour 5 or 6
14	Suite Balcony&Patio Doors/Stair Doors	Fiberglass - Painted	To match panel colour 7, 8 or 9
15	Exterior Entrance Doors	Aluminum Storefront	Anodized Aluminum
16	Balcony / Juliet / Stair Railing	Pre-Finished Aluminium	'Natural' Aluminum
17	Canopy Posts	Cedar	'Cedar' Semi-Transparent Stain
18	RWL's	Pre-finished Metal	'Silver Metallic'

CAMPUS VIEW for CRHC

PROPOSED RESIDENTIAL DEVELOPMENT

2249 McCoy Road, Saanich, B.C.

A.14

Rezoning and Development Permit Application: 8th April 2022

General Revisions / Response to Municipal Comments: 19th August 2022

Balcony doors revised to swing doors (from sliding doors) to meet Project universal design requirements / Accessible unit bedroom window flipped for ease of access to opening lite.

Joe Newell architect inc.
2-101 Presley Pl, Victoria, BC, V9B 0S4
T (250) 382-4240 F (250) 382-5733
www.joenewellarchitect.com



1 A.15 (BLDG.2) North Elevation (Courtyard)
Scale: 1:100

2 A.15 (BLDG.2) West Elevation
Scale: 1:100

CAMPUS VIEW for CRHC

PROPOSED RESIDENTIAL DEVELOPMENT

2249 McCOY ROAD, SAANICH, B.C.

A.15

Rezoning and Development Permit Application: 8th April 2022
General Revisions / Response to Municipal Comments: 19th August 2022
Balcony doors revised to swing doors (from sliding doors) to meet Project universal design requirements

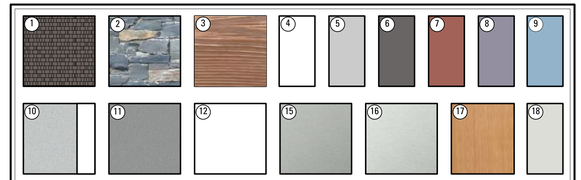
Joe Newell architect inc.
2-101 Presley Pl, Victoria, BC, V9B 0S4
T (250) 382-4240 F (250) 382-5733
www.joenewellarchitect.com



1 A.16 (BLDG.2) South Elevation (McKenzie Avenue)
Scale: 1:100



2 A.16 (BLDG. 2) East Elevation
Scale: 1:100



Materials Key

#	Material Description	Material Type	Material Colour
1	Shingle Siding	Pre-finished Fibre Cement Lap Siding	James Hardie 'Rich Espresso'
2	Stone Cladding	Ledge Stone Veneer	K2 'Ocean Mist'
3	Wood-Look Siding	Pre-finished Fibre Cement Lap Siding	Woodtone Rustic Series 'Mountain Cedar'
4	Panel Siding to Main Building	Painted Fibre Cement Panels w/ Metal Trims	James Hardie 'Arctic White'
5	Panel Siding to Main Building	Painted Fibre Cement Panels w/ Metal Trims	James Hardie 'Pearl Grey'
6	Panel Siding to Main Building	Painted Fibre Cement Panels w/ Metal Trims	BM HC-166 'Kendall Charcoal'
7	Panel Siding to Feature Bay	Painted Fibre Cement Panels w/ Metal Trims	BM 1274 'Warm Earth'
8	Panel Siding to Feature Bay	Painted Fibre Cement Panels w/ Metal Trims	BM 1413 'Purple Haze'
9	Panel Siding to Balcony Recess	Painted Fibre Cement Panels w/ Metal Trims	BM 809 'Soft Jazz'
10	Cross Cavity / Parapet Cap	Pre-finished Metal Flashing	'Galvalume' or 'Makin White'
11	Canopy Fascia / Upper Fascia Band	Pre-finished Metal Flashing	'Weathered Zinc'
12	Windows / Siding Patio Doors	Vinyl Frames	White
13	Window / Door / Cross Cavity Trim	Fibre Cement Panel - Painted	To match panel colour 5 or 6
14	Exterior Suite Doors / Stair Doors	Fiberglass - Painted	To match panel colour 7, 8 or 9
15	Exterior Entrance Doors	Aluminum Storefront	Anodized Aluminum
16	Balcony / Juliet / Stair Railing	Pre-Finished Aluminium	'Natural' Aluminum
17	Canopy Posts	Cedar	'Cedar' Semi-Transparent Stain
18	RWL's	Pre-finished Metal	'Silver Metallic'

CAMPUS VIEW for CRHC

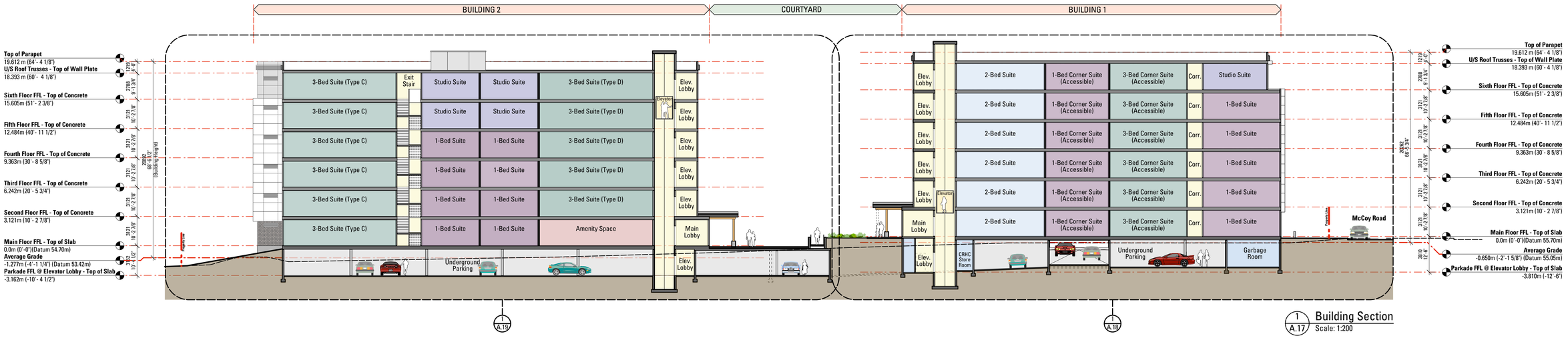
PROPOSED RESIDENTIAL DEVELOPMENT

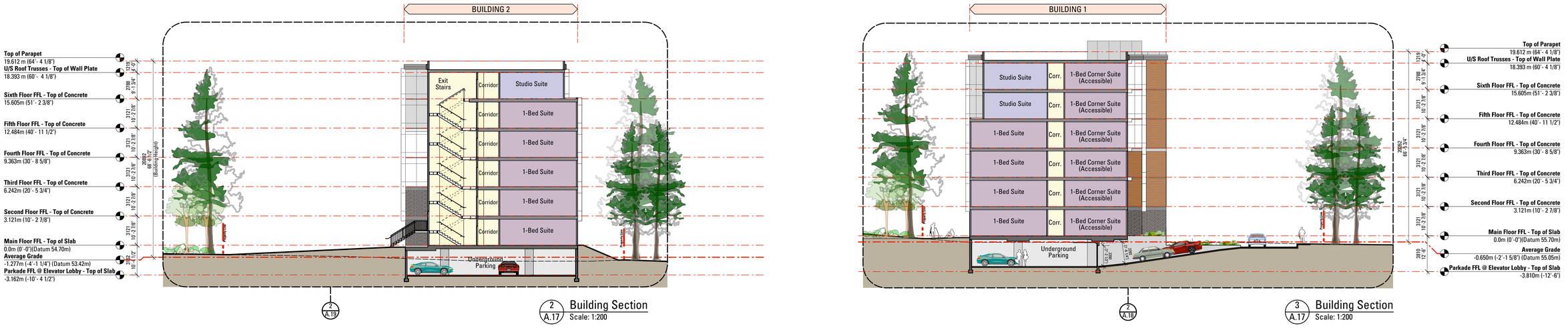
2249 McCOY ROAD, SAANICH, B.C.

A.16

Rezoning and Development Permit Application: 8th April 2022
General Revisions / Response to Municipal Comments: 19th August 2022
Balcony doors revised to swing doors (from sliding doors) to meet Project universal design requirements

Joe Newell architect inc.
2-101 Presley Pl, Victoria, BC, V9B 0S4
T (250) 382-4240 F (250) 382-5733
www.joenewellarchitect.com





CAMPUS VIEW for CRHC

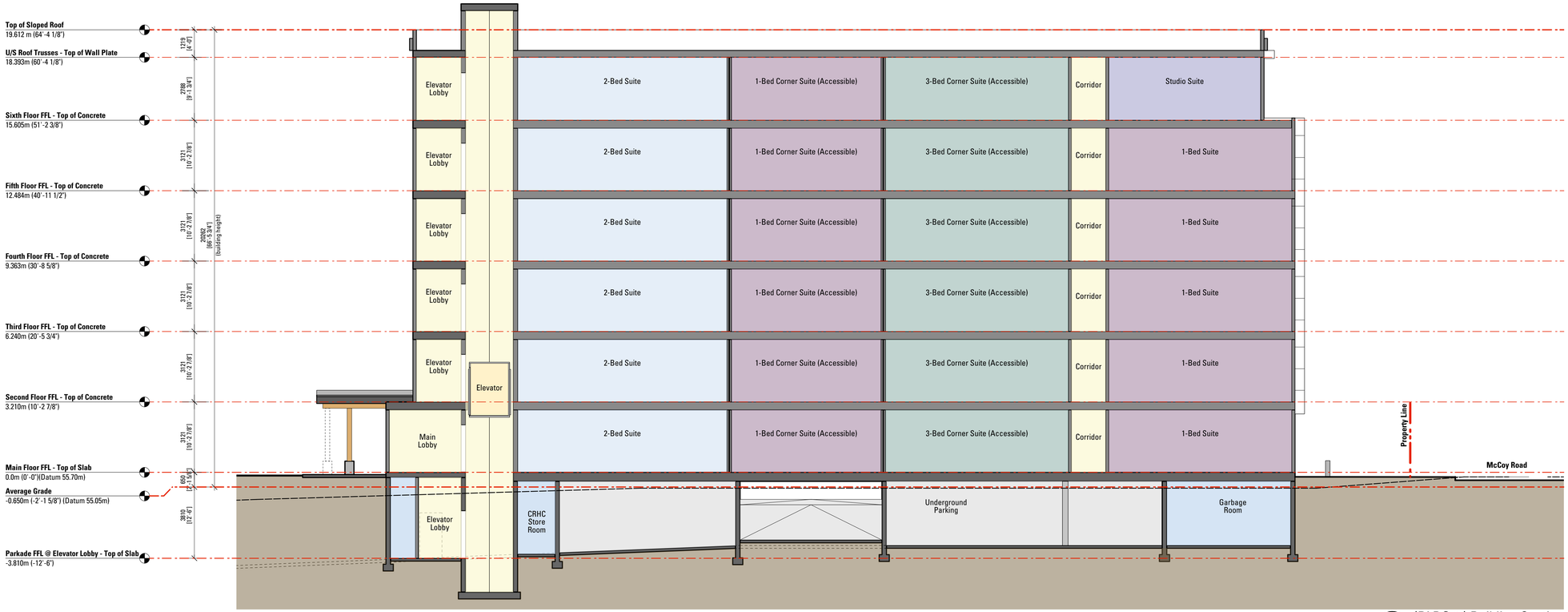
PROPOSED RESIDENTIAL DEVELOPMENT

2249 McCOY ROAD, SAANICH, B.C.

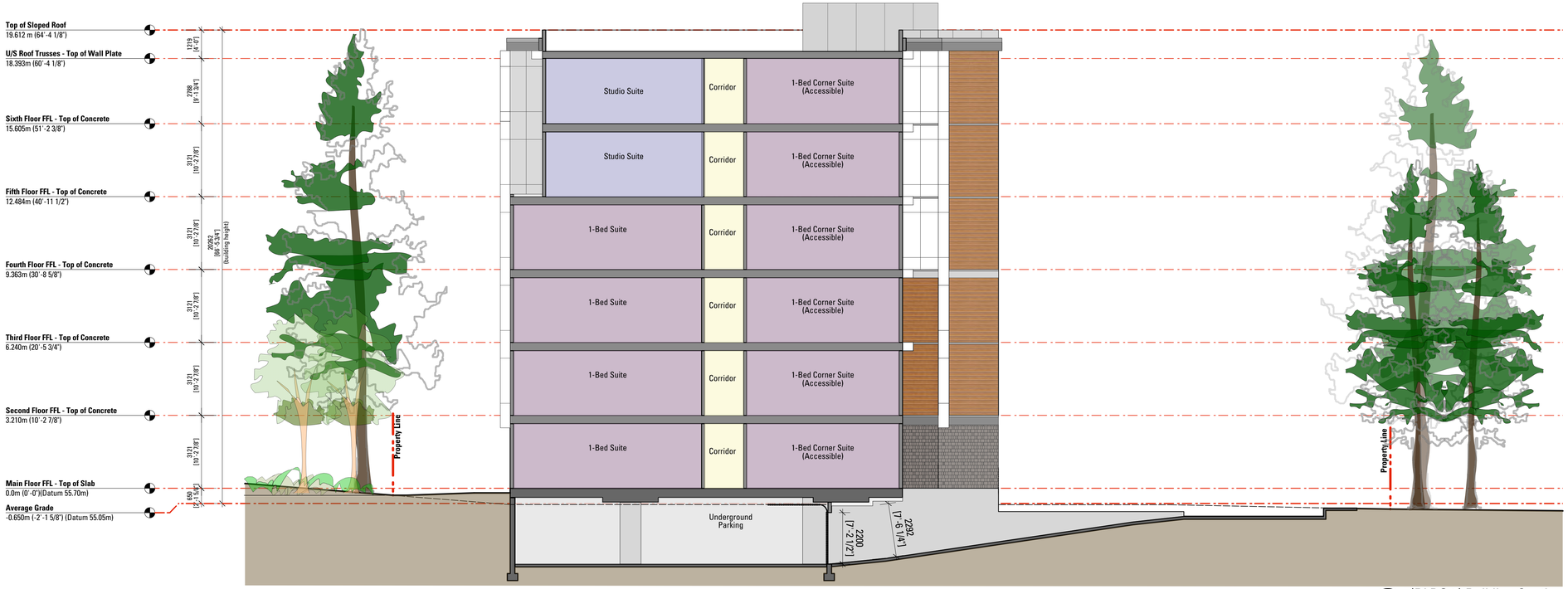
A.17

Rezoning and Development Permit Application: 8th April 2022
General Revisions / Response to Municipal Comments: 19th August 2022

Joe Newell architect inc.
2-101 Presley Pl, Victoria, BC, V9B 0S4
T (250) 382-4240 F (250) 382-5733
www.joenewellarchitect.com



1 / A.18 (BLDG.1) Building Section
Scale: 1:100



2 / A.18 (BLDG.1) Building Section
Scale: 1:100

CAMPUS VIEW for CRHC

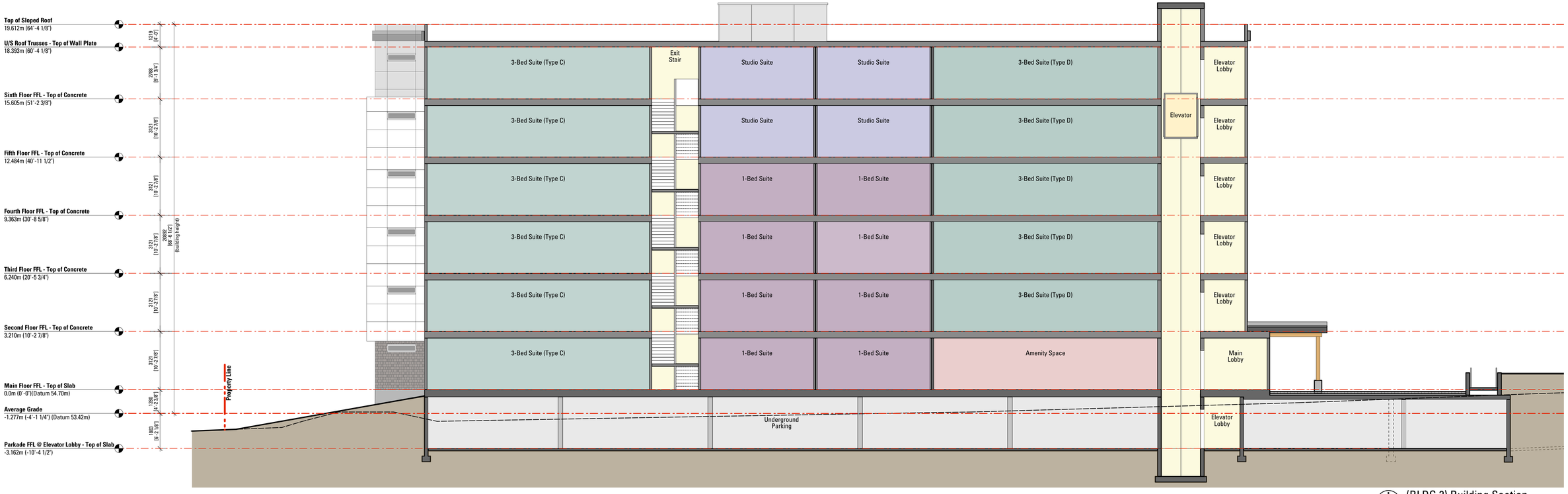
PROPOSED RESIDENTIAL DEVELOPMENT

2249 McCoy Road, Saanich, B.C.

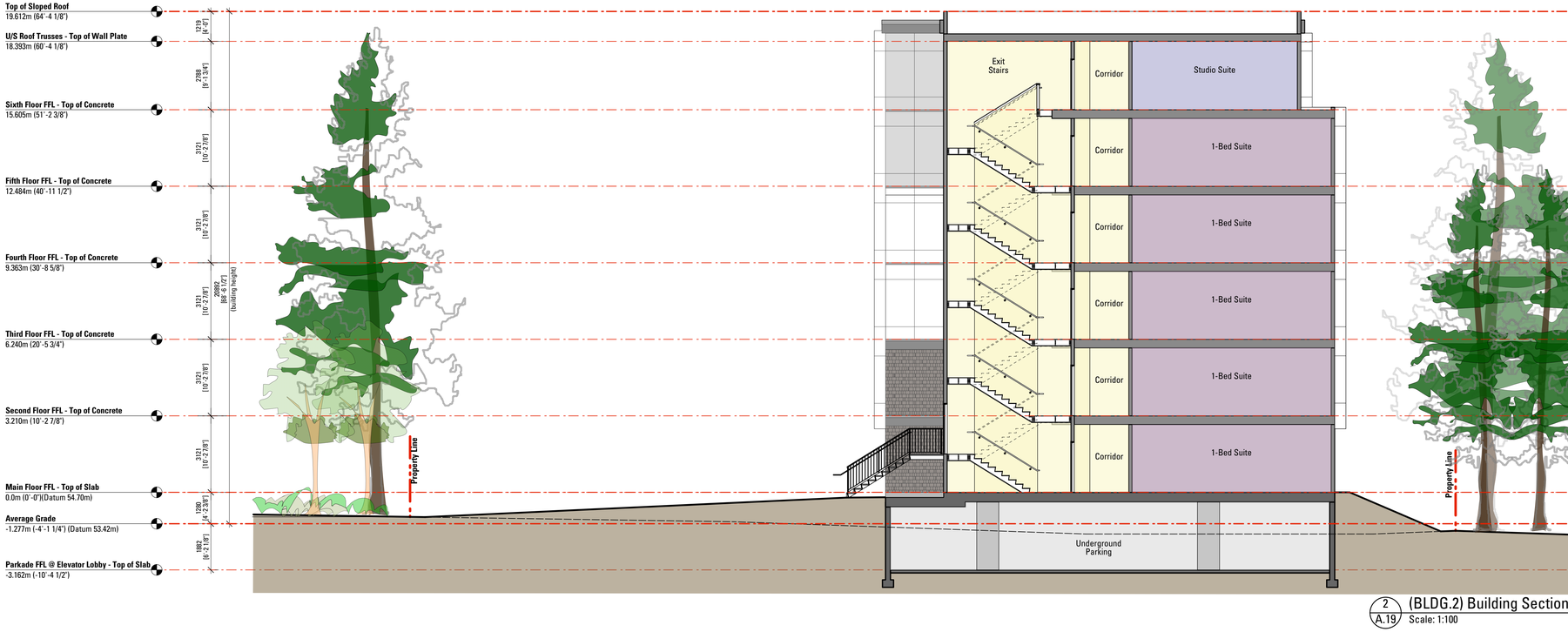
A.18

Rezoning and Development Permit Application: 8th April 2022
General Revisions / Response to Municipal Comments: 19th August 2022

Joe Newell architect inc.
2-101 Presley Pl, Victoria, BC, V9B 0S4
T (250) 382-4240 F (250) 382-5733
www.joenewellarchitect.com



1 A.19 (BLDG.2) Building Section
Scale: 1:100



2 A.19 (BLDG.2) Building Section
Scale: 1:100

CAMPUS VIEW for CRHC

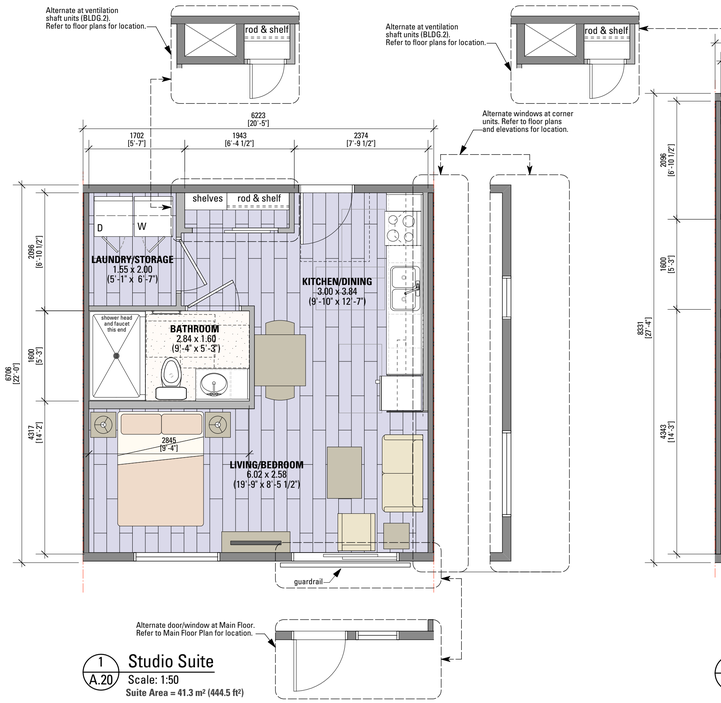
PROPOSED RESIDENTIAL DEVELOPMENT

2249 McCOY ROAD, SAANICH, B.C.

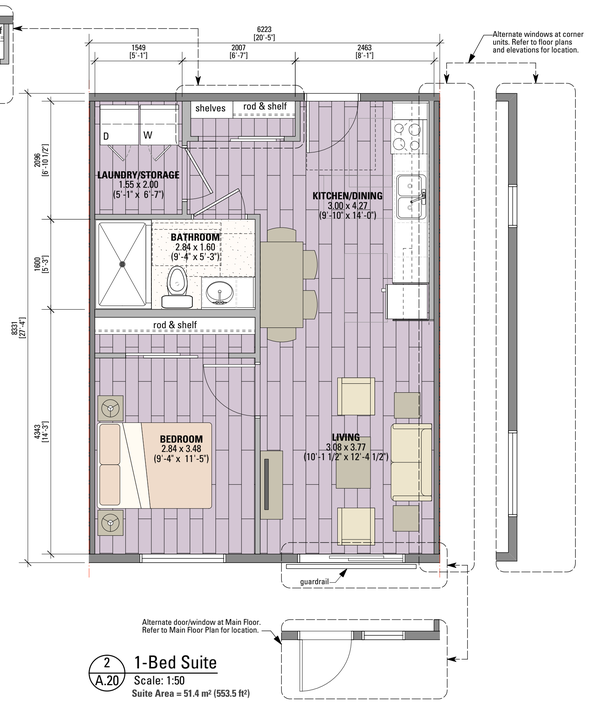
A.19

Rezoning and Development Permit Application: 8th April 2022
General Revisions / Response to Municipal Comments: 19th August 2022

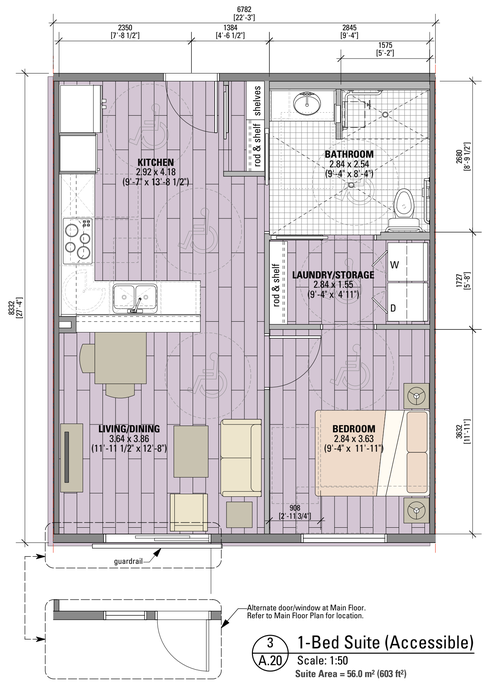
Joe Newell architect inc.
2-101 Presley Pl, Victoria, BC, V9B 0S4
T (250) 382-4240 F (250) 382-5733
www.joenewellarchitect.com



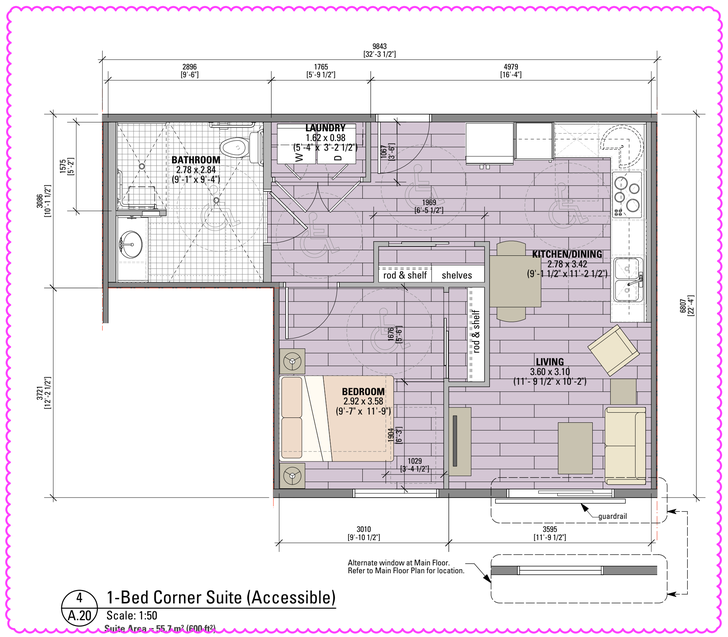
1 A.20 **Studio Suite**
Scale: 1:50
Suite Area = 41.3 m² (444.5 ft²)



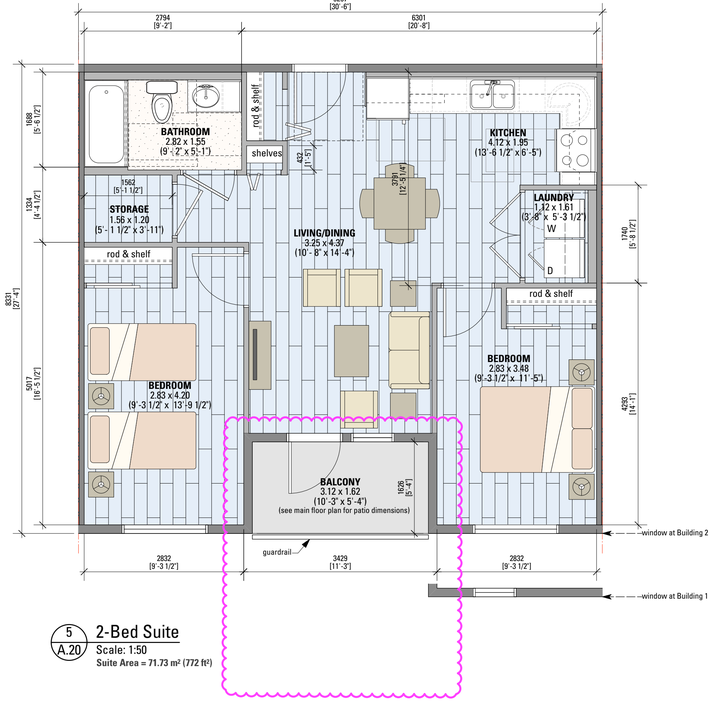
2 A.20 **1-Bed Suite**
Scale: 1:50
Suite Area = 51.4 m² (553.5 ft²)



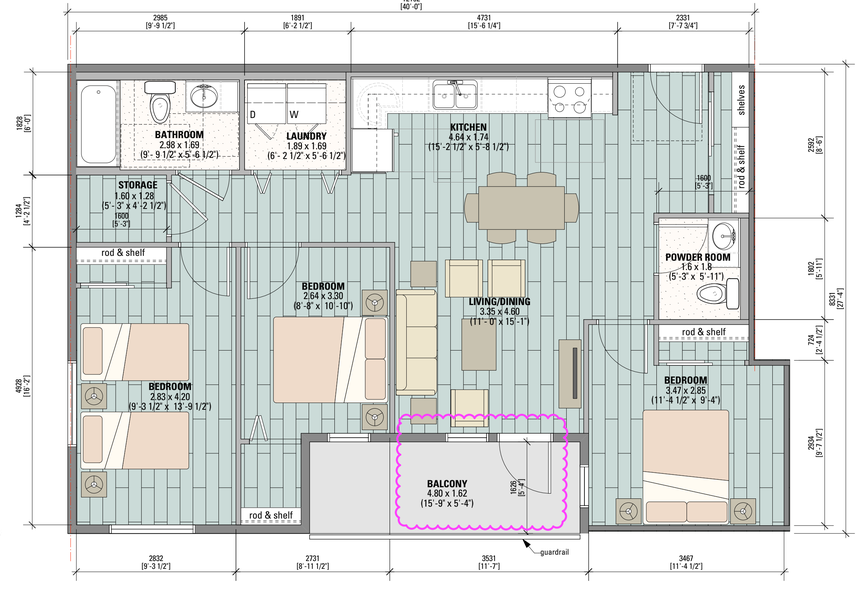
3 A.20 **1-Bed Suite (Accessible)**
Scale: 1:50
Suite Area = 56.0 m² (603 ft²)



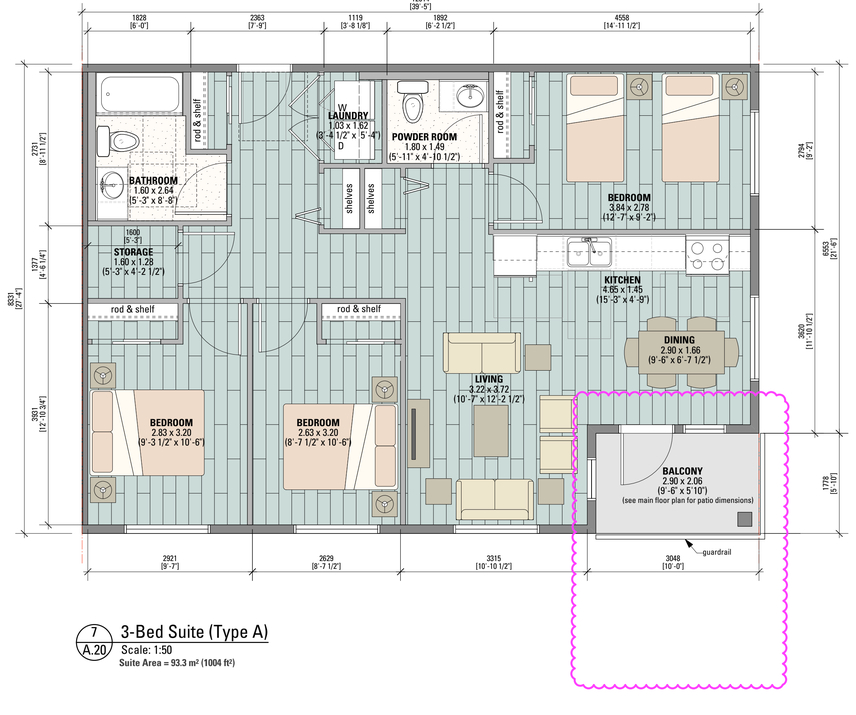
4 A.20 **1-Bed Corner Suite (Accessible)**
Scale: 1:50
Suite Area = 55.7 m² (600 ft²)



5 A.20 **2-Bed Suite**
Scale: 1:50
Suite Area = 71.73 m² (772 ft²)



6 A.20 **3-Bed Corner Suite**
Scale: 1:50
Suite Area = 94.20 m² (1014 ft²)



7 A.20 **3-Bed Suite (Type A)**
Scale: 1:50
Suite Area = 93.3 m² (1004 ft²)

CAMPUS VIEW for CRHC

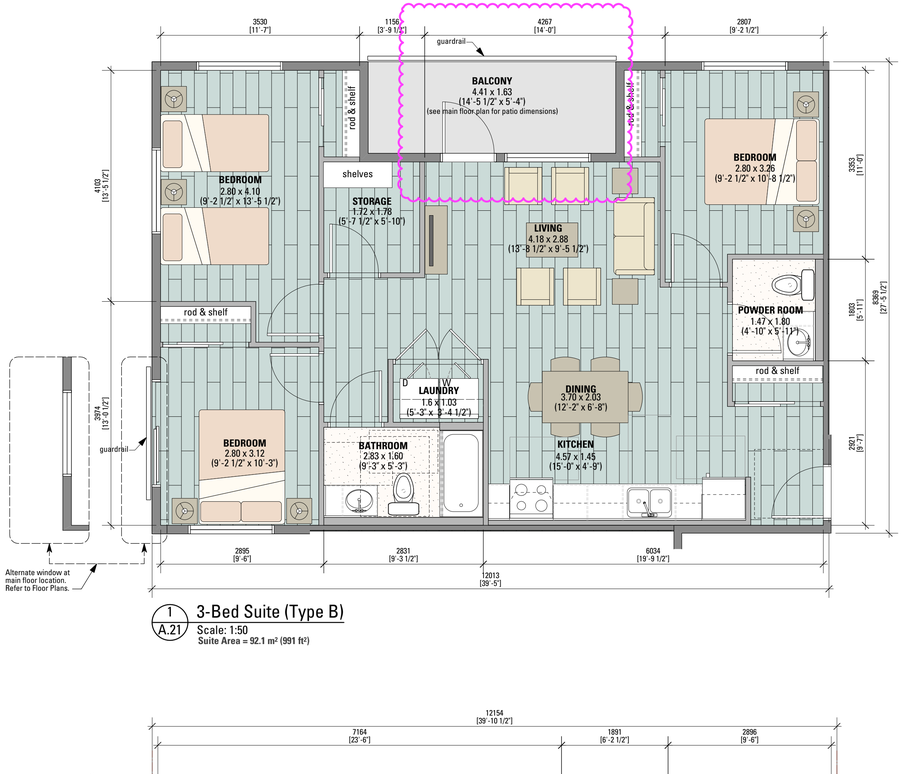
PROPOSED RESIDENTIAL DEVELOPMENT

2249 McCOY ROAD, SAANICH, B.C.

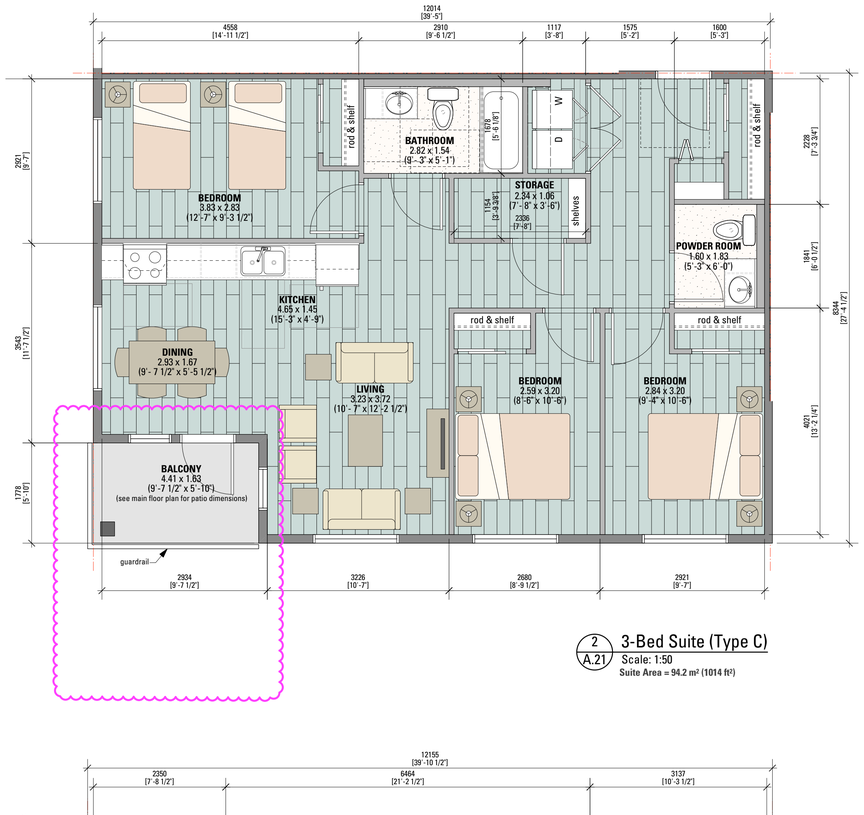
A.20

Rezoning and Development Permit Application: 8th April 2022
General Revisions / Response to Municipal Comments: 19th August 2022
Balcony doors revised to swing doors (from sliding doors) to meet Project universal design requirements

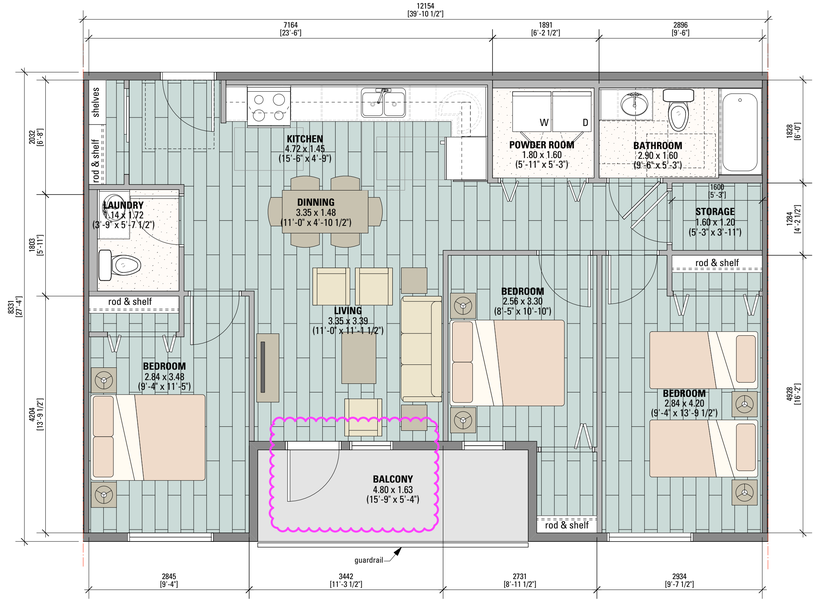
Joe Newell architect inc.
2-101 Presley Pl, Victoria, BC, V9B 0S4
T (250) 382-4240 F (250) 382-5733
www.joenewellarchitect.com



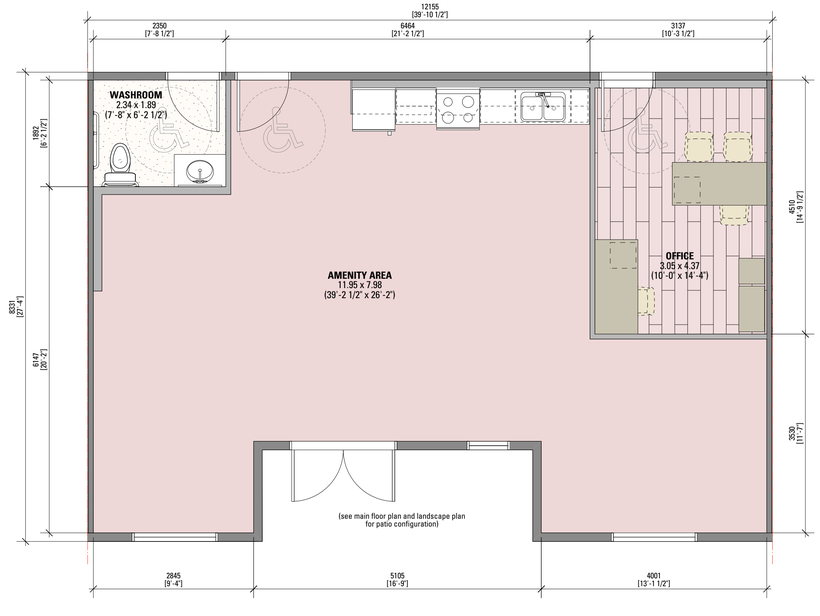
1 A.21 **3-Bed Suite (Type B)**
Scale: 1:50
Suite Area = 92.1 m² (991 ft²)



2 A.21 **3-Bed Suite (Type C)**
Scale: 1:50
Suite Area = 94.2 m² (1014 ft²)



3 A.21 **3-Bed Suite (Type D)**
Scale: 1:50
Suite Area = 92.6 m² (997 ft²)



4 A.21 **Amenity and Office Space**
Scale: 1:50
Overall Area = 92.6 m² (997 ft²)
Amenity Area = 72.78 m² (783.5 ft²)
Office Area = 14.77 m² (159 ft²)
Washroom Area = 5.06 m² (54.5 ft²)

CAMPUS VIEW for CRHC

PROPOSED RESIDENTIAL DEVELOPMENT

2249 McCoy Road, Saanich, B.C.

A.21

Rezoning and Development Permit Application: 8th April 2022
General Revisions / Response to Municipal Comments: 19th August 2022
Balcony doors revised to swing doors (from sliding doors) to meet Project universal design requirements

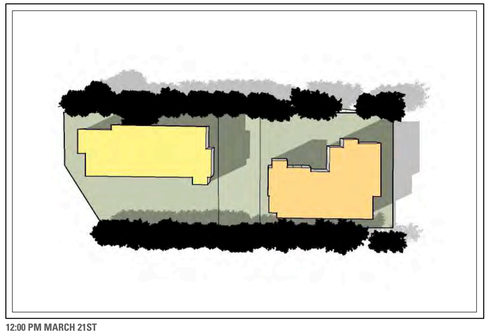
Joe Newell architect inc.
2-101 Presley Pl, Victoria, BC, V9B 0S4
T (250) 382-4240 F (250) 382-5733
www.joenewellarchitect.com

MARCH

AVERAGE TEMP. 11º /6º



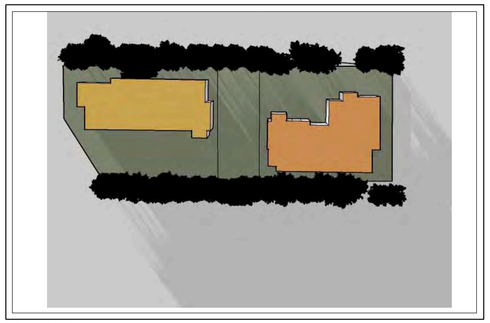
09:00 AM MARCH 21ST



12:00 PM MARCH 21ST



3:00 PM MARCH 21ST



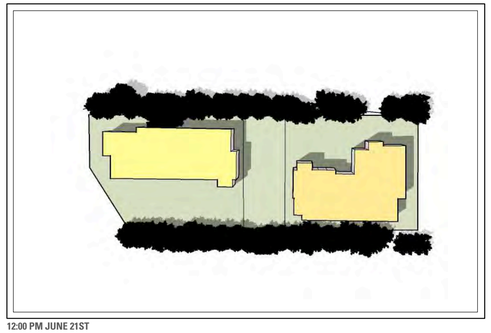
5:30 PM MARCH 21ST

JUNE

AVERAGE TEMP. 18º /12º



09:00 AM JUNE 21ST



12:00 PM JUNE 21ST



3:00 PM JUNE 21ST



5:30 PM JUNE 21ST

SEPTEMBER

AVERAGE TEMP. 18º /11º



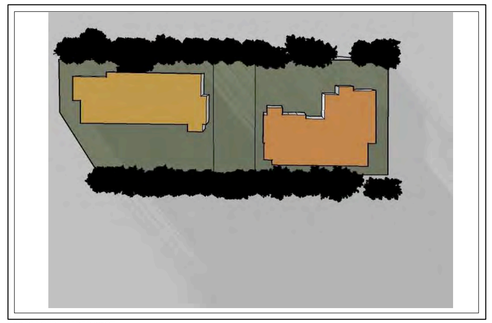
09:00 AM SEPTEMBER 21ST



12:00 PM SEPTEMBER 21ST



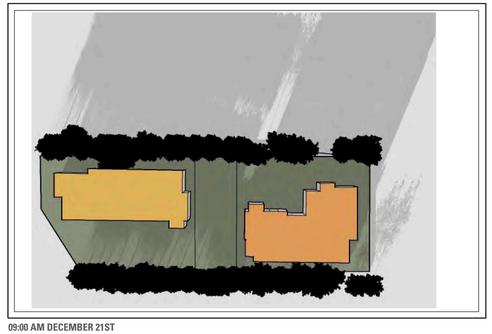
3:00 PM SEPTEMBER 21ST



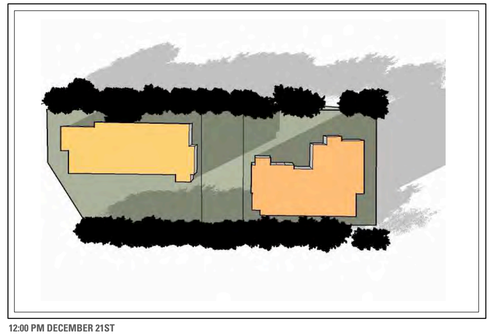
5:30 PM SEPTEMBER 21ST

DECEMBER

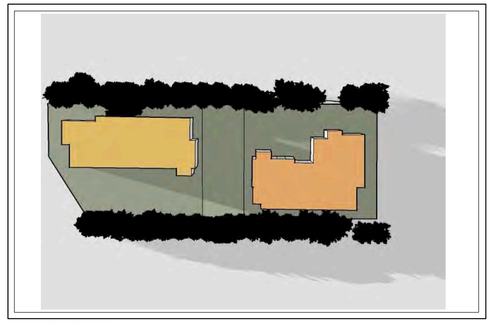
AVERAGE TEMP. 8º /4º



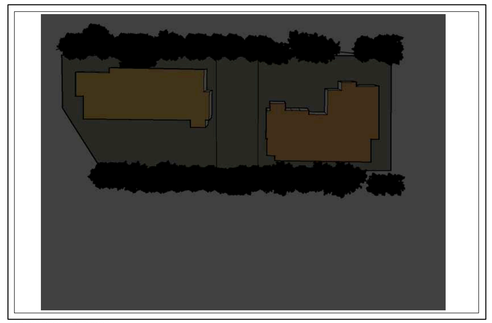
09:00 AM DECEMBER 21ST



12:00 PM DECEMBER 21ST



3:00 PM DECEMBER 21ST



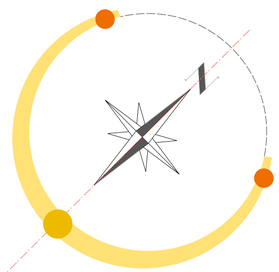
5:30 PM DECEMBER 21ST

09:00 AM

12:00 PM

03:00 PM

05:30 PM



CAMPUS VIEW for CRHC

PROPOSED RESIDENTIAL DEVELOPMENT

2249 McCOY ROAD, SAANICH, B.C.

A.22

Rezoning and Development Permit Application: 8th April 2022

General Revisions / Response to Municipal Comments: 19th August 2022

Joe Newell architect inc.
2-101 Presley Pl, Victoria, BC, V9B 0S4
T (250) 382-4240 F (250) 382-5733
www.joenewellarchitect.com

Appendix B

Society	Capital Region Housing Corporation
Project	Campus View
Date	12-Oct-22
Address	2249 McCoy Road

Budget Code #	Budget Description	Total Budget
12100	APPRAISALS/ STUDIES	
12105	Appraisal	$10,000.00
12130	Traffic Study	$15,000.00
	Total Appraisals/ Studies	**$25,000.00**
12150	ACQUISITION/ SERVICING	
12155	Land Value	$886,000.00
12160	Offsite civil costs	$50,000.00
	Storm Water Attenuation	$30,000.00
12165	Environmental remediation	
12175	Demolition and removal of hazardous material	$400,000.00
	Total Acquisition and Servicing	**$1,366,000.00**
12200	MUNICIPAL FEES	
12205	Demolition Permit	$50.00
12205	Building Permit	$339,153.81
12210	Development cost charges	$675,920.00
12220	Rezoning Application	$2,000.00
12230	Mun Connection Fee	$100,000.00
12240	Development Permit	$10,263.70
	Landscape Bonds	$0.00
	Total Municipal Fees	**$1,127,387.51**
12250	UTILITY FEES	
12252	Gas connection	
12255	Hydro Connection	$70,000.00
12260	Cable	$5,000.00
12265	Telephone	$5,000.00
	Total Utility Fees	**$80,000.00**
12350	DESIGN CONSULTANTS	
12355	Arch. Contract *	$559,000.00
12358	Arch. Cont. Disbursements	$8,000.00
12360	Structural	$80,000.00
12365	Electrical	$53,000.00
12370	Mechanical	$85,000.00
12370	Quantity Surveyor	$25,000.00
12375	Landscape	$46,950.00
12380	Building Envelope Consultant	$39,000.00
12385	Code Consultant	$10,000.00
12390	Civil Consultant	$50,900.00
12420	Sustainability/Step Code Consult.	$30,000.00
	Total Design Consultants	**$986,850.00**
12450	CONSULTANTS	
12455	Dev Consultant (CRHC)	$432,000.00
12460	Geotechnical	$35,000.00
12460	Geotechnical - Concrete Testing	$25,000.00
12465	Surveyor	$25,000.00
12475	Cost Consultant (By BCH)	$25,000.00
12480	Environmental Consultant (estimate)	$3,000.00
12485	Hazardous Material Consultant	$10,000.00
12490	Arborist	$4,050.00
12505	Fire Safety Plan	$12,000.00
12515	BCH Inspector	
12516	BCH Inspector fees	$40,000.00
12517	BCH Inspector Disbursements	
12525	Community Consultant (Planning)	$40,592.16
12706	Construction Manager	$1,200,000.00
	Total Consultants	**$1,851,642.16**
12550	MISCELLANEOUS SOFT COSTS	
12565	Course of Construction Insurance	$800,000.00
12580	Society Legal Fees	$30,000.00
12585	BC Housing Legal Fees	$25,000.00
12590	BCH Program Sign	$5,000.00
12625	Tenant Relocation Costs	$60,000.00
	Total Miscellaneous Soft Costs	**$920,000.00**
12650	BORROWING COSTS	
12655	CRHC Interest Paid IAD	$819,471
12665	Mortgage Insurance Fee	$5,000.00
12670	Loan Fee	$245,927.31
	Total Borrowing Costs	**$1,070,398.28**
12700	CONSTRUCTION	
12710	Construction Costs	$28,457,275.00
	Construction Costs - Step Code Premium	$569,145.50
	Landscape & Civil Fees	$1,100,160.00
	Parkade Costs	$3,788,800.00
	Total Construction	**$33,915,380.50**
12800	BUILDING START-UP/ COMMISSIONING	
12805	Project Commissioning	$0.00
12815	CRHC Rent-Up & Marketing	$50,000.00
12825	Office Equipment	$0.00
12830	Maintenance Equipment	$0.00
	Total Building Start-up/ Commissioning	**$50,000.00**
12850	CONTINGENCIES	
12860	Design Contingency	$1,695,769.03
12862	Construction Contingency	$1,695,769.03
12864	Soft Cost Contingency	$198,635.19
12865	Escalation Contingency	$3,476,326.50
	Total Contingencies	**$7,066,499.74**
	GROSS CAPITAL BUDGET	**$48,459,158.19**
12900	DEDUCTIONS	
12910	Land Equity	$886,000.00
12922	RHFP Grant Equity	$9,600,000.00
	RHTF Grant	$1,425,000.00
	CMHC Co-Investment Fund	$5,950,000.00
	Saanich Housing Fund	$500,000.00
	CMHC Seed Funding	$54,500.00
	FCM GMF Planning Grant	$25,000.00
	FCM GMF Study Grant	$175,000.00
	FCM Green Municipal Fund	$5,000,000.00
	Total Deductions	**$23,615,500.00**
	NET CAPITAL BUDGET	**$24,843,658.19**

Hard Costs	$34,395,380.50
Soft Costs	$5,040,879.67
Land Value	$886,000.00
Borrowing Costs	$1,070,398.28
Contingency	$7,066,499.74
Total Costs	**$48,459,158.19**

Appendix C

Campus View Redevelopment

Last modified: October 12, 2022
Modified by: Mahnaz Farzad

Instructions: Fill in green cells. White cells are calculated. Please check all tabs in the workbook to make sure values are appropriate. Some of the calculations pull from other tabs.

Existing Development: 12 3-Bed Townhouses

Proposed unit mix:			
17	14%	studios	
55	46%	1-bed	
12	10%	2-bed	
35	29%	3-bed	
119	100%	TOTAL	
11.9	10%	Accessible	
35.7	30%	<80% MMR	
23.8	20%	shelter	

UNITS AT A GLANCE:

	Shelter	RGI	Affordable	Total units	Unit Mix (%)	Area (sq. ft.)	Total area (sf)
Studio	12	-	5	17	14%	350	5,950
1 Bedroom	12	-	43	55	46%	550	30,250
1 Bedroom + den		-	-	-	-		-
2 Bedrooms	-	-	12	12	10%	735	8,820
2 Bedroom + den		-	-	-	-		-
3 Bedrooms		-	35	35	29%	950	33,250
4 Bedrooms		-	-	-	0%		-
Unit Total	**24**	**-**	**95**	**119**	100%		**78,270**
Unit Mix	**20.2%**	**0.0%**	**79.8%**	**100.0%**			
GFA							103,481
Building Footprint							17,728
Parkade Area							23,680
Site Area							54,400
FAR							1.90

FINANCES AT A GLANCE:

Project costs	
Total Capital Costs	47,388,760
Other financing costs	1,070,398
	48,459,158
Project funding	
CRHC (Land Equity)	886,000
RHFP grant (CRD)	9,600,000
RHTF grant	1,425,000
CMHC Co-Investment Grant	5,950,000
Saanich Housing Fund	500,000
CMHC Seed Funding	54,500
FCM Green Municipal Fund	5,200,000
	23,615,500
Cost per unit	407,220
Cost per square foot	619
Years to Completion	4

REVENUE

Unit type	Unit size	Qty	Qty accessible	Starting rent	Inflation	Rent Infl (2026)	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Shelter	Studio	12		375	0.0%	375	54,000	54,000	54,000	54,000	54,000	54,000	54,000	54,000	54,000	54,000
Shelter	1 Bedroom	12	12	375	0.0%	375	54,000	54,000	54,000	54,000	54,000	54,000	54,000	54,000	54,000	54,000
Shelter	2 Bedrooms			570	0.0%	570	-	-	-	-	-	-	-	-	-	-
20.2%		24	12													
Affordable	Studio	5		1,150	2.0%	1,245	74,688	76,182	77,705	79,259	80,844	82,461	84,111	85,793	87,509	89,259
Affordable (80% MMR)	Studio			792	2.0%	857	-	-	-	-	-	-	-	-	-	-
Affordable	1 Bedroom	43		1,500	2.0%	1,624	837,802	854,559	871,650	889,083	906,864	925,002	943,502	962,372	981,619	1,001,252
Affordable (80% MMR)	1 Bedroom			956	2.0%	1,035	-	-	-	-	-	-	-	-	-	-
Affordable	2 Bedrooms	12		1,800	2.0%	1,948	280,566	286,178	291,901	297,739	303,694	309,768	315,963	322,283	328,728	335,303
Affordable (80%MMR)	2 Bedrooms			1,240	2.0%	1,342	-	-	-	-	-	-	-	-	-	-
Affordable	3 Bedrooms	23		2,400	2.0%	2,598	717,003	731,343	745,970	760,889	776,107	791,629	807,462	823,611	840,083	856,885
Affordable (80% MMR)	3 Bedrooms	12		1,560	2.0%	1,689	243,158	248,021	252,981	258,041	263,202	268,466	273,835	279,312	284,898	290,596
Affordable	4 Bedrooms				2.0%	-	-	-	-	-	-	-	-	-	-	-
Affordable (80% MMR)	4 Bedrooms				2.0%	-	-	-	-	-	-	-	-	-	-	-
79.8%		95	-													
	Unit totals	119	12		**Total rental revenue**		**2,261,217**	**2,304,282**	**2,348,207**	**2,393,011**	**2,438,712**	**2,485,326**	**2,532,872**	**2,581,370**	**2,630,837**	**2,681,294**
	% accessible		10%													
	Units < 80%MMR	36	30%													
Less Vacancy					2.5%		(56,530)	(57,607)	(58,705)	(59,825)	(60,968)	(62,133)	(63,322)	(64,534)	(65,771)	(67,032)
Other revenue					2.0%	0	-	-	-	-	-	-	-	-	-	-
Parking		60		100	2.0%	108	77,935	79,494	81,084	82,705	84,359	86,047	87,768	89,523	91,313	93,140
Less Vacancy - Parking					2.5%		(1,948)	(1,987)	(2,027)	(2,068)	(2,109)	(2,151)	(2,194)	(2,238)	(2,283)	(2,328)
					Effective gross revenue		**2,280,674**	**2,324,181**	**2,368,559**	**2,413,824**	**2,459,994**	**2,507,088**	**2,555,124**	**2,604,121**	**2,654,097**	**2,705,073**

EXPENSES

Per unit per month	PUPM (now)	Months to completion	Inflated PUPM	Inflation	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Overhead allocation	100	48	132	6.89%	187,965	200,916	214,759	229,556	245,372	262,279	280,350	299,666	320,313	342,382
Replacement Reserve	72	48	72	0.00%	102,816	102,816	102,816	102,816	102,816	102,816	102,816	102,816	102,816	102,816
Caretaker	85	48	98	3.49%	139,536	144,406	149,446	154,661	160,059	165,645	171,426	177,409	183,600	190,008
Insurance	70	48	104	10.00%	148,876	163,763	180,140	198,154	217,969	239,766	263,743	290,117	319,129	351,041
Water	20	48	27	7.41%	38,378	41,222	44,277	47,558	51,082	54,867	58,933	63,300	67,990	73,028
Sewer	23	54	26	3.00%	37,585	38,712	39,874	41,070	42,302	43,571	44,878	46,225	47,611	49,040
Electricity	19	48	21	2.65%	30,162	30,962	31,782	32,624	33,489	34,376	35,287	36,223	37,182	38,168
Natural gas	8	48	8	0.00%	11,424	11,424	11,424	11,424	11,424	11,424	11,424	11,424	11,424	11,424
Landscaping	5	48	6	6.21%	9,147	9,715	10,319	10,960	11,640	12,363	13,131	13,946	14,812	15,732
Maintenance	30	48	34	3.20%	48,682	50,239	51,847	53,506	55,218	56,985	58,809	60,691	62,633	64,637
Garbage	18	48	23	5.80%	32,398	34,277	36,265	38,368	40,594	42,948	45,439	48,074	50,863	53,813
Property Tax	-	48	-	0.00%	-	-	-	-	-	-	-	-	-	-
Total operating expenses	450		551		786,970	828,453	872,948	920,697	971,966	1,027,041	1,086,235	1,149,890	1,218,373	1,292,089
% of Gross revenue					35%	36%	37%	38%	40%	41%	43%	44%	46%	48%
				Net Operating Income	**1,493,704**	**1,495,728**	**1,495,611**	**1,493,127**	**1,488,029**	**1,480,048**	**1,468,889**	**1,454,231**	**1,435,724**	**1,412,984**
				Annual debt service (mortgage payments)	1,361,913	1,361,913	1,361,913	1,361,913	1,361,913	1,361,913	1,361,913	1,361,913	1,361,913	1,361,913
				Cash Flow	131,791	133,815	133,698	131,214	126,116	118,135	106,976	92,318	73,811	51,071
				Debt service coverage (must be greater than 1.1)	1.10	1.10	1.10	1.10	1.09	1.09	1.08	1.07	1.05	1.04

FINANCING

Gross Capital Budget	48,459,158			
Costs			**Interim financing**	
SOFT COSTS	5,040,880		Pre-IAD interest (turnkey)	<- DELETE ONE
HARD COSTS	34,395,381		Pre-IAD interest (construction)	819,471 <- DELETE ONE
LAND VALUE	886,000			
GST	-		**Net Cost Pre Financing**	24,592,731
Project contingency	7,066,500			
Subtotal	**47,388,760**		1% Loan fee	245,927
			$75/unit CMHC fee (max $5000)	5,000
Equity			**Mortgage principal**	**24,843,658**
CRHC (Land Equity)	886,000			
RHFP grant (CRD)	9,600,000	*400,000*	Amortization (years)	35
RHTF grant	1,425,000		Take-out mortgage year	2026
CMHC Co-Investment Gran	5,950,000		Take-out mortgage interest rate	4.27%
Saanich Housing Fund	500,000		Compounding per year	2
CMHC Seed Funding	54,500		Payments per year	12
FCM Green Municipal Fund	5,200,000			
Total equity	**23,615,500**		**Monthly payment**	**113,493**
			Annual payments	**1,361,913**
Pre-IAD borrowing required	**23,773,260**			

FOR EX COM

Capital Budget		
Cost per SQ FT		619
Cost per unit (gross)		407,220
Cost per unit (financed)		208,770
Financing Required		24,843,658
Total Capital Cost		47,388,760
Operations Budget		
Gross revenue		2,261,217
Other revenue		77,935
Less vacancy		(56,530)
Total revenue		2,280,674
Operating costs		786,970
Net operating income		1,493,704
Annual principal and interest		1,361,913
Amount of loan		24,843,658
Surplus		131,791
DCR	3.77%	1.17
DCR	4.02%	1.13
DCR	4.27%	1.10
DCR	4.52%	1.06
DCR	4.77%	1.03
Loan to value ratio		0.52

POLICY AND PROCEDURES MANUAL	**Tenant Relocation Policy**		
	POLICY NO.	EFFECTIVE	AMENDMENT NO.
	2.48	September 25, 2018	

1. Policy

This policy will ensure that the CRHC adheres to fair and transparent tenant relocation practices that abide with the British Columbia Residential Tenancy Act (BC RTA) and BC Housing's Guiding Principles on redevelopment and tenant relocation. This policy will assure that the redevelopment of aging affordable housing properties "*will ensure that people in greatest housing need in the capital region will have improved access to housing that best meets those needs and that affordable housing residents currently living at sites slated for redevelopment will be considered first at all key stages of the redevelopment process."*[1]

2. Purpose

This policy outlines rehousing provisions for current affordable housing tenants in aging CRHC affordable housing communities that are being proposed for redevelopment.

3. Management of the Policy

This policy is managed by Regional Housing Services, the CRHC Tenant Services staff. Any modifications to this policy subsequent to implementation must be reviewed and approved by the CRHC Board.

4. Definitions

a) Affordable Market

Applicants from households with income over the Housing Income Limits (HILs) but below the moderate income limit can apply for low-end market housing. Low-to-moderate income households are defined as those whose income level is within the second quintile of the total household income of two persons or more in British Columbia. To be eligible for an affordable market unit, total household income must not exceed this amount at move-in.

[1] https://www.bchousing.org/partner-services/asset-management-redevelopment/redevelopment-process-princlples

b) *Household Income Limits (HILS)*
HILs is set by BC Housing and represents the income required to pay the average market rent for an appropriately sized unit in the private market.

c) *Official Notice*
Official Notice refers to an official provision of a "Notice to End Tenancy" that is provided to the tenant four months prior to demolition or renovation as per the *Residential Tenancy Act (BC)*.

d) *Rent Geared to Income (RGI)*
To be eligible for rent-geared-to-income (RGI) or subsidized housing, the applicant's gross household income must be below certain income limits, as established by the (HILs).

e) *Unofficial Notice*
Unofficial Notice refers to the CRHC providing advance notification to tenants of a renovation or redevelopment 12 months prior to demolition in order to support the tenants in acquiring housing.

f) *Vulnerable Tenants*
Vulnerable tenants, those occupying rent-geared-to-income units such as seniors, persons with disabilities, or those living on very low incomes, are among those most affected by redevelopment or renovation. They often require more assistance in the relocation process as there are fewer choices available to them. These individuals also tend to be longer-term residents, and the process of moving may be more challenging for them.

5. Policy Priority

This policy takes priority over *CRHC Policy 2.10 Applicant Eligibility*.

6. Tenant Engagement

a) *Informing of proposed redevelopment*
CRHC tenants will be provided *Unofficial Notice* at least 12 months prior to demolition if a redevelopment of their community is proposed.

b) *Tenant Relocation Plans*
Once the funding is approved and a resolution by the CRHC Board is made to proceed with the redevelopment, the CRHC staff will meet with tenant households to develop individualized Tenant Relocation Plans (TRP).

c) *Design Consultation*
Tenants will be provided opportunities to consult on the design of the proposed redevelopment throughout the process. Notice of these opportunities will be provided in writing.

d) *Updates*
Monthly updates will be provided in writing.

7. Tenant Relocation Plans (TRP)

a) Staff will meet with Tenant Households to develop individualized TRP. These plans will support tenants in moving to an existing CRHC unit or with another social housing provider.

b) TRP will take into consideration the requirements of *Vulnerable Tenants*. Additional financial compensation or support, such as partnering with health organizations and other non-profit services, may be requested for *Vulnerable Tenants* and will be reviewed for consideration in the TRP.

c) The TRP will guide staff in providing appropriate housing choices based on employment, location of school(s) and health requirements.

d) Tenants will be provided three offers of housing based on their choices and availability of CRHC housing.

e) Offers of housing will reasonably accommodate medical requirements. Written confirmation by a health professional of medical accommodation requirements must be provided.

f) *Affordable Market* tenants that meet the eligibility requirements will be offered CRHC units based on Canadian National Occupancy Standard guidelines.

g) *Affordable Market* tenants that meet the eligibility requirements will be advised during the TRP meeting of the rental rates in CRHC communities. Tenants will be required to pay the rents that are applicable in their “chosen” community and the accompanying security deposit. Proof of income will be required.

h) *Rent-Geared-to Income (RGI)* tenants that meet the eligibility requirements will be offered CRHC units based on Canadian National Occupancy Standard guidelines.

i) Current Tenants who do not meet the eligibility requirements for RGI or affordable market housing will be provided with information on at least three rental options in the community that are rented for no more than 30% of their household income.

j) Arrangement for an insured moving company or a flat-rate payout for moving expenses will be as follows:

   i. A maximum of $750 for bachelor and 1-bedroom households; and
   ii. A maximum of $1,000 for two or more bedroom households.

k) Current tenants will be given right of first refusal to move back into the redevelopment and tenants must meet the eligibility requirements for the redevelopment.

l) CRHC will work with other housing providers to secure appropriate housing for tenant households where applicable.

m) Tenants will be provided with move-out cleaning instructions prior to vacating their current units.

n) After completing a move-out inspection, CRHC may agree to the transfer of security deposits to the new unit for tenants relocating to CRHC units. Depending on the rent of the new unit, an additional damage deposit may be required, and the tenant will be required to make up the difference. Alternatively, if the rent is less, the tenant will receive a refund for the balance.

8. Reasonable Notice

All reasonable efforts will be made to house tenants prior to the demolition of the building. CRHC will provide at least four months' *Official Notice* to tenants prior to demolition as per the *Residential Tenancy Act (BC).*

9. Tenant Relocation Report

CRHC must keep records and documentation for reporting purposes. At minimum that is to include:

a) Names of the tenants;
b) Accommodations provided;
c) Outcome of their search for alternate accommodation; and
d) A summary of the monetary value given to each tenant (e.g., moving costs, rent, etc.).

10. Municipal Tenant Relocation Policies

The CRHC will work in cooperation with those municipalities who have adopted tenant relocation guidelines or policies.

11. Related Legislation, Policies and Documents

a) British Columbia Residential Tenancy Act
b) BC Housing's Guiding Principles
c) CRHC Policy 2.10 Applicant Eligibility
d) CRHC Policy 2.11 Tenant Eligibility for Rent Supplement/RGI
e) CRHC Policy 2.12 Occupancy Guidelines
f) CRHC Policy 2.34 Pet Policy
g) CRHC Policy 2.47 Smoke-Free

POLICY AND PROCEDURES MANUAL	SUBJECT Applicant Eligibility		
	POLICY NO. 2.10	EFFECTIVE March 30, 2004 AMENDED July 22, 2014 May 24, 2016 June 25, 2018 November 24, 2019 March 23, 2020 AMENDED October 14, 2020	AMENDMENT NO. 6 *Approved by CRHC Board Oct. 14, 2020*

OBJECTIVE: **To ensure adherence to operating agreements and relevant legislation relative to tenant selection and eligibility while ensuring protection of privacy for applicants.**

To ensure fair, consistent, equitable and transparent housing opportunities

POLICY:

1. Income eligibility

1.1 Subsidized units

To be eligible for subsidized housing, the applicant's gross household income must be below certain income limits, as established by the Housing Income Limits (HILs). HILs is set by BC Housing and represent the income required to pay the average market rent for an appropriately sized unit in the private market.

1.2 Regional Housing First Program Income Assistance Units (RHFP-IA)

To be eligible for RHFP-IA units, the applicants must receive Income Assistance or a Disability Pension through the Provincial or Federal Government and have a shelter allowance of $375. If the applicant is not on Income Assistance or a disability pension, the applicant's income must fall below the HILs.

1.3 Affordable Units (formerly Low end of Market – LEM)

For Affordable Units, the applicant must fall within the income levels as outlined in Appendix A of this policy. Total household income must fall below the median income figures as determined by BC Housing.

2. Occupancy Standards

The size of the unit required by a household is outlined in the CRHC Occupancy Standards policy and is governed by the National Occupancy Standards. See CRHC Occupancy Standards policy 2.12. Exceptions to the policy at the discretion of the Manager, Operations and/or Senior Manager.

3. Application Process

3.1 Subsidized Units

Applicants for subsidized housing must apply for housing through the Housing Registry. The Housing Registry is a single point of entry for individuals and families looking for subsidized housing options. Individuals searching for subsidized housing submit one application form to be considered for any available housing units in developments managed by the Housing Registry members. CRHC is mandated to be a Housing Registry member as per our operating agreements.

CRHC provides affordable housing to low and moderate income individuals and families. CRHC will choose applicants in two ways to fulfil its mandate of providing rent geared to income housing.

1. 80% of applicants will be chosen on a **chronological basis**. The information on the application will be verified by CRHC. If an applicant is deemed ineligible for a unit they applied for, the applicant will be notified in writing why they have been deemed ineligible and will be provided details of the conditions they must meet in order to be eligible in the future.
2. 20% of applicants will be chosen as per 3.2 of this policy.

3.2 RHFP - IA units

Applicants for RHFP - IA units must apply for housing through the Supportive Housing Registry. The Supportive Housing Registry is a single point of entry for individuals and families who have experienced homelessness looking for supportive and supported housing options. Individuals searching for RHFP-IA housing submit one application form to be considered for any available housing units in developments managed by the Supportive Housing Registry members. CRHC is mandated to be a Supportive Housing Registry member as per our operating agreements. The applicant is referred through the Placement Table of the Coordinated Access and Assessment (CAA) that is managed

through BC Housing in partnership with Island Health and the Capital Regional District.

RHFP-IA applications must have a Supports in Social Housing Agreement outlining the main support agency that will be support their tenancy in CRHC housing.

***Operational Notes: (SG-Nov.13, 2020) Where SHR and CAA have not yet adapted the registry to contain families to allow for selection into 2 bedroom or larger units the work around is to be:*
Tenant Services Assists (TSA) are to firstly contact CAA partners (BCH or IH) for referral of a suitable family. If a referral is not forthcoming the TSA is to go to the Housing Registry and select an applicant chronologically that has a Schedule 'A' attached. The Schedule 'A' indicates the applicant is experiencing or is at risk of homelessness. All other selection and screening criteria of this policy applies, including the need for supports.
This work around will be used until the required system changes of SHR and the CAA catches up.
Documentation of selection process is required for applicants entering housing within the 20% section to track the decisions made.

3.3 **Affordable Units (formerly LEM)**

Applicants for Affordable units can apply directly to CRHC. Affordable unit availability is advertised on CRHC's website. Affordable units are allocated chronologically to applicants who meet the eligibility requirements. The applicant must meet the income eligibility requirements and preference for affordable units will be based on the applicant who most closely meets the occupancy standards. This is to ensure that units are maximized in meeting the needs of low and moderate income families, individuals and seniors. Affordable Housing tenants will sign a one year tenancy agreement that will renew automatically after one year on a month to month basis.

3.4 **Processing, Storage and Disposal of Application Forms**

3.4.1 Once an application and supporting documents have been received staff assess for eligibility. The applicants' information is then added to the 'Market Application Waitlist' chronologically under the tab best reflecting their status based on the declared income levels. (Eligible or Not Eligible)

3.4.2 Application forms and supporting documents are to be kept securely stored (locked cabinet) alphabetically under their current, eligibility status. Ie. Eligible, NOT Eligible or Expired.

3.4.3 Applicants who do not meet the income eligibility are to be contacted within two weeks of the application date to inform them of their ineligibility. A letter (scanned or pdf) is to be sent by email using ZendTo, stating their ineligibility for housing. The letter is to contain details regarding the secure storage of information for the duration of 12 months, disposal at the end of this period (shredding) and how to inform our office if their situation changes during this time period. If no email is on file, staff must contact the applicant by phone to verify the address before sending the letter by regular post. If the address cannot be verified and no email address can be obtained then the letter must be sent by Registered Mail to allow its delivery to be tracked.

3.4.4 Eligible Applicants will be considered for housing for a 12 month period following their submission and will be encourage to update their information/interest every 3 months or when there are changes to their situation (address, income, family composition etc).

3.4.5 All applications are must be kept on file for 12 months whether active or inactive. After the 12 month period of NOT Eligible status or inactive the application and all supporting documents will be shredded.

4. Reference Checks, Rental Payment History and Credit Checks

4.1 **Reference Checks**

An applicant must have at least 2 year duration of a favourable landlord reference or will have completed the facilitated ***RentSmart*** program successfully. Applicants that are referred through an established Partnering Agency will not require a landlord reference.

- Two (2) year favourable reference within the last three (3) years OR RentSmart Certificate dated within the past two (2) years. If none, then the applying applicant should be encouraged to take the facilitated version of the RentSmart course.
- RHFP-IA applicants do not require a favourable Landlord reference check but do require a Supports in Social Housing Agreement outlining the main support agency that will support their tenancy in CRHC housing.

4.2 **Rental Payment History**

An applicant must have paid their rent on time and in full for the previous six months of their tenancy. This will be verified during the Landlord reference check.

4.3 **Credit Checks**

Credit checks *may* be completed from time to time.

Making a difference...together

REPORT TO REGIONAL HOUSING TRUST FUND COMMISSION
MEETING OF THURSDAY, MARCH 30, 2023

SUBJECT **Village on the Green Redevelopment**

ISSUE SUMMARY

A recommendation to the Capital Regional District (CRD) Board is needed in response to an application from the Regional Housing First Program (RHFP) for a $1,815,000 to support 151 units of affordable rental housing within a proposed redevelopment of Village on the Green, located at 1132 Johnson Street, City of Victoria, in the Fernwood neighbourhood. The full application is attached as Appendix A.

BACKGROUND

In March 2005, the CRD launched the Regional Housing Trust Fund (RHTF) in response to a priority identified in the Regional Housing Affordability Strategy (RHAS). This priority identified that fundamental to the success of the RHAS was the establishment of the RHTF.

The RHTF was established by the CRD for the purpose of providing capital funding:
1. To assist in the acquisition, development and retention of housing that is affordable for those households in the region with low or moderate household incomes;
2. To facilitate social and economic investment in affordable housing;
3. To assist people in core housing need, primarily those in the lowest two quintiles of regional household income as established in the most recent Canada Census; and
4. To facilitate achieving the strategic directions outlined in the CRD's Regional Growth Strategy.

The RHTF encourages partnerships between non-profit housing societies and the private development industry, with the ownership and ongoing operations of the project by the non-profit housing society.

On February 26, 2019, the RHTF Commission approved the following resolution:

> *That the Regional Housing Trust Fund Commission suspend the receipt of Letters of Intent for non-RHFP projects until allocations for all qualified RHFP projects have been approved by the Commission.*

PROJECT DESCRIPTION – VILLAGE ON THE GREEN

The Village on the Green Affordable Housing Project is designed to primarily accommodate low-to-moderate income individuals and families and those at risk of homelessness. The 30 RHFP units will be rented at the Provincial Income Assistance Shelter-Rate Maximum (Shelter rate) with tenants being identified through a Coordinated Access and Assessment (CAA) process. The remaining 121 Affordable Rental Units (ARU) will remain affordable over the long-term and will be tenanted in accordance with the Capital Region Housing Corporation's (CRHC) approved policy and process. Fifteen of the units provided will be fully accessible to accommodate households with disabilities while staff continue to pursue universal design for the remaining units as well as the common areas.

As the RHFP units are not eligible to receive funds through the RHTF, only 121 of the 151 total units may receive capital funds through the RHTF up to a maximum of $15,000 per unit. The RHTF is an important equity contributor and will support the overall viability of the redevelopment.

Table 1 – 151 Unit Village on the Green Redevelopment Project: Unit Summary

Unit Type	Income	# of Units	Approximate Rent
Studio	Very Low/Deep Subsidy	15	$375
Studio	Moderate/Affordable	7	$1,200
1 BR	Very Low/Deep Subsidy	15	$375
1 BR	Low-Moderate/Affordable	44	$920 - $1,800
2 BR	Low-Moderate/Affordable	47	$1,168 - $2,000
3 BR	Low-Moderate/Affordable	23	$1,760 - $2,700
Total		**151**	

Evaluation Comments
The RHTF Application was reviewed by the RHTF Advisory Committee on February 13, 2023 and received a favourable score of 200 out of a possible 235 points, or 85%. The RHTF Advisory Committee recommends the Village on the Green Redevelopment project receive a grant of $1,815,000 through the RHTF.

ALTERNATIVES

Alternative 1
The Regional Housing Trust Fund Commission recommends to the Capital Regional District Board:

1. That a grant in the amount of $1,815,000 to the Capital Region Housing Corporation be approved to support the development of 151 units of affordable rental housing at 1132 Johnson Street, City of Victoria; and
2. That the Chief Administrative Officer be authorized to do all things necessary to affect the project and take such steps as are required to negotiate, accept the terms, and execute an agreement as required to disburse the funds in accordance with the Regional Housing Trust Fund.

Alternative 2
That the Village on the Green Redevelopment Project report be referred back to staff based on Regional Housing Trust Fund Commission direction.

IMPLICATIONS

Financial Implications
The status report of the RHTF service provided in Table 2 demonstrates that the fund has the capacity to fulfill this request. If both applications presented to the Commission in Q1 2023 are approved, the fund balance will be approximately $162,472.

Table 2 – RHTF Service Financial Status

RHTF Status	Amount
Current Status	
Current RHTF Service Surplus	$2,946,892
2023 Requisition	$1,070,580
SUB TOTAL	*$4,017,472*
Committed to Other Project	
Prosser	($615,000)
SUB TOTAL	*($615,000)*
Projects Proposed for 2023	
Campus View Redevelopment	($1,425,000)
Village on the Green Redevelopment	($1,815,000)
SUB TOTAL	*($3,240,000)*
TOTAL REMAINING IN RHTF	**$162,472**

Social Implications
In addition to the 30 units of shelter-rate rental units funded through the RHFP, the remaining 121 units of affordable rental housing will introduce critical supply to a range of low-moderate-income households, many of whom continue to experience substantial hardship within the current rental market.

Service Delivery Implications
Management and operation of these additional units of housing will be the responsibility of the CRHC and increases in service delivery demands are being facilitated through the CRD and the CRHC's usual corporate and budget planning processes.

CONCLUSION

The CRHC, through the redevelopment of Village on the Green, is providing an opportunity to expand its existing affordable housing stock and include units at the provincial assistance shelter rates to address chronic homelessness and new ARUs available for a range of households seeking affordable housing. The mixed-market approach outlined in the application aligns with the RHFP model and meets the requirements of the RHTF. The proponent's experience and long history in the development and operation of affordable housing makes this an appropriate project to be funded.

RECOMMENDATION

The Regional Housing Trust Fund Commission recommends to the Capital Regional District Board:

1. That a grant in the amount of $1,815,000 to the Capital Region Housing Corporation be approved to support the development of 151 units of affordable rental housing at 1132 Johnson Street, City of Victoria; and
2. That the Chief Administrative Officer be authorized to do all things necessary to affect the project and take such steps as are required to negotiate, accept the terms, and execute an agreement as required to disburse the funds in accordance with the Regional Housing Trust Fund.

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: Village on the Green Application for Funding

Capital Region Housing Corporation
631 Fisgard Street
Victoria, BC, Canada, V8W 1R7

T: 250.388.6422
F: 250.361.4970
www.crd.bc.ca/housing

October 27, 2022

Regional Housing Trust Fund Commission
c/o Capital Regional District Housing Planning & Programs
625 Fisgard Street, Victoria, BC V8W 1R7

RE: Village on the Green Affordable Housing Application for Regional Housing Trust Fund

We are pleased to submit this application for grant funding through the Regional Housing Trust Fund (RHTF) for the Village on the Green Affordable Housing Redevelopment project, located at 1132 Johnson Street, in the Fernwood neighbourhood of Victoria, BC. The Capital Region Housing Corporation (CRHC) is seeking a $1,815,000 contribution for this project to enable the construction of 151 new units of quality affordable housing under the Regional Housing First Program.

The Village on the Green Affordable Housing Redevelopment project has been designed to primarily accommodate low-to-moderate income individuals and families and those at risk of homelessness. These units will remain affordable over the long term and offer priority through the tenant selection process to Indigenous people experiencing homelessness, youth experiencing homelessness, and women fleeing violence. Ten of the units (10% of total units) provided will be accessible in order to accommodate individuals with disabilities who are able to live independently without additional on-site supports. The unit type and affordability levels are outlined further below and within the attached application package.

Unit Type	Income	# of Units	% of Units	Unit Size (sf)	Rent*
Studio (Deep Subsidy)	Very Low	15	10%	356	$375
Studio (Affordable)	Moderate	7	5%	356	$1,200
1 BR (Deep Subsidy)	Very Low	15	10%	579	$375
1 BR (Affordable)	Low	4	3%	579	$920
1 BR (Affordable)	Moderate	40	26%	579	$1,800
2 BR (Affordable)	Low	7	5%	777	$1,168
2 BR (Affordable)	Moderate	40	26%	777	$2,000
3 BR (Affordable)	Low	4	3%	978	$1,760
3 BR (Affordable)	Moderate	19	12%	978	$2,700
Total		151	100%		

Should you have any further questions or require additional information, please contact Ruth Dollinger, Senior Project Lead, Construction & Capital Projects at rdollinger@crd.bc.ca or 250-360-3315. Thank you for your consideration.

Sincerely,

Bob Lapham, MCIP, RPP, Chief Administrative Officer

Village on the Green Affordable Housing Project

1132 Johnson Street, Victoria, BC

Regional Housing Trust Fund (RHTF)



October 25, 2022

Capital Region Housing Corporation

Submitted by:

Ruth Dollinger, Senior Project Lead, Construction & Capital Projects, CRHC

Jacob Cramer, Planning Assistant, Planning & Development, CRHC

Table of Contents

1.1 Summary Information.....Page 2

2.1 Society Capacity.....Page 4

3.1 Project Rationale: Business Case.....Page 6

4.1 Housing Concept.....Page 9

5.1 Society & Community Contributions.....Page 11

6.1 Capital Budget.....Page 11

7.1 Services Concept.....Page 11

8.1 Operating Budget: Housing.....Page 12

9.1 Schedule.....Page 13

Appendices

Appendix A: Architectural Drawings
Appendix B: Detailed Capital Budget
Appendix C: Detailed Operating Budget
Appendix D: CRHC Tenant Relocation Policy
Appendix E: CRHC Applicant Eligibility Policy

1.1 Summary Information

Sponsor Information:

Name of Society:	Capital Region Housing Corporation
Mailing Address:	631 Fisgard St. Victoria BC, V8W 1R7
Telephone:	250-381-6422
Date of Incorporation:	December 10, 1982
CRA Charity Number:	100799642RT001
GST Registration #:	100799642

Contact Information:

Project Manager:	Ruth Dollinger
Title:	Senior Project Lead, Construction & Capital Projects Capital Region Housing Corporation
Telephone:	250-360-3793
Email:	rdollinger@crd.bc.ca

1.2 Proposal Summary

The Capital Region Housing Corporation currently owns and operates a 38 unit townhouse complex at Village on the Green located at 1132 Johnson Street, in the Fernwood neighbourhood of Victoria, BC, adjacent to its downtown core. This proposal includes the redevelopment of the existing site into two 6-storey, multi-unit residential buildings, offering 151 units of affordable housing. The buildings will continue to be owned and operated by the CRHC. This project will provide a significant housing contribution to a part of the region that is in great need of additional affordable housing options. The Fernwood Neighbourhood Plan outlines the vision of the larger area to include density and diversity of housing to accommodate people throughout their lifespan and support a vibrant community. This project aligns with and will form an important part of this community plan and the City of Victoria's Official Community Plan. In order to lessen the project's impact on the environment, it will target a higher energy performance standard than what is required by the BC Building Code through achieving BC Energy Step Code – Step 4 in design and construction.

The Village on the Green Affordable Housing Redevelopment has been designed to primarily accommodate low-to-moderate income individuals, seniors and families and those at risk of homelessness. These units will remain affordable over the long term and offer priority through the tenant selection process to Indigenous people and youth experiencing homelessness, as well as women fleeing violence. A minimum of 10% of the total units will be accessible in order to accommodate individuals with disabilities who are able to live independently without additional on-site supports, in addition to all units meeting universal design criteria. **Table 1, below, provides a breakdown of the unit types, mix, sizes and rent levels anticipated within the 151 unit Regional Housing First Program (RHFP) project.**

Table 1: Affordable Housing Unit Type, Mix, Size and Rents

Unit Type	Income	# of Units	% of Units	Unit Size (sf)	Rent*
Studio (Deep Subsidy)	Very Low	15	10%	356	$375
Studio (Affordable)	Moderate	7	5%	356	$1,200
1 BR (Deep Subsidy)	Very Low	15	10%	579	$375
1 BR (Affordable)	Low	4	3%	579	$920
1 BR (Affordable)	Moderate	40	26%	579	$1,800
2 BR (Affordable)	Low	7	5%	777	$1,168
2 BR (Affordable)	Moderate	40	26%	777	$2,000
3 BR (Affordable)	Low	4	3%	978	$1,760
3 BR (Affordable)	Moderate	19	12%	978	$2,700
Total		151	100%		

* Rental rate quotes are based on 2022 values

Project Status

The project is currently in the conceptual design stage, with consultant procurements underway. This includes a projected Q2 2023 submission of a delegated development permit application through the City of Victoria's new approvals process for expediting non-profit affordable rental housing construction (Rapid Deployment of Affordable Housing). A successful application through this development permit process would anticipate an approved development permit in Q1 2024. Following the development permit approval, a building permit and demolition permit will be required with construction slated to start Q2 2025. To inform residents about the proposed redevelopment and its anticipated timeliness, tenant engagement is expected to commence in Q4 2022, following this year's municipal elections, and continue into 2023.

Target Clientele

The Village on the Green Affordable Housing Redevelopment project has been designed to primarily accommodate low-to-moderate income individuals and be affordable to people in the region at risk of experiencing homelessness. Priority through the tenant selection process is given to Indigenous people experiencing homelessness, youth experiencing homelessness, and women fleeing violence. The housing needs identified for the local area also includes seniors and small families including single parent households. Units also target single occupant households including individuals leaving transitional and supportive housing, and youth leaving the care system. Sixteen of the units (10% of total units) provided will be accessible to accommodate individuals with disabilities who are able to live independently without additional on-site supports.

Target Occupancy Date & Right of First Refusal

The Village on the Green Affordable Housing Redevelopment is anticipated to be complete in Q4 2027 with rent-up occurring immediately following. The Tenant Relocation Policy (see Appendix D) ensures current tenants are accommodated during construction and offers tenants first right of refusal to new units upon project completion.

2.1 Society Capacity

The CRHC is a wholly-owned subsidiary of the Capital Regional District (CRD). The Corporation is governed by a 24-person Board of Directors who are committed to improving and expanding housing opportunities in the years to come. The Board has adopted the following Value Statement:

We value honestly, integrity, reliability and openness. We work collaboratively with the stakeholders, community partners and our tenants to build safe, vibrant and accessible communities where our tenants can feel a sense of pride and belonging.

The CRD Board's 2019-2022 Corporate Plan includes four strategic priorities: Community Wellbeing – Transportation & Housing; Climate Action & Environmental Stewardship; First Nations Reconciliation; and Advocacy, Governance & Accountability. The Board's strategic initiative includes a mandate to 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.

CRHC Experience

As the largest social housing provider in the capital region, the CRHC delivers affordable, inclusive, sustainable housing. The CRHC provides low to moderate income families with safe, suitable homes that remain affordable as their lives and families change and grow. The CRHC also provides affordable housing for low income seniors and people living on government disability pensions. Table 2 below outlines recently complete and currently underway projects where development has been undertaken directly by the CRHC.

Table 2: Current or Recently Complete CRHC Developments

CRHC Affordable Housing Projects	*Total Units*	*Funding Program*	*Status*
Millstream Ridge	132	RHFP	Complete (2019)
Westview	73	RHFP	Complete (2020)
Spencer Close	130	RHFP	Complete (2020)
West Park	152	RHFP, RHTF	Complete (2020)
Hockley House	120	RHFP	Complete (2021)
2780 Spencer Road	58	CHF	Construction (2022)*
Caledonia	158	CHF	Construction (2025)*
Michigan Square	97	CHF, RHFP, RHTF	Construction (2023)*
Prosser	51	RHFP	Construction (2023)
Pandora	158	CHF	Planning (2026)

* NOTE: anticipated completion dates shown in brackets; RHFP - Regional Housing First Program; CHF - Community Housing Fund

CRHC Organization

The primary activities of the CRHC are the day-to-day property and asset management of affordable rental housing, as well as the provision of services to residents living in 50 housing complexes across seven municipalities. The CRHC has been operating housing since 1983 in the capital region and currently manages 1,893 units of housing. The CRHC has annualized preventative maintenance programs, unit inspections,

portfolio-wide service contracts, and maintains 5-year capital plans for all of its properties. The CRHC adheres to the Capital Regional District Procurement Policy which ensures all goods, services and construction is acquired in a competitive, fair and transparent manner and which meets the requirements of the *Community Charter,* the *Local Government Act,* the Canadian Free Trade Agreement, the New West Partnership Trade agreement and public sector procurement standards and competitive bidding law. The CRHC also has a dedicated staff of property managers and caretakers to manage and address property maintenance. In order to support the new housing at 1132 Johnson Street, the CRHC will increase its staffing component accordingly. Further, CRHC Senior Staff and CRHC Board of Directors are responsible for the implementation of successful projects. Please refer to Table 3 & 4 below for their experience.

Table 3: CRHC Staff

Title	Name	Role & Responsibility	Years' Experience	Affiliation
Chief Administrative Officer	Robert Lapham	CRD, CRHD & CRHC	35	CRD
Chief Financial Officer	Nelson Chan	CRD, CRHD & CRHC	20	CRD
General Manager	Kevin Lorette	Planning & Protective Services	25	CRD
Senior Manager, Regional Housing	Don Elliott	Management & Oversight of Regional Housing	10	CRD, CRHC
Manager of Operations	Sharon Grigg	Ongoing operations of the CRHC & management of Tenant Engagement	20	CRHC
Manager of Construction & Capital Projects	Rob Fowles	Management of construction & renewal projects	18	CRD, CRHC
Manager, Planning & Development	Kimberly Lemmon	Management of planning & development projects	14	CRD, CRHC
Senior Project Lead	Ruth Dollinger	Coordination of construction & renewal projects	16	CRD, CRHC
Senior Project Lead	Mahnaz Farzad	Coordination of construction & renewal projects	17	CRD, CRHC
Planning Assistant	Jacob Cramer	Coordination support for planning & development projects	5	CRD, CRHC
Senior Manager, Communications	Andy Orr	Management of CRD Communications	25	CRD, CRHC
Communications Coordinator	Jamie Gripich	Coordination of Communications	30	CRD, CRHC

Table 4: CRHC Board of Directors Leadership Positions

Title	Name
Chair	Jeremy Loveday, Councillor, City of Victoria
Vice-Chair	David Screech, Mayor, Town of View Royal

Partnerships

The Village on the Green Affordable Housing project represents a strategic investment by CRHC into the existing housing stock. The project is anticipated to be supported by our project partners, BC Housing and CMHC, through the provision of financial contributions to assist with project planning, development and construction. The CRHC has significant experience working with both federal and provincial housing agencies demonstrated through four recently completed RHFP projects, with two more currently underway. Conversations with the City of Victoria's Planning Department indicate support of pursuit of multi-unit residential development designed to achieve higher levels of energy efficiency.

Current & Ongoing CRHC Affordable Housing Projects

Westview – 73 Units (2020)



Hockley – 120 Units (2021)



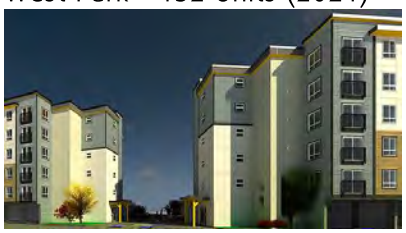
Caledonia - 158 Units (2023)



Spencer – 130 Units (2020)



West Park – 152 Units (2021)



Michigan Square - 97 Units (2023)



3.1 Project Rationale: Business Case

Community Need

Through the Regional Housing Affordability Strategy (2018) the Capital Regional District (CRD) identifies the current demographic and housing supply needs of the region. The region is experiencing ongoing population and household growth pressures with an increase of more than 38,000 individuals (17,000 households) over the past 10 years. This growth rate has been higher than the provincial average over the past five years. There is an estimated shortfall of 6,200 rental housing units in the capital region which includes approximately 3,000 units that are affordable to households with an average annual income of $22,378

(households in core housing need), as well as approximately 3,000 units that are affordable to households with an average annual income of $55,551.

CMHC data (2016 census) indicates for the census track within Victoria that includes Village on the Green, 24.0% of households are in Core Housing Need[1]. This is a significantly higher rate than the regional average of 14.2% and higher than the 21% across the entire City of Victoria. The highest rates within this group are lone parent households (at 36.7%), seniors living alone (at 33.4%), and one-person households (at 29.6%). This CMHC data further reinforces the need for increased affordable rental options for seniors, families (including small families and single parent households), and low to moderate-income single occupant households, in addition to those at risk of homelessness.

The CRD Housing Needs Assessment (2020) for Victoria also highlights some specific pressures on rental affordability within the City. At $41,152, the median household income among renters is slightly more than half that of homeowners ($78,673). With this median annual income for renters, the threshold for affordability (at 30% household income) requires rental rates which are much lower than the current average in the city. The rental rates proposed for this project are below average market rates, providing housing affordability for a greater population of renters in the greater Victoria area. In addition to this, Victoria is also experiencing a very low vacancy rate at 1% which demonstrates a great need for additional rental supply, which this project will provide.

Location

The site is located at 1132 Johnson Street in the City of Victoria and is within 600m of a major shopping centre which includes grocery, pharmacy, lab/medical clinics, banks, restaurants and cafes, and is also within 1.0km of a community recreation centre. The Downtown Core is a major employment centre which includes a transit hub within 2.0 km of the site. Major bus routes run directly to the north and west of the subject site along Cook Street and Johnson Street within 150m of the building. The proximity to bus routes makes public transportation a convenient option for residents. The site is also near a variety of regional and local parks, including the Harris Green Park just across the street in between Pandora and Johnson streets. Figure 1 shows the site location and the context of the surrounding area and Figure 2 identifies a large number of nearby transit stops. Table 5 below outlines additional site information.

Table 5: Site Details

Site Location	1132 Johnson Street, Victoria, BC
P.I.D. and Legal Description	000-417-971; Lot A of Lots 1029, 1030, 1031, 1032, 1040, 1041 and 1042, Victoria City, Plan 40972
Current Owner/Developer	Capital Region Housing Corporation (CRHC)
Current Zoning	R3-1 Multiple Dwelling District

[1] As defined by CMHC, Core Housing Need is when household would have to spend 30% or more of its before-tax income to access adequate and suitable local housing.

Surrounding Land Uses	Low, Medium and High Density Residential; Mixed-Use/Commercial on Cook Street
Utilities	Connected to municipal water, storm and sanitary sewer
Total site size (acres / sq.m.)	1.16 / 4,703
Proximity to Community Amenities	600m to major shopping centre including grocery, pharmacy, lab and medical clinics, restaurants/cafes 1.0km to community recreation centre. Within downtown core and 2.0 km to major transit hub 150m to major bus routes along Cook Street and Johnson Street 1.0km to an elementary school, 800m to a middle and high school 900m to child care 650m to Royal Athletic Park
Proximity to Multi-Modal Transportation	150m to multiple primary transit bus stops; 2.0km to major transit exchange within the Downtown Core; Direct adjacency to dedicated bike lanes on Pandora and Johnson Streets

Figure 1: Site Location



4.1 Housing Concept

Building Design

Based on the housing needs identified for the area, the development will be designed to primarily accommodate low-to-moderate income individuals and families. Through the RHFP program support, the project will also accommodate 30 shelter rate units for people at risk of experiencing homelessness in the region. Priority through the tenant selection process is given to Indigenous people experiencing homelessness, youth experiencing homelessness, and women fleeing violence. The housing needs identified for the local area also include families and seniors, which are both accommodated through a high proportion of one-bedroom and larger 3-bedroom units. Table 1 outlines this unit mix based on unit type and affordability level. Approximately 47% of the units are 2-bedroom and 3-bedroom units and are proportioned across different levels of affordability. These unit types provide a much needed increase in housing options for families within the community. The other 53% of the units contain 1 bedroom or less and are also across a variety of affordability levels. These unit types cater to seniors and single occupant households as outlined above. The planned unit sizes give residents a comfortable amount of space for long-term livability while also being efficient in order to keep them affordable. Table 1 above also outlines anticipated rent levels for the various unit types.

Table 6 below outlines general building details and Figure 2 outlines the schematic design of the main floor layout for both buildings. The entrance into the underground parkade will be accessed from Johnson Street. . The proposed site plan also includes a variety of high-quality amenity and common area spaces including a 1,200 sq.ft. indoor amenity pavilion and a variety of dedicated communal outdoor and greenspaces.

Table 6: Building Details

Building size (sq.ft.)	120,966
Building description	Two, 6-storey wood frame construction
Number of residential units	151
On-Site Parking	79 stalls (underground)
Site Access	Vehicle Access from Johnson Street

Figure 2: Building 1 Main Floor Conceptual Level Plan



5.1 Society & Community Contributions

The funding contribution of $1.815M through RHTF will allow the CRHC to provide 151 units of rental housing at an affordable rate for the target population. The CRHC is contributing $1.546M in equity to the redevelopment and another $1.612M in land equity. The project has received a grant contribution from the Regional Housing First Program for $12.3M. It is also seeking a $3.0M grant contribution from the CMHC Co-Investment Fund, a $5.2M from the Federation of Canadian Municipalities Green Municipal Fund and a $500,000 contribution from the Victoria Housing Reserve Fund. The CRHC will continue to evaluate the project's eligibility for additional funding contributions to further improve the affordability of the rents and the project's financial viability. Additional equity contributions being pursued are outlined in Table 7.

Table 7: Project Equity

	Project Equity
RHTF Grant	$1,815,000
RHFP Grant	$12,300,000
CMHC Co-Investment Fund	$7,550,000
FCM Green Municipal Fund	$5,200,000
Victoria Housing Reserve Fund	$500,000
CMHC Seed Funding	$150,000
CRHC Equity	$1,546,252
CRHC (Land Equity)	$1,612,000
Total Equity	$30,637,252

6.1 Capital Budget

The Capital Costs for this project are $69,743,196 and a high-level capital budget is provided in the table below. To ensure proper financial controls and the project's capital costs are being tracked, the CRHC reports quarterly to the CRHC board & project oversight committee. Once capital work begins the CRHC also provides monthly progress billing to BC Housing for their review. Please see Appendix B for a detailed capital budget.

Table 8: High Level Capital Costs

	Projected Costs
Hard Costs	$45,978,376
Soft Costs	$9,486,043
Contingency	$14,278,776
Total Project Costs	$69,743,196

7.1 Services Concept

Community Impacts & Benefits

The project's vision is to provide inclusive housing opportunities that are in close proximity to important commercial and community amenities, and convenient public transportation options. The project is in close proximity to the City of Victoria's downtown core, which will support major intensification and investment in mixed use residential, commercial, employment and active transportation modes. There are major bus routes along Cook Street and Johnson St. and a transit exchange is situated in downtown Victoria. While the subject lands are identified as outside the Core Business or Core Mixed-Use Residential Development Permit Areas, its close proximity to the downtown core will provide an abundance of services, encourage diversity of lifestyles, promote economic and cultural opportunities, and support active modes of transportation through the concentration of residential densities and employment activities. The provision of 113 net new affordable rental units is well suited in this urban context and will assist in addressing the ongoing housing affordability crisis in the region.

There are currently 38 townhouse units on the property that are tenanted. Preliminary conversations with tenants is expected to commence in the fall of 2022 identifying this property as a redevelopment priority of the CRHC. Subsequent stakeholder meetings will be held to present a high level concept and timeline for the project. All tenants will be rehomed in accordance with the CRHC's Tenant Relocation Policy, which includes assistance with moving to another CRHC property that meets each individual family's needs and the opportunity to return to the property once development is complete. Please see Appendix D – CRHC Tenant Relocation Policy.

Target Population Impacts & Benefits

Based on the housing needs identified for the area, the development has been designed to primarily accommodate low-to-moderate income individuals and be affordable to people in the region at risk of experiencing homelessness. The housing needs identified for the local area also include families and seniors. Families targeted include small families such as single parent households. Units also target single occupant households including individuals leaving transitional and supportive housing, and youth leaving the care system. Priority through the tenant selection process is given to Indigenous people and youth experiencing homelessness and women fleeing violence. Table 3 outlined previously in this proposal shows the unit mix based on unit type and affordability level, which are in alignment with the RHFP requirements for 20% of units to be provided at provincial income assistance rates and the remaining 80% of units to be offered at below market affordable levels.

Please see Appendix E - CRHC Applicant Eligibility Policy & Procedures Manual for details surrounding resident selection and management.

8.1 Operating Budget: Housing

Monthly debt servicing and operating expenses are covered by the rental and parking income generated with a net cash flow achieving a 1.10 debt coverage ratio (DCR). A high-level operating budget outlining this is provided in the table below. Please see Appendix C for a detailed operating budget.

Table 9: Operating Budget – Revenue & Expenses

	Projected Revenue
Tenant Rent Revenue	$3,342,888
Parking Revenue	$146,486
Less Vacancy Loss	$104,682
Total Project Revenue	$3,384,692
	Projected Expenses
Operating Expenses	$1,026,427
Replacement Reserve Contribution	$130,464
Net Operating Income	$2,358,265
Annual Mortgage Debt Servicing	$2,141,789
Net Cash Flow	$216,477
Debt Service Ratio	1.10

9.1 Schedule

A high-level project schedule has been provided below. Construction is anticipated to commence in Q2 2025, completed within 30 months by Q4 2027 with occupancy immediately following .

Table 10: Project Timeline

Phase	Timeline	Detailed Activities
Development Phase	Q2 2023	Rezoning & Development Permit Application
	Q1 2024	Anticipated Municipal Approval
	Q1 2025	Final Project Commitment/Grant Funding Approval
Construction Phase	Q2 2025	Building Permit Issuance
	Q2 2025	Building Construction Commences
	Q4 2027	Construction Completion
Occupancy Phase	Q4 2027	Tenant Selection Begins
	Q1 2028	Mortgage Takeout & Insurance
	Q4 2027	Full Operation Commences (Rent-Up Ongoing)



UNIT SUMMARY

TYPICAL FLOOR

	NORTH BLDG (6 STOREYS):	SOUTH BLDG (6 STOREYS):	TOTAL:
STUDIO	2	2	4 (15.4%)
1 BEDROOM	8	2	10 (38.5%)
2 BEDROOM	4	4	8 (30.8%)
3 BEDROOM	2	2	4 (15.4%)
	16 UNITS	10 UNITS	26 UNITS

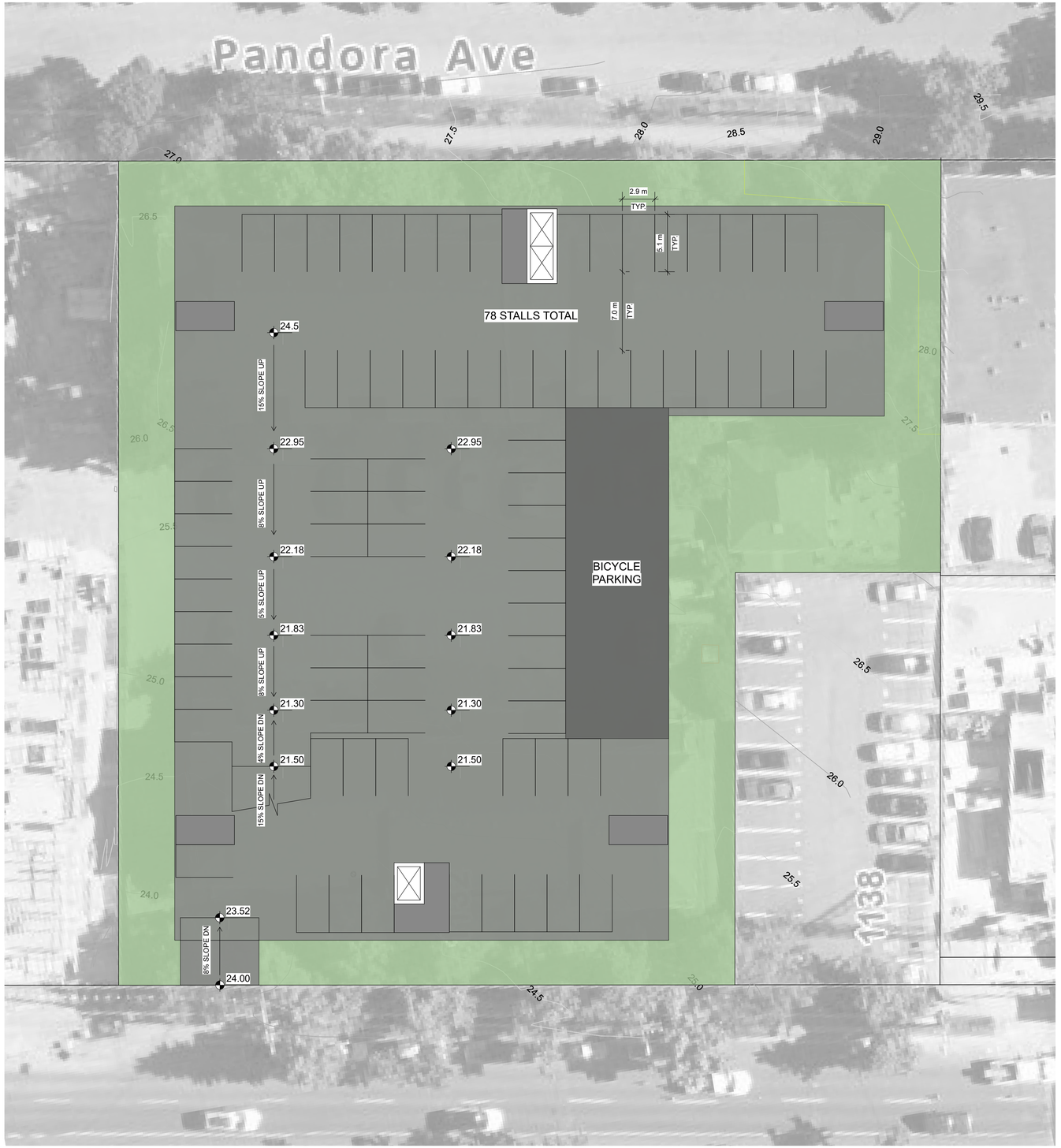
BUILDING TOTAL

			TOTAL:
STUDIO	11	11	22 (14.6%)
1 BEDROOM	46	13	59 (39.1%)
2 BEDROOM	25	22	47 (31.1%)
3 BEDROOM	12	11	23 (15.2 %)
			151 UNITS

5 studios and 11 1-bedroom units in the north building will be accessible

NOTE: Totals include lost units for lobbies and parking ramp.

BUILDING FOOTPRINT	11,982 s.f.	8,184 s.f.	20,166 s.f.
SITE AREA	50,594 s.f.		
FSR	2.4		



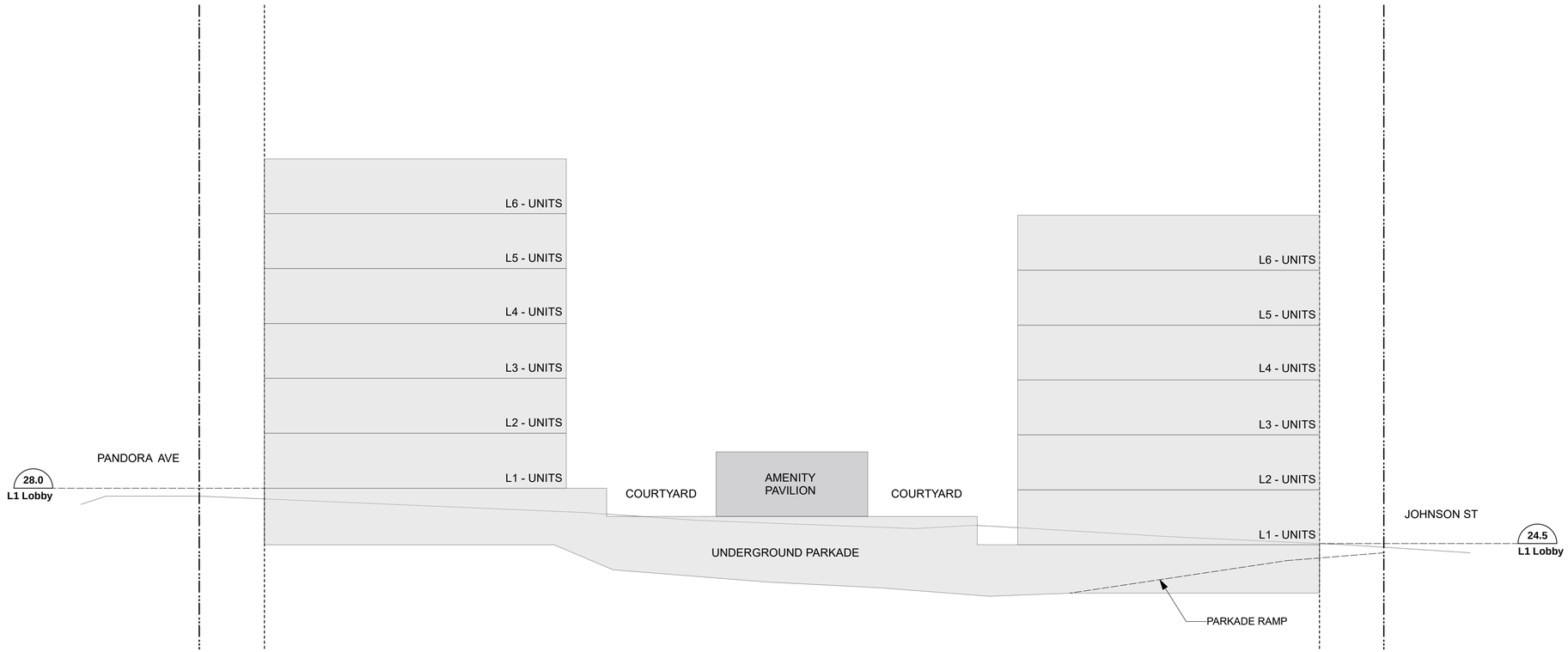
CRHC
Victoria BC
26 Nov. 2021

1132 Johnson Street

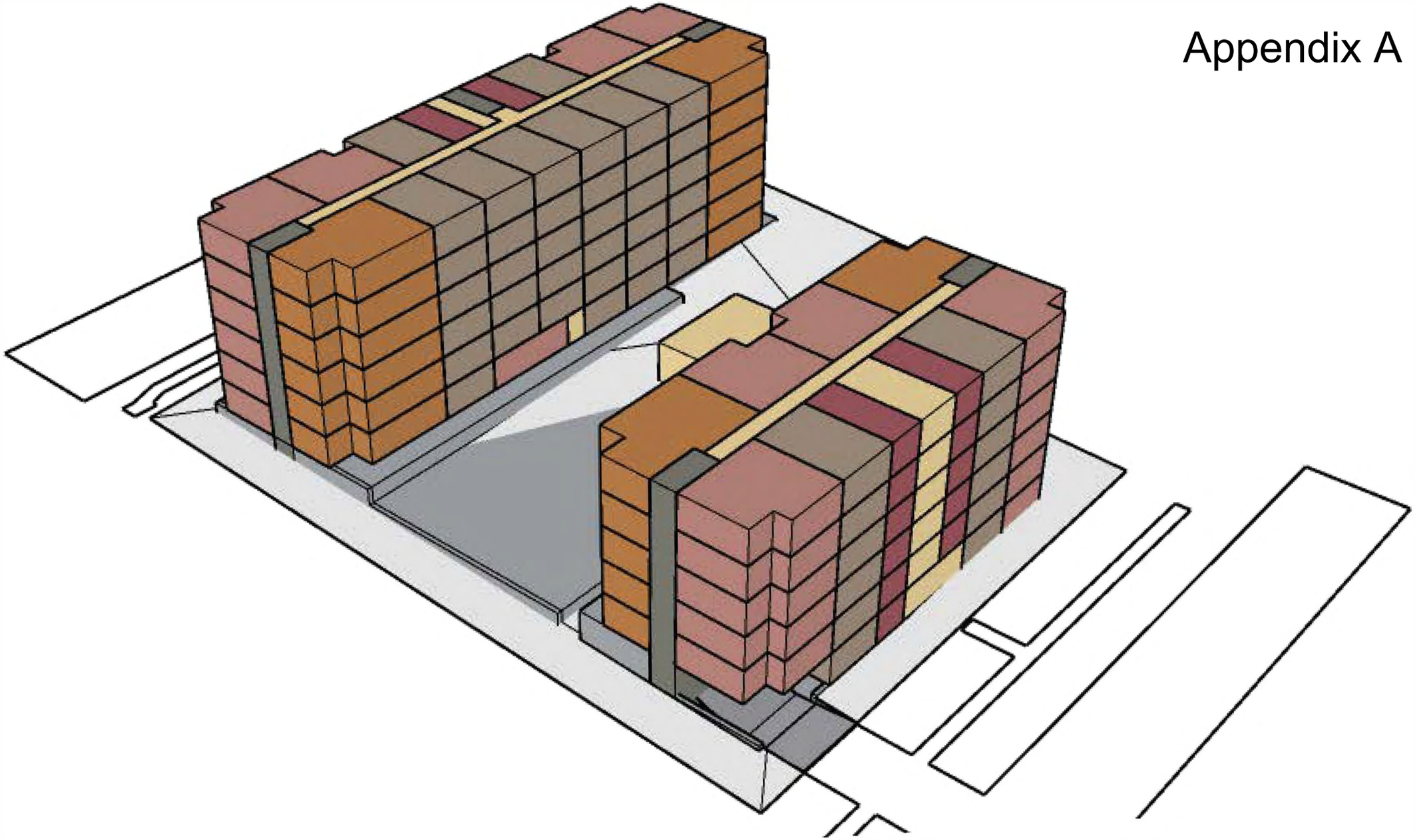
Schematic Floor Plan - P1

A2
Scale 1:200

dHKarchitects


L6 - UNITS
L5 - UNITS
L4 - UNITS
L3 - UNITS
L2 - UNITS
L1 - UNITS
L6 - UNITS
L5 - UNITS
L4 - UNITS
L3 - UNITS
L2 - UNITS
L1 - UNITS
PANDORA AVE
28.0
L1 Lobby
COURTYARD
AMENITY
PAVILION
COURTYARD
JOHNSON ST
24.5
L1 Lobby
UNDERGROUND PARKADE
PARKADE RAMP

Appendix A



Appendix B

Village on the Green Capital Budget

Society	Capital Region Housing Corporation
Project	Village on the Green
Date	06-Oct-22
Address	1132 Johnson Street

Budget Code #	Budget Description	Total Budget
12100	APPRAISALS/ STUDIES	
12105	Appraisal	$7,500.00
12130	Traffic Study	$15,000.00
	Total Appraisals/ Studies	**$22,500.00**
12150	ACQUISITION/ SERVICING	
12155	Land Value	$1,612,000.00
12155	Mortgage Remaining	$1,546,252.00
12160	Offsite civil costs (frontage improvements & servicing)	$100,000.00
12165	Environmental remediation	$0.00
12175	Demolition and removal of hazardous material	$2,000,000.00
	Total Acquisition and Servicing	**$5,258,252.00**
12200	MUNICIPAL FEES	
	Demolition Permit	$28,100.00
12205	Building Permit	$252,834.74
12210	Development cost charges	$530,155.91
12220	Rezoning Application	$0.00
12220	Public Hearing Fee	$1,800.00
12230	Mun Connection Fee	$50,000.00
12240	Development Permit	$0.00
12201	Landscape Bond	$0.00
	Total Municipal Fees	**$862,890.65**
12250	UTILITY FEES	
12252	Gas connection	$0.00
12255	Hydro Connection	$90,000.00
12260	Cable	$5,000.00
12265	Telephone	$5,000.00
	Total Utility Fees	**$100,000.00**
12350	DESIGN CONSULTANTS	
12355	Arch. Contract *	$749,000.00
12358	Arch. Cont. Disbursements	$8,000.00
12360	Structural	$120,000.00
12365	Electrical	$100,000.00
12370	Mechanical	$200,000.00
12370	Quantity Surveyor	$30,000.00
12375	Landscape	$72,000.00
12380	Building Envelope Consultant	$48,000.00
12385	Code Consultant	$15,000.00
12390	Civil Consultant	$60,000.00
12420	Sustainability/Step Code Consult.	$35,000.00
	Total Design Consultants	**$1,437,000.00**
12450	CONSULTANTS	
12455	Dev Consultant (CRHC)	$764,000.00
12460	Geotechnical	$100,000.00
12460	Geotechnical - Concrete Testing	$25,000.00
12465	Surveyor	$25,000.00
12475	Cost Consultant (By BCH)	$30,000.00
12480	Environmental Consultant (estimate)	$18,000.00
12490	Arborist	$6,000.00
12505	Fire Safety Plan	$20,000.00
12515	BCH Inspector	
12516	BCH Inspector fees	$40,000.00
12517	BCH Inspector Disbursements	
12525	Community Consultant (Planning)	
12706	Construction Manager	$1,900,000.00
	Total Consultants	**$2,928,000.00**
12550	MISCELLANEOUS SOFT COSTS	
12565	Course of Construction Insurance	$1,200,000.00
12580	Society Legal Fees	$50,000.00
12585	BC Housing Legal Fees	$25,000.00
12590	BCH Program Sign	$5,000.00
12625	Tenant Relocation Costs	$190,000.00
	Total Miscellaneous Soft Costs	**$1,470,000.00**
12650	BORROWING COSTS	
12655	CRHC Interest Paid IAD	$925,619
12665	Mortgage Insurance Fee	$5,000.00
12670	Loan Fee	$386,781.63
	Total Borrowing Costs	**$1,317,401.03**
12700	CONSTRUCTION	
12710	Construction Costs	$36,047,820.00
	Construction Costs - Step Code Premium	$720,956.40
	Parkade Costs	$5,209,600.00
	Total Construction	**$41,978,376.40**
12800	BUILDING START-UP/ COMMISSIONING	
12805	BC Housing Commissioning	$30,000.00
12815	Rent-Up & Marketing	$50,000.00
12825	Office Equipment	$5,000.00
12830	Maintenance Equipment (lawnmower, bbq, etc)	$5,000.00
	Total Building Start-up/ Commissioning	**$90,000.00**
12850	CONTINGENCIES	
12860	Design Contingency	$2,098,918.82
12862	Construction Contingency	$2,098,918.82
12864	Soft Cost Contingency	$339,894.53
12865	Escalation Contingency	$9,741,043.99
	Total Contingencies	**$14,278,776.16**
	GROSS CAPITAL BUDGET	**$69,743,196.24**
12900	DEDUCTIONS	
12910	Land Equity	$1,612,000.00
	CRHC Equity (outstanding mortgage buy out)	$1,546,252.00
12922	RHFP Grant Equity	$12,300,000.00
	RHTF Grant	$1,815,000.00
	CMHC Co-Investment Fund	$7,550,000.00
	VHRF	$500,000.00
	CMHC Seed Funding	$150,000.00
	FCM GMF Planning Grant	$25,000.00
	FCM GMF Study Grant	$175,000.00
	FCM Green Municipal Fund	$5,000,000.00
	Total Deductions	**$30,673,252.00**
	NET CAPITAL BUDGET	**$39,069,944.24**

Hard Costs	$45,978,376.40
Soft Costs	$5,010,390.65
Land Value & Mortgage	$3,158,252.00
Borrowing Costs	$1,317,401.03
Contingency	$14,278,776.16
Total Costs	**$69,743,196.24**

Appendix C

Village on the Green Proforma

Last modified: October 6, 2022
Modified by: Rob Fowles
Template version: October 7, 2019

Instructions: Fill in green cells. White cells are calculated. Please check all tabs in the workbook to make sure values are appropriate. Some of the calculations pull from other tabs.

Existing Mortgage: $ 1,546,252.00 (Sept 2021)

Existing Development: **Proposed:**

studio	0	0.0%	22	15%
1-bed	4	10.5%	59	39%
2-bed	24	63.2%	47	31%
3-bed	10	26.3%	23	15%
REVENUE	**38**		**151**	

UNITS AT A GLANCE:

	Shelter	RGI	Affordable	Total units	Area (sq. ft.)	Total area (sf)	Total Area (sm)
Studio	15	-	7	22	356	7,832	
1 Bedroom	15	-	44	59	579	34,161	
1 Bedroom + den		-	-	-		-	
2 Bedrooms	-	-	47	47	775	36,425	
2 Bedroom + den		-	-	-		-	
3 Bedrooms		-	23	23	977	22,471	
4 Bedrooms		-	-	-		-	
Unit Total	**30**	**-**	**121**	**151**		**100,889**	
Unit Mix	**19.9%**	**0.0%**	**80.1%**	**100.0%**			
Gross Building Area						122,196	11,352.01
Parkade Area						32,560	3,024.82
Site Area						50,594	4,700.18
FAR						2.42	
Footprint/Site Coverage					20,166	40%	

FINANCES AT A GLANCE:

Project costs		
Total Capital Costs		68,425,795
Other financing costs		1,317,401
		69,743,196
Project funding		
CRHC (Land Equity)		1,612,000
CRHC Mortgage		1,546,252
RHFP (CRD)		12,300,000
RHTF		1,815,000
VHRF		500,000
CMHC Seed Funding		150,000
FCM Green Municipal Fund		5,200,000
		23,123,252
Cost per unit	$	461,875
Cost per square foot	$	691
Years to Completion		5

Unit type	Unit size	Qty	Qty accessible	2022 Starting Rent	Inflation	2027 Rent Inflation	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
Shelter	Studio	15	5	375	0.0%	375	67,500	67,500	67,500	67,500	67,500	67,500	67,500	67,500	67,500	67,500
Shelter	1 Bedroom	15	11	375	0.0%	375	67,500	67,500	67,500	67,500	67,500	67,500	67,500	67,500	67,500	67,500
Shelter	2 Bedrooms			570	0.0%	570	-	-	-	-	-	-	-	-	-	-
19.9%		30	16													
Affordable @ 80% MMR	Studio			759	3.0%	880	-	-	-	-	-	-	-	-	-	-
Affordable	Studio	7		1,200	3.0%	1,391	116,855	120,360	123,971	127,690	131,521	135,467	139,531	143,717	148,028	152,469
Affordable @ 80% MMR	1 Bedroom	4		920	3.0%	1,067	51,194	52,729	54,311	55,941	57,619	59,347	61,128	62,962	64,850	66,796
Affordable	1 Bedroom	40		1,800	3.0%	2,087	1,001,613	1,031,661	1,062,611	1,094,489	1,127,324	1,161,144	1,195,978	1,231,857	1,268,813	1,306,878
Affordable @ 80% MMR	2 Bedrooms	7		1,168	3.0%	1,354	113,739	117,151	120,665	124,285	128,014	131,854	135,810	139,884	144,081	148,403
Affordable	2 Bedrooms	40		2,000	3.0%	2,319	1,112,903	1,146,290	1,180,679	1,216,099	1,252,582	1,290,160	1,328,865	1,368,730	1,409,792	1,452,086
Affordable @ 80% MMR	3 Bedrooms	4		1,760	3.0%	2,040	97,935	100,874	103,900	107,017	110,227	113,534	116,940	120,448	124,062	127,784
Affordable	3 Bedrooms	19		2,700	3.0%	3,130	713,649	735,059	757,110	779,824	803,218	827,315	852,134	877,698	904,029	931,150
80.1%		121	-													
	Unit totals	**151**	16		**Total rental revenue**		**3,342,888**	**3,439,124**	**3,538,248**	**3,640,345**	**3,745,506**	**3,853,821**	**3,965,386**	**4,080,297**	**4,198,656**	**4,320,566**
	% accessible		11%													
	% < 80% MMR	*45*	*30%*													
Less Vacancy					3.0%		(100,287)	(103,174)	(106,147)	(109,210)	(112,365)	(115,615)	(118,962)	(122,409)	(125,960)	(129,617)
Other revenue					3.0%	0	-	-	-	-	-	-	-	-	-	-
Parking		78	*0.517*	135	3.0%	157	146,486	150,880	155,407	160,069	164,871	169,817	174,912	180,159	185,564	191,131
Less Vacancy - Parking					3.0%		(4,395)	(4,526)	(4,662)	(4,802)	(4,946)	(5,095)	(5,247)	(5,405)	(5,567)	(5,734)
					Effective gross revenue		**3,384,692**	**3,482,305**	**3,582,845**	**3,686,402**	**3,793,066**	**3,902,929**	**4,016,088**	**4,132,643**	**4,252,693**	**4,376,346**

EXPENSES

Per unit per month	PUPM (now)	Months to completion	Inflated PUPM	Inflation	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
Overhead allocation	100	54	136	6.89%	246,846	263,854	282,033	301,465	322,236	344,438	368,170	393,537	420,652	449,635
Replacement Reserve	72	54	72	0.00%	130,464	130,464	130,464	130,464	130,464	130,464	130,464	130,464	130,464	130,464
Caretaker	85	54	99	3.49%	180,171	186,459	192,966	199,701	206,670	213,883	221,347	229,072	237,067	245,341
Insurance	70	54	110	10.00%	198,554	218,410	240,251	264,276	290,703	319,773	351,751	386,926	425,618	468,180
Water	20	54	28	7.41%	50,531	54,275	58,297	62,617	67,257	72,241	77,594	83,343	89,519	96,153
Sewer	23	54	26	3.00%	47,692	49,122	50,596	52,114	53,677	55,288	56,946	58,655	60,414	62,227
Electricity	27	54	30	2.65%	55,113	56,574	58,073	59,612	61,191	62,813	64,478	66,186	67,940	69,741
Natural gas	-	54	-	0.00%	-	-	-	-	-	-	-	-	-	-
Landscaping	5	54	7	6.21%	11,972	12,716	13,505	14,344	15,235	16,181	17,186	18,253	19,387	20,591
Maintenance	30	54	35	3.20%	62,767	64,776	66,849	68,988	71,196	73,474	75,825	78,251	80,756	83,340
Garbage	18	54	23	5.80%	42,316	44,771	47,367	50,115	53,021	56,097	59,350	62,793	66,435	70,288
Property Tax	-	54	-	0.00%	-	-	-	-	-	-	-	-	-	-
Total operating expenses	450		566		1,026,427	1,081,420	1,140,402	1,203,695	1,271,651	1,344,652	1,423,111	1,507,481	1,598,252	1,695,957
					895,963									
% of Gross revenue					30%	31%	32%	33%	34%	34%	35%	36%	38%	39%
				Net Operating Income	**2,358,265**	**2,400,885**	**2,442,444**	**2,482,707**	**2,521,414**	**2,558,277**	**2,592,977**	**2,625,162**	**2,654,442**	**2,680,388**
				Annual debt service (mortgage payments)	2,141,789	2,141,789	2,141,789	2,141,789	2,141,789	2,141,789	2,141,789	2,141,789	2,141,789	2,141,789
				Cash Flow	216,477	259,096	300,655	340,918	379,626	416,489	451,189	483,373	512,653	538,600
				Debt service coverage (must be greater than 1.1)	1.101	1.12	1.14	1.16	1.18	1.19	1.21	1.23	1.24	1.25
					2,355,967.42									
					214,178.86									

FINANCING

Gross Capital Budget	69,743,196			
Costs		**Interim financing**		
SOFT COSTS	8,168,643	Pre-IAD interest (turnkey)		<- DELETE ONE
HARD COSTS	45,978,376	Pre-IAD interest (construction)	925,619	<- DELETE ONE
GST	-			
Project contingency	14,278,776	**Net Cost Pre Financing**	38,678,163	
Subtotal	**68,425,795**			
		1% Loan fee	386,782	
Equity		$75/unit CMHC fee (max $5000)	5,000	
CRHC Equity (Property Sale Equity)	1,546,252	**Mortgage principal**	**39,069,944**	
CRHC (Land Equity)	1,612,000			
RHFP (CRD)	12,300,000	Amortization (years)	35	
RHTF	1,815,000	Take-out mortgage year	2027	
VHRF	500,000	Take-out mortgage interest rate	4.27%	
CMHC Seed Funding	150,000	Compounding per year	2	
FCM Green Municipal Fund	5,200,000	Payments per year	12	
CMHC Co-Investment	7,550,000			
Total equity	**30,673,252**	**Monthly payment**	**178,482**	
		Annual payments	**2,141,789**	
Pre-IAD borrowing required	**37,752,543**			

FOR EX COM

Capital Budget		
Cost per SQ FT		691
Cost per unit (gross)		461,875
Cost per unit (financed)		258,741
Financing Required		39,069,944
Total Capital Cost		68,425,795
Operations Budget		
Gross revenue		3,342,888
Other revenue		146,486
Less vacancy		(100,287)
Total revenue		3,384,692
Operating costs		1,026,427
Net operating income		2,358,265
Annual principal and interest		2,141,789
Amount of loan		39,069,944
Surplus		216,477
DCR	3.77%	1.18
DCR	4.02%	1.14
DCR	4.27%	1.10
DCR	4.52%	1.07
DCR	4.77%	1.03
Loan to value ratio		0.57

POLICY AND PROCEDURES MANUAL	**Tenant Relocation Policy**		
	POLICY NO.	EFFECTIVE	AMENDMENT NO.
	2.48	September 25, 2018	

1. Policy

This policy will ensure that the CRHC adheres to fair and transparent tenant relocation practices that abide with the British Columbia Residential Tenancy Act (BC RTA) and BC Housing's Guiding Principles on redevelopment and tenant relocation. This policy will assure that the redevelopment of aging affordable housing properties "*will ensure that people in greatest housing need in the capital region will have improved access to housing that best meets those needs and that affordable housing residents currently living at sites slated for redevelopment will be considered first at all key stages of the redevelopment process."*[1]

2. Purpose

This policy outlines rehousing provisions for current affordable housing tenants in aging CRHC affordable housing communities that are being proposed for redevelopment.

3. Management of the Policy

This policy is managed by Regional Housing Services, the CRHC Tenant Services staff. Any modifications to this policy subsequent to implementation must be reviewed and approved by the CRHC Board.

4. Definitions

a) *Affordable Market*

Applicants from households with income over the Housing Income Limits (HILs) but below the moderate income limit can apply for low-end market housing. Low-to-moderate income households are defined as those whose income level is within the second quintile of the total household income of two persons or more in British Columbia. To be eligible for an affordable market unit, total household income must not exceed this amount at move-in.

[1] https://www.bchousing.org/partner-services/asset-management-redevelopment/redevelopment-process-princlples

b) *Household Income Limits (HILS)*
HILs is set by BC Housing and represents the income required to pay the average market rent for an appropriately sized unit in the private market.

c) *Official Notice*
Official Notice refers to an official provision of a "Notice to End Tenancy" that is provided to the tenant four months prior to demolition or renovation as per the *Residential Tenancy Act (BC)*.

d) *Rent Geared to Income (RGI)*
To be eligible for rent-geared-to-income (RGI) or subsidized housing, the applicant's gross household income must be below certain income limits, as established by the (HILs).

e) *Unofficial Notice*
Unofficial Notice refers to the CRHC providing advance notification to tenants of a renovation or redevelopment 12 months prior to demolition in order to support the tenants in acquiring housing.

f) *Vulnerable Tenants*
Vulnerable tenants, those occupying rent-geared-to-income units such as seniors, persons with disabilities, or those living on very low incomes, are among those most affected by redevelopment or renovation. They often require more assistance in the relocation process as there are fewer choices available to them. These individuals also tend to be longer-term residents, and the process of moving may be more challenging for them.

5. Policy Priority

This policy takes priority over *CRHC Policy 2.10 Applicant Eligibility*.

6. Tenant Engagement

a) *Informing of proposed redevelopment*
CRHC tenants will be provided *Unofficial Notice* at least 12 months prior to demolition if a redevelopment of their community is proposed.

b) *Tenant Relocation Plans*
Once the funding is approved and a resolution by the CRHC Board is made to proceed with the redevelopment, the CRHC staff will meet with tenant households to develop individualized Tenant Relocation Plans (TRP).

c) *Design Consultation*
Tenants will be provided opportunities to consult on the design of the proposed redevelopment throughout the process. Notice of these opportunities will be provided in writing.

d) *Updates*
Monthly updates will be provided in writing.

7. Tenant Relocation Plans (TRP)

a) Staff will meet with Tenant Households to develop individualized TRP. These plans will support tenants in moving to an existing CRHC unit or with another social housing provider.

b) TRP will take into consideration the requirements of *Vulnerable Tenants*. Additional financial compensation or support, such as partnering with health organizations and other non-profit services, may be requested for *Vulnerable Tenants* and will be reviewed for consideration in the TRP.

c) The TRP will guide staff in providing appropriate housing choices based on employment, location of school(s) and health requirements.

d) Tenants will be provided three offers of housing based on their choices and availability of CRHC housing.

e) Offers of housing will reasonably accommodate medical requirements. Written confirmation by a health professional of medical accommodation requirements must be provided.

f) *Affordable Market* tenants that meet the eligibility requirements will be offered CRHC units based on Canadian National Occupancy Standard guidelines.

g) *Affordable Market* tenants that meet the eligibility requirements will be advised during the TRP meeting of the rental rates in CRHC communities. Tenants will be required to pay the rents that are applicable in their “chosen” community and the accompanying security deposit. Proof of income will be required.

h) *Rent-Geared-to Income (RGI)* tenants that meet the eligibility requirements will be offered CRHC units based on Canadian National Occupancy Standard guidelines.

i) Current Tenants who do not meet the eligibility requirements for RGI or affordable market housing will be provided with information on at least three rental options in the community that are rented for no more than 30% of their household income.

j) Arrangement for an insured moving company or a flat-rate payout for moving expenses will be as follows:

   i. A maximum of $750 for bachelor and 1-bedroom households; and
   ii. A maximum of $1,000 for two or more bedroom households.

k) Current tenants will be given right of first refusal to move back into the redevelopment and tenants must meet the eligibility requirements for the redevelopment.

l) CRHC will work with other housing providers to secure appropriate housing for tenant households where applicable.

m) Tenants will be provided with move-out cleaning instructions prior to vacating their current units.

n) After completing a move-out inspection, CRHC may agree to the transfer of security deposits to the new unit for tenants relocating to CRHC units. Depending on the rent of the new unit, an additional damage deposit may be required, and the tenant will be required to make up the difference. Alternatively, if the rent is less, the tenant will receive a refund for the balance.

8. Reasonable Notice

All reasonable efforts will be made to house tenants prior to the demolition of the building. CRHC will provide at least four months' *Official Notice* to tenants prior to demolition as per the *Residential Tenancy Act (BC).*

9. Tenant Relocation Report

CRHC must keep records and documentation for reporting purposes. At minimum that is to include:

a) Names of the tenants;
b) Accommodations provided;
c) Outcome of their search for alternate accommodation; and
d) A summary of the monetary value given to each tenant (e.g., moving costs, rent, etc.).

10. Municipal Tenant Relocation Policies

The CRHC will work in cooperation with those municipalities who have adopted tenant relocation guidelines or policies.

11. Related Legislation, Policies and Documents

a) British Columbia Residential Tenancy Act
b) BC Housing's Guiding Principles
c) CRHC Policy 2.10 Applicant Eligibility
d) CRHC Policy 2.11 Tenant Eligibility for Rent Supplement/RGI
e) CRHC Policy 2.12 Occupancy Guidelines
f) CRHC Policy 2.34 Pet Policy
g) CRHC Policy 2.47 Smoke-Free

POLICY AND PROCEDURES MANUAL	SUBJECT Applicant Eligibility		
	POLICY NO. 2.10	EFFECTIVE March 30, 2004 AMENDED July 22, 2014 May 24, 2016 June 25, 2018 November 24, 2019 March 23, 2020 AMENDED October 14, 2020	AMENDMENT NO. 6 *Approved by CRHC Board Oct. 14, 2020*

OBJECTIVE: **To ensure adherence to operating agreements and relevant legislation relative to tenant selection and eligibility while ensuring protection of privacy for applicants.**

To ensure fair, consistent, equitable and transparent housing opportunities

POLICY:

1. Income eligibility

1.1 Subsidized units

To be eligible for subsidized housing, the applicant's gross household income must be below certain income limits, as established by the Housing Income Limits (HILs). HILs is set by BC Housing and represent the income required to pay the average market rent for an appropriately sized unit in the private market.

1.2 Regional Housing First Program Income Assistance Units (RHFP-IA)

To be eligible for RHFP-IA units, the applicants must receive Income Assistance or a Disability Pension through the Provincial or Federal Government and have a shelter allowance of $375. If the applicant is not on Income Assistance or a disability pension, the applicant's income must fall below the HILs.

1.3 Affordable Units (formerly Low end of Market – LEM)

For Affordable Units, the applicant must fall within the income levels as outlined in Appendix A of this policy. Total household income must fall below the median income figures as determined by BC Housing.

2. Occupancy Standards

The size of the unit required by a household is outlined in the CRHC Occupancy Standards policy and is governed by the National Occupancy Standards. See CRHC Occupancy Standards policy 2.12. Exceptions to the policy at the discretion of the Manager, Operations and/or Senior Manager.

3. Application Process

3.1 Subsidized Units

Applicants for subsidized housing must apply for housing through the Housing Registry. The Housing Registry is a single point of entry for individuals and families looking for subsidized housing options. Individuals searching for subsidized housing submit one application form to be considered for any available housing units in developments managed by the Housing Registry members. CRHC is mandated to be a Housing Registry member as per our operating agreements.

CRHC provides affordable housing to low and moderate income individuals and families. CRHC will choose applicants in two ways to fulfil its mandate of providing rent geared to income housing.

1. 80% of applicants will be chosen on a **chronological basis**. The information on the application will be verified by CRHC. If an applicant is deemed ineligible for a unit they applied for, the applicant will be notified in writing why they have been deemed ineligible and will be provided details of the conditions they must meet in order to be eligible in the future.
2. 20% of applicants will be chosen as per 3.2 of this policy.

3.2 RHFP - IA units

Applicants for RHFP - IA units must apply for housing through the Supportive Housing Registry. The Supportive Housing Registry is a single point of entry for individuals and families who have experienced homelessness looking for supportive and supported housing options. Individuals searching for RHFP-IA housing submit one application form to be considered for any available housing units in developments managed by the Supportive Housing Registry members. CRHC is mandated to be a Supportive Housing Registry member as per our operating agreements. The applicant is referred through the Placement Table of the Coordinated Access and Assessment (CAA) that is managed

through BC Housing in partnership with Island Health and the Capital Regional District.

RHFP-IA applications must have a Supports in Social Housing Agreement outlining the main support agency that will be support their tenancy in CRHC housing.

***Operational Notes: (SG-Nov.13, 2020) Where SHR and CAA have not yet adapted the registry to contain families to allow for selection into 2 bedroom or larger units the work around is to be:*
Tenant Services Assists (TSA) are to firstly contact CAA partners (BCH or IH) for referral of a suitable family. If a referral is not forthcoming the TSA is to go to the Housing Registry and select an applicant chronologically that has a Schedule 'A' attached. The Schedule 'A' indicates the applicant is experiencing or is at risk of homelessness. All other selection and screening criteria of this policy applies, including the need for supports.
This work around will be used until the required system changes of SHR and the CAA catches up.
Documentation of selection process is required for applicants entering housing within the 20% section to track the decisions made.

3.3 **Affordable Units (formerly LEM)**

Applicants for Affordable units can apply directly to CRHC. Affordable unit availability is advertised on CRHC's website. Affordable units are allocated chronologically to applicants who meet the eligibility requirements. The applicant must meet the income eligibility requirements and preference for affordable units will be based on the applicant who most closely meets the occupancy standards. This is to ensure that units are maximized in meeting the needs of low and moderate income families, individuals and seniors. Affordable Housing tenants will sign a one year tenancy agreement that will renew automatically after one year on a month to month basis.

3.4 **Processing, Storage and Disposal of Application Forms**

3.4.1 Once an application and supporting documents have been received staff assess for eligibility. The applicants' information is then added to the 'Market Application Waitlist' chronologically under the tab best reflecting their status based on the declared income levels. (Eligible or Not Eligible)

3.4.2 Application forms and supporting documents are to be kept securely stored (locked cabinet) alphabetically under their current, eligibility status. Ie. Eligible, NOT Eligible or Expired.

3.4.3 Applicants who do not meet the income eligibility are to be contacted within two weeks of the application date to inform them of their ineligibility. A letter (scanned or pdf) is to be sent by email using ZendTo, stating their ineligibility for housing. The letter is to contain details regarding the secure storage of information for the duration of 12 months, disposal at the end of this period (shredding) and how to inform our office if their situation changes during this time period. If no email is on file, staff must contact the applicant by phone to verify the address before sending the letter by regular post. If the address cannot be verified and no email address can be obtained then the letter must be sent by Registered Mail to allow its delivery to be tracked.

3.4.4 Eligible Applicants will be considered for housing for a 12 month period following their submission and will be encourage to update their information/interest every 3 months or when there are changes to their situation (address, income, family composition etc).

3.4.5 All applications are must be kept on file for 12 months whether active or inactive. After the 12 month period of NOT Eligible status or inactive the application and all supporting documents will be shredded.

4. Reference Checks, Rental Payment History and Credit Checks

4.1 **Reference Checks**

An applicant must have at least 2 year duration of a favourable landlord reference or will have completed the facilitated ***RentSmart*** program successfully. Applicants that are referred through an established Partnering Agency will not require a landlord reference.

- Two (2) year favourable reference within the last three (3) years OR RentSmart Certificate dated within the past two (2) years. If none, then the applying applicant should be encouraged to take the facilitated version of the RentSmart course.
- RHFP-IA applicants do not require a favourable Landlord reference check but do require a Supports in Social Housing Agreement outlining the main support agency that will support their tenancy in CRHC housing.

4.2 **Rental Payment History**

An applicant must have paid their rent on time and in full for the previous six months of their tenancy. This will be verified during the Landlord reference check.

4.3 **Credit Checks**

Credit checks *may* be completed from time to time.

Making a difference...together

REPORT TO REGIONAL PARKS COMMITTEE
MEETING OF WEDNESDAY, APRIL 26, 2023

SUBJECT **Capital Regional District Regional Parks and Trails – 2022 Progress Report**

ISSUE SUMMARY

To present the Capital Regional District's (CRD) 2022 Regional Parks and Trails Progress Report, which identifies progress toward the CRD's Interim Regional Parks and Trails Strategic Plan 2022-2032.

BACKGROUND

The CRD has managed the regional parks service since 1966 and remains committed to providing exemplary regional park and trail services and facilities.

In November 2021, the Board initiated an update of the 2012-2021 Regional Parks Strategic Plan to integrate Board priorities and commitments made since the plan was approved in 2012, as well as to address emerging challenges to the regional parks and trails system. The initial direction for the Strategic Plan update was set by the Board in February 2022, including that a lens of conservation and protection of biodiversity be applied to the priorities and process, and that early, ongoing and meaningful engagement with First Nations occur. A public engagement process was undertaken in spring 2022.

In July 2022, the Board approved the Regional Parks and Trails Strategic Plan for 2022-2032 on an interim basis while engagement with First Nations continues. The Interim Strategic Plan will guide the CRD toward its desired vision for regional parks and regional trails. The plan sets out five goal areas where the CRD will focus its efforts. Each of these goals includes strategic priorities with supporting actions and timelines for implementation. Overall, there are 13 strategic priorities and 57 supporting sub-actions over the ten-year plan horizon. The CRD has committed to annually reporting on the progress toward achieving its goals for regional parks and trails.

The 2022 Regional Parks and Trails Progress Report provides a summary of the Regional Parks and Trails Strategic Plan activities undertaken between July and December 2022 (Appendix A). The report also provides several annual indicators used to track progress of the CRD Regional Parks and Trails Strategic Plan. Some of the key highlights include:

- continued engagement with First Nations on the Interim Regional Parks and Trails Strategic Plan
- acquisition of 41 hectares of new regional park land
- involvement of cultural monitors from three First Nations in regional park and trail projects
- collection of species-at-risk inventory
- completion of Hamsterly Beach Nature Playground
- construction of the Mayne Island Regional Trail and E&N Rail Trail Phase 4 was initiated
- submission of grant funding applications for four regional trail priority projects

- initiation of an accessibility audit at select regional parks
- accessible fishing dock installed at Elk/Beaver Lake Regional Park

The Progress Report also includes a report card that compiles self-reported progress metrics from staff responsible for advancing each of the plan's 57 sub-actions. These metrics were used to produce a status measure for several informative categories, such as overall action plan progress, and the five goal areas of the strategy.

This systematic evaluation provides an indication of where focused efforts need to be made or increased to achieve targeted actions and outcomes within the Strategic Plan. The overall status for the 2022 year was calculated as 'on track', meaning 75%-100% of the annual targets were progressed as envisioned within the Strategic Plan's ten-year action plan.

The Progress Report also includes a list of reporting indicators that provide additional information of trends relevant to the regional parks and trails service, as well as progress made towards the strategic priorities. These indicators will be updated annually and may include additional metrics identified during the pending reconsideration of the interim status of the Strategic Plan.

IMPLICATIONS

Environmental & Climate Implications

Regional parks and regional trails are vital in helping to achieve the region's climate action, natural resource protection and active transportation goals. Progress made in 2022 toward the conservation and climate action goals identified in the Interim Regional Parks and Trails Strategic Plan include acquiring 41 hectares of regional park land, undertaking a species at risk inventory, and starting construction of two regional trail priority projects. Looking ahead to 2023, work will focus on developing a State of Natural Areas Report, a Conservation Plan, an Outdoor Recreation Plan, updating land acquisition criteria and processes, as well as advancing priority regional trail expansion and enhancement projects.

In 2022, CRD regional park and trails operations consumed 4,868.7 GJ and produced 252 tonnes of CO_2e, with 237.4 tonnes associated with corporate fleet vehicles and 14.6 tonnes coming from facilities and infrastructure. This data represents the total emissions attributed to the CRD's Regional Parks and Trails division during the reporting period of January 1 to December 31, 2022. This is the first year of reporting and offers a baseline level of energy consumption and emissions for future comparison. As the regional parks and trails system continues to expand with additional staff, equipment, new park acquisitions and facilities, options for converting energy consumption to clean sources and reducing overall greenhouse gas emissions will need to be incorporated.

Intergovernmental Implications

Working toward reconciliation with First Nations in the region is a foundational principle of the Strategic Plan. First Nations in the region have been invited to engage in the Regional Parks and Trails Strategic Plan renewal and implementation in an ongoing and meaningful manner to determine how to strengthen relationships, and what key priorities and initiatives are most important to work on together over the next 10 years.

Continuing collaboration with First Nations governments, municipalities, park agencies and stakeholders will be integral to implementing the key priorities within the Strategic Plan. These priorities are met through initiatives such as, participation on the Transportation Working Group where transportation engineers and planners from across the region seek collaborative solutions to addressing regional transportation challenges or, the review and confirmation of the Lochside Trail Agreement, where Municipal, Regional and Provincial governments are coming together to provide an active transportation and recreation corridor. Other initiatives such as, work on addressing mosquito issues around Island View Beach are the result of the collaborative efforts of Central Saanich, the CRD and Tsawout First Nation. Many other examples of collaboration exist and will continue to be identified and implemented.

Social Implications

Equity is one of the guiding principles within the Interim Regional Parks and Trails Strategic Plan. In the implementation of the Strategic Plan, staff will work to ensure that actions are taken to increase inclusiveness and accessibility to residents across the region. A focus on improving access to, and visitor experiences in, regional parks and trails is also a key element included in the Strategic Plan. The CRD will continue to offer compatible outdoor recreation experiences in regional parks and trails that are enjoyable, healthy, safe and immersed in nature, and that foster stewardship through program delivery, knowledge sharing and collaboration.

Financial Implications

In 2022, the regional parks and trails service operated on an annual budget of approximately $16.7 million, primarily funded through regional property tax requisition and supplemented by non-tax revenue, including external grant funding and permit fees. Acquisition of new park land is conducted through a separate Land Acquisition Fund requisition. Financial implications associated with service level adjustments identified to implement priority actions in the Strategic Plan will be considered by the CRD Board in future service planning processes.

Service Delivery Implications

The regional parks and trails service is managed and operated by the CRD through recommendations provided to the CRD Board through the Regional Parks Committee and the Transportation Committee. Any changes to the operation and management of regional parks and trails needed to implement the Strategic Plan will have service delivery implications.

Alignment with Board & Corporate Priorities

The 2019-2022 CRD Board Priorities envisioned that residents of the region have additional land acquisitions and increased access to parks and recreational trails, and have access to convenient, green and affordable multi-modal transportation systems that enhance community well-being. These priorities were key drivers for the Regional Parks and Trails Strategic Plan. The 2023-2026 CRD Board Priorities of First Nations, Transportation, Climate Action and Environment align with the priorities identified in the Strategic Plan.

Alignment with Existing Plans & Strategies

The Regional Parks and Trails Strategic Plan 2022-2032 is in alignment with recent Board-approved strategies: Regional Growth Strategy, Regional Transportation Plan, Climate Action Strategy and the Special Task Force on First Nations Relations Final Report.

CONCLUSION

The CRD's 2022 Regional Parks and Trails Progress Report outlines actions that the CRD has undertaken to advance its Interim Regional Parks and Trails Strategic Plan since it was approved in July 2022. Overall, in 2022, the CRD progressed on several initiatives and has identified where focused efforts need to be made or increased to achieve targeted actions and outcomes. The overall status for the 2022 year was calculated as 'on track', meaning 75-100% of the yearly target of actions were progressed as envisioned within the Strategic Plan's 10-year action plan. Efforts will focus on continuing engagement with First Nations, increasing protection of biodiversity, offering compatible outdoor recreation, improving accessibility and equity, and advancing priority regional trail expansion and enhancement projects in the coming year.

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

ATTACHMENT

Appendix A: 2022 Interim Regional Parks and Trails Strategic Plan Progress Report

APPENDIX A

2022 Interim Regional Parks & Trails Strategic Plan Progress Report



Making a difference...together

TERRITORIAL ACKNOWLEDGEMENT

The CRD conducts its business within the traditional territories of many First Nations, including but not limited to BOḰEĆEN (Pauquachin), MÁLEXEŁ (Malahat), P'a:chi:da?aht (Pacheedaht), Pune'laxutth' (Penelekut), Sc'ianew (Beecher Bay), Songhees, SȾÁUTW̱ (Tsawout), T'Sou-ke, W̱JOŁEŁP (Tsartlip), W̱SIKEM (Tseycum), and xʷsepsəm (Esquimalt), all of whom have a long-standing relationship with the land and waters from time immemorial that continues to this day.



Dancing Dragonflies by Chris Paul

The CRD commissioned W̱SÁNEĆ artist Chris Paul to create an image based on the idea of First Nation and Settler communities living side by side and our governments making a difference together.

Dragonfly is a symbol of change, transformation and swiftness. He represents a symbol of change in the view of self-understanding and the kind of change that has its source in maturity and insight into the deeper meaning of life.

It is our hope today that our work to change and transform will be swift, that as we mature we will develop insight that allows us to be poised for reconciliation and that we continue to build strong and meaningful relationships with local First Nations.

Cover photos:
Front: East Sooke Regional Park
Back: Sooke Hills Wilderness Regional Park

Organizational Overview

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

Table of Contents

Regional Parks & Trails Overview 2

History & Governance 2

Funding & Service Delivery 3

System Information 4

Regional Parks Strategic Plan 2022-2032 7

Overview 7

Vision & Mission 8

Values 9

Goals & Priorities 10

Tracking Our Progress 11

Annual Progress Reporting 12

Goal 1: Reconciliation 14

Goal 2: Conservation 16

Goal 3: Visitor Experience 18

Goal 4: Climate Action & Resiliency 20

Goal 5: Access & Equity 22

Looking Ahead - 2023 24

Appendix A: Regional Parks & Trails 2022 Report Card 25

Regional Parks & Trails Overview

The CRD has committed to annually reporting on regional park and regional trail-related activities. This report summarizes 2022 activities and annual indicators identified in the CRD's Regional Parks and Trails Strategic Plan 2022–2032, approved on July 13, 2022 on an interim basis for one year while engagement with First Nations in the region continues.

History & Governance

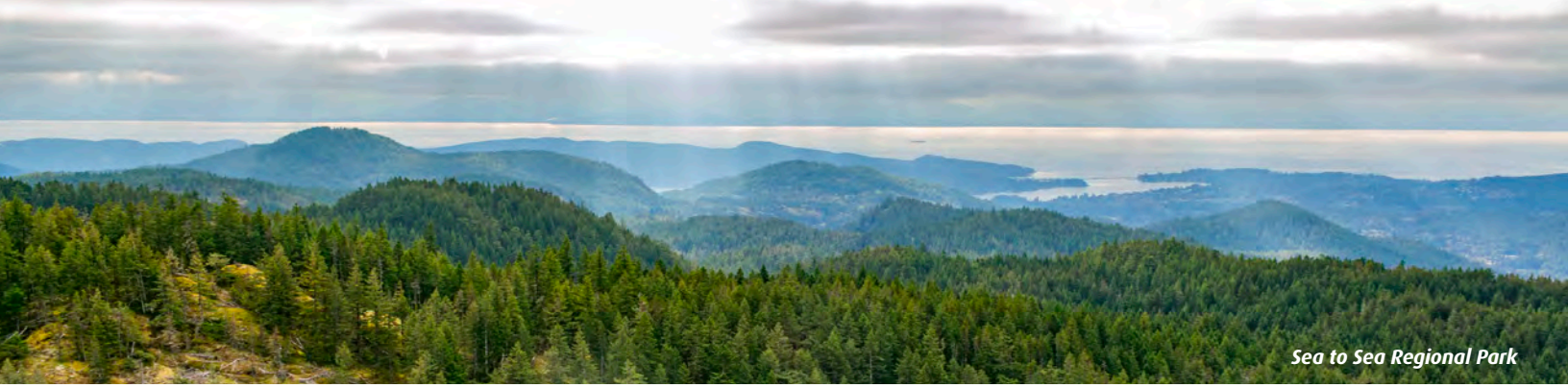
The CRD's regional parks system was established in 1966 (Figure 1). Since then, the CRD has provided a service for the provision and maintenance of regional parks and regional trails to all municipalities and electoral areas in the CRD, as per the "Regional Parks Extended Service Establishment Bylaw No. 1, 1989," CRD Bylaw No. 1749. The authority to provide a regional parks and regional trails service is granted by the Province of British Columbia (BC) to the regional district primarily through provisions outlined in the *Local Government Act*.

The CRD Board is the decision-making authority for the regional parks and trails service. The CRD Regional Parks Committee provides input to the Board on matters pertaining to regional parks and regional trails.

As of 2022, the CRD Transportation Committee also provides input to the Board on regional trail matters, such as mobility and recreation, trail management and operations.

FIGURE 1. REGIONAL PARKS TIMELINE





Sea to Sea Regional Park

Funding & Service Delivery

The regional parks and trails service is funded primarily through a regional property tax requisition. In 2022, the annual operating budget for regional parks and regional trails was $16.7 million. The previous CRD Board Strategic Plan 2019–2022 prioritized ensuring appropriate funding for parks and trails infrastructure, improvements, and maintenance.

Non-tax revenue provides a portion of the funding stream for regional parks and trails. Non-tax revenue is generated through the fees and permit provisions such as camping and pay parking in CRD Bylaw No. 3675, "Capital Regional District Regional Parks Services and Facilities Fees and Charges Bylaw No. 1, 2010." Other sources of non-tax revenue may include donations, facility rentals or lease agreements. Additionally, grant funding enhances the overall budget but is dependent on available opportunities and successful applications.

The CRD actively expands the regional parks system through use of the Land Acquisition Fund (LAF). Through the LAF and with the support of partners, the CRD has acquired approximately 4,900 hectares (ha) of land since 2000 for regional parks.

The management of regional parks and trails is divided into three areas:

CRD Regional Parks & Trails

Planning & Development:
- First Nations, Stakeholder and Government Engagement
- Park Management Policies & Planning
- GIS Mapping
- Land Acquisition
- Capital Planning & Asset Management
- Stakeholder & Government Relations

Operations:
- Operating & Maintaining Regional Parks & Trails
- Sign Development, Installation & Management
- Asset Monitoring, Repair & Replacement
- Fleet Services
- Safety Programs

Visitor Experience & Stewardship:
- Conservation & Recreation Partnerships
- Interpretive Education
- Compliance & Enforcement
- Volunteer Management
- Visitor Information
- Data Collection & Monitoring

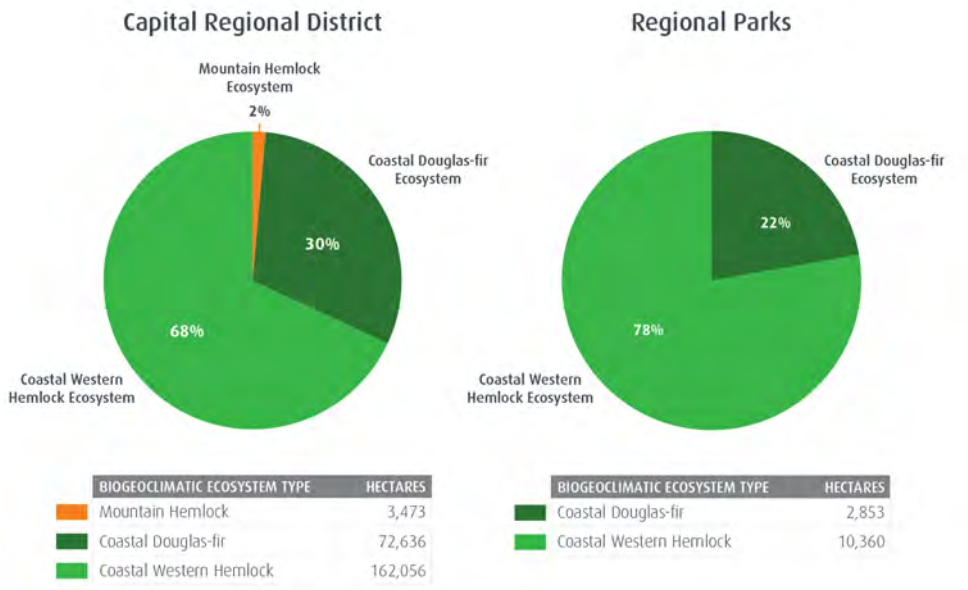
System Information

As of December 31, 2022, there were 33 regional parks and four regional trails in the CRD's system, comprising over 13,300 ha of land. The regional parks system grew in 2022 with the addition of 15.5 ha of land to create one new regional park (Wrigglesworth Lake Regional Park), and 25.7 ha of newly acquired land was added to existing parks (East Sooke and Mill Hill regional parks). The regional trails system also grew in 2022 with construction starting on the Mayne Island Regional Trail and the expansion of the E&N Rail Trail Regional Trail.

CRD regional parks protect land and ecosystems in two of the three biogeoclimatic zones that occur within the CRD (Figure 2). The Coastal Douglas-fir (CDF) zone is home to the highest number of species and ecosystems at risk in BC, of which many are ranked globally as imperiled or critically imperiled. Only 0.3% of BC consists of CDF zone and it is the least protected zone in BC, with many of the protected areas being small, isolated parcels surrounded by development.

As of July 2022, the CRD protects 4% (2,850 ha) of the CDF occurring within the region, which comprises approximately 22% of the regional parks system as a whole.

FIGURE 2. BIOGEOCLIMATIC ECOSYSTEMS IN THE CRD & IN REGIONAL PARKS IN 2022



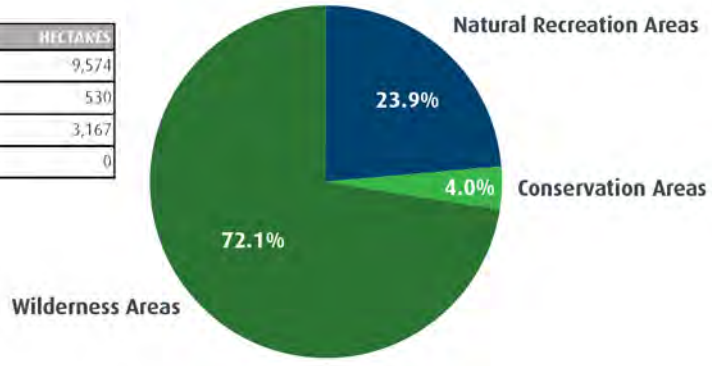




Wrigglesworth Lake Regional Park

With the new additions, the regional parks system by park classification as of December 31, 2022 was as follows:

PARK CLASSIFICATION	NUMBER OF PARKS	HECTARES
Regional Wilderness Areas	3	9,574
Regional Conservation Areas	12	530
Regional Natural Recreation Areas	18	3,167
Regional Conservancy Areas	0	0



As part of the CRD's commitment to climate action, tracking began in 2022 to determine the levels of energy consumption by regional parks and associated greenhouse gas (GHG) emissions. Going forward, the CRD has committed to annually tracking GHG emissions with the end goal of reducing GHGs accross the organization, including regional parks' operational GHGs.

In 2022, regional park and trail operations consumed 4,869 gigajoules of energy and the total emissions were about 252 tonnes (t) of carbon dioxide (CO2) equivalent (e) (tCO2e). Emission sources were predominantly generated from gasoline powered vehicles in the regional parks fleet (66%), followed by diesel powered fleet vehicles (28%), propane heated buildings (4%) and electrically heated buildings (2%).

In the CRD, regional parks serve to protect biodiversity and cultural heritage and offer quality visitor experiences. Figure 4 highlights some of the 2022 visitor use and conservation statistics in regional parks and regional trails.

FIGURE 4. 2022 VISITOR USE AND CONSERVATION DATA





Interim Regional Parks & Trails Strategic Plan 2022–2032

Overview

The management of regional parks and regional trails has been guided by various plans and strategies over the years. In 2019, the CRD Board made it a priority to update the former Regional Parks Strategic Plan 2012–2021. Through engagement with First Nations, the public and stakeholders, the CRD developed the Interim Regional Parks and Trails Strategic Plan 2022–2032 between December 2021 and June 2022.

The 2022–2032 plan updates the former strategy with a lens on First Nations reconciliation to reflect current challenges and opportunities affecting the region, as well as to incorporate recent CRD initiatives and priorities. The success of the Plan relies on relationships with First Nations, a commitment to superior service delivery, and cooperation with partners.

On July 13, 2022, the CRD Board adopted the Regional Parks and Trails Strategic Plan on an interim basis for one year while engagement with First Nations continues.

Much of the focus for the remainder of 2022 was on continuing to engage First Nations on the Interim Strategic Plan. Feedback received will be considered for incorporation into the final Regional Parks and Trails Strategic Plan 2022–2032 for presentation to the Board.



Coles Bay Regional Park

Vision, Mission & Values

The Interim Regional Parks and Trails Strategic Plan 2022–2032 vision statement identifies the desired future state of regional parks and regional trails in 2032:

> We have an expanded and connected system of regional parks and regional trails that are rich in biodiversity, respect Indigenous cultural heritage and use, inspire stewardship, are resilient to change, and provide enjoyable outdoor recreation experiences.

Reaching the desired vision will be successful if the CRD works closely with First Nations communities, other levels of government, organizations, institutions, and residents in the region. A focus on equity and accessibility in the Plan is aimed at encouraging broader and safer participation in regional parks and trails.

The mission defines the fundamental purpose of the regional parks and regional trails system, describing why it exists, what it does, and the level of performance to be met or surpassed. The mission for regional parks and regional trails is to:

- Operate and manage a connected system of regional parks for public enjoyment.
- Foster stewardship by learning from and working with long-term land stewards and by connecting people to nature.
- Operate and manage a regional trail network for active transportation and recreation.
- Be fiscally responsible and accountable in decision-making.



Elk/Beaver Lake Regional Park

The following values and guiding principles were also identified during the development of the 2022–2032 Strategic Plan. Values and principles define what is important to the CRD and will be applied to guide the implementation of the Plan:

Access: Regional parks and regional trails can be accessed by transit, micromobility, cycling and walking.

Accountability: Decision-making processes and financial management are transparent and based on the best available information.

Connectivity: Biodiversity depends on connected natural area corridors and complete communities depend on connected trail corridors and active transportation networks.

Conservation: Regional parks protect, restore and enhance the region's cultural heritage, biodiversity, and rare and unique ecosystems.

Education: Promoting literacy of the region's natural and cultural heritage increases awareness of the interconnectedness between humans and the nature and impacts of climate change.

Equity: Regional parks and regional trails are inclusive, culturally safe, and accessible to visitors of all ages, abilities and income levels.

Outdoor Recreation: Outdoor recreation benefits our health and wellbeing, connects us to each other and immerses us in nature.

Partnership: A commitment to developing meaningful partnerships with First Nations that respects Indigenous knowledge, First Nations governance and cultural use, as well as to developing partnerships with other levels of government and organizations in the region.

Reconciliation: A commitment to take action towards Indigenous reconciliation by respecting Indigenous laws and strengthening relationships with First Nations communities.

Resiliency: Regional parks and regional trails adapt to change by incorporating solutions that take action on climate change, recognize the value of Indigenous cultural knowledge, ensure sustainable service delivery and aim to benefit future generations.

Stewardship: A commitment to learning from and implementing approaches from First Nations, who are the long term land stewards, and inspiring residents and visitors to be stewards of the region's natural and cultural heritage by leading by example and showcasing best practices.

Goals & Prioirities

The CRD's Interim Regional Parks and Trails Strategic Plan was developed to guide the CRD towards its desired vision for regional parks and regional trails. The Strategic Plan establishes five goal areas where the CRD will focus its efforts.

Each of these goals includes strategic priorities with supporting actions and timelines for implementation. Overall, there are 13 strategic priorities and 57 supporting sub-actions.

GOAL	PRIORITIES
Reconciliation	• Incorporate First Nation worldviews and knowledge in the ongoing management and operation of regional parks and regional trails. • Work with First Nations Governments in service delivery initiatives.
Conservation	• Take action to increase protection of biodiversity, ecological integrity and natural assets in the region through improved knowledge, proactive stewardship and land acquisition. • Respect and protect cultural heritage sites and traditional cultural use practices. • Work with partners in taking care of the region's species, habitats and natural areas.
Visitor Experience	• Offer compatible outdoor recreation experiences that are enjoyable, healthy, safe and immersed in nature. • Foster stewardship through program delivery, knowledge sharing and collaboration.
Climate Action & Resiliency	• Advance regional active transportation opportunities that contribute to greenhouse gas reduction. • Support the development of complete and connected communities by improving access to regional parks by transit, electric vehicles, micromobility, walking or cycling. • Align service delivery and infrastructure improvements in regional parks and regional trails with climate action. • Ensure the long-term and consistent management of regional parks and protected natural areas. • Strategically acquire and manage natural areas to address climate mitigation, urban containment and access to green space for a growing population.
Access & Equity	• Enhance health and well-being by providing equitable access to regional parks and regional trails.



Francis/King Regional Park

Tracking Our Progress

Over the ten-year term of the CRD's Regional Parks and Trails Strategic Plan, the actions contained within will form the basis of service plans and work plans that are approved by the Board annually as part of the financial planning process. Collaboration with First Nations Governments, municipalities, other park agencies, CRD divisions and stakeholders will be integral to this process.

As progress is made in the implementation of this Plan, knowledge and understanding of impacts to regional parks and regional trails will continue to develop. To remain flexible and adaptable, and to support consistent implementation over time, CRD staff will:

- Continue on a journey of reconciliation with First Nations
- Prepare a funding strategy to accompany implementation
- Continue to identify opportunities for external grant funding and partnerships
- Share knowledge and best practices with others
- Participate in professional development to improve service delivery
- Continue to monitor data to track progress over time
- Evaluate progress and adjust actions, as needed
- Continue to improve on current practices

Annual Reporting

Progress on the implementation of the 10-year Regional Parks and Trails Strategic Plan will be reported annually. Reporting indicators have been identified for each strategic priority area proposed for annual reporting. For each goal area, an action status will reflect general progress made towards all actions supporting that goal. This helps to summarize at-a-glance progress made on actions that may not be easily measurable or reflected in another indicator, such as actions that are ongoing or taking place over a long period. For other measures, an icon is provided to indicate the desired direction of the indicator over time (increasing or decreasing), if applicable.

The following section is intended to provide a high-level, easy-to-understand overview of the CRD's performance and progress related to regional parks and regional trails, and summarize progress made in the 2022 year for each goal area.

Detailed information on each goal, its related action items and progress on those action items is contained in Appendix A: Report Card.



Mount Work Regional Park

2022 Overall Strategic Plan Progress

On Track

Goal Area

Reconciliation: Strong, collaborative and mutually beneficial relationships with First Nations through working in parnership.

Visitor Experience: Visitors to regional parks are involved in stewardship and have enjoyable outdoor recreation experiences.

Conservation: Protect the region's natural assets and cultural heritage for future generations.

Climate Action & Resiliency: Regional parks and regional trails are resilient and take action on climate change.

Access & Equity: Regional parks and regional trails are inclusive and accessible.

Legend: Action Status

On Track: 75% or greater of yearly target progress

Opportunity for Improvement: 50% - 75% of yearly target progress

Attention Required: less than 50% of yearly target progress

Future Action

Legend: Indicators

Direction of arrow indicates **current trend direction**

Indicator is trending in the **desired direction**

Indicator is trending in the **wrong direction**

Indicator is intended to provide **contextual information**

Reconciliation

Goal 1: Strong, collaborative and mutually beneficial relationships with First Nations through working in partnership.

Overall Action Status

Opportunity for Improvement

CRD Roles

First Nations Engagement

Park Management & Planning

Cultural Heritage Protection

Interpretive Education

This goal contains

6

sub-actions



Culturally Modified Tree

The Regional Parks and Trails Strategic Plan 2022–2032 focuses on strengthening government-to-government relationships and understanding between the CRD and First Nations in the region. Through the latter half of 2022, engagement on the Interim Strategic Plan took place with First Nations in the region.

The CRD is committed to maintaining an open dialogue with First Nations to confirm that Indigenous cultural values and cultural uses are respected and that the priorities and actions remain relevant and meaningful.

The Plan supports ongoing engagement with First Nations in the management and operation of regional parks and regional trails in years to come and ensures that parks and trails remain culturally safe and inclusive.

Goal Progress Summary

- CRD staff invited Nations to identify priority initiatives related to regional parks and regional trails and to develop workplans with associated timelines and budgets for implementation.
- An operating agreement for Spring Salmon Place (KWL-UCHUN) Campground at Sooke Potholes Regional Park was renewed with T'Sou-ke Nation.
- The CRD's *Exploring Indigenous Perspectives* programming was offered to a growing number of park visitors throughout the year.

Indicators

Reconciliation workplans are developed with each First Nation	• First Nations invited to develop workplans.
Traditional use agreements are initiated with all First Nations in the region	• Traditional Use Agreement in place with one First Nation.
Increased participation in Indigenous perspectives programs and presentation	• The CRD's *Exploring Indigenous Perspectives* programming was offered to over 1,000 park visitors. This grouping of programs encourages park visitors to learn about the cultural history of the region and the time-honoured traditions of Indigenous people and the importance of their relationship with the land.
Increased number of conservation and restoration projects in partnership with First Nations	• Small scale, culturally important plant propagation initiated from Coles Bay Regional Park plant stock.
Increased number of economic opportunities made available to First Nations	• Timber from Mayne Island Regional Trail construction (and related tree removal) went to the WJOLELP Tsartlip First Nation & an operating agreement was renewed with the T'Sou-ke Nation for KWL-UCHUN Spring Salmon Place Campground.



Indigenous Perspectives Programming at Francis/King Regional Park

Conservation

Goal 2: Regional parks protect the region's natural assets and cultural heritage for future generations.

Overall Action Status
On Track

CRD Roles

Conservation Partnerships

Volunteer Program Management

Interpretive Education

Land Acquisition, Management & Planning

This goal contains

13

sub-actions



Western Painted Turtle

Regional parks contribute to a large system of connected natural areas that protect natural assets, maintain ecological health, function and integrity, and provide important refuge for a diversity of species, from the threatened blue-grey taildropper slug to large carnivores, including wolves, bears and cougars.

This complex and diverse system of protected areas is vital to ensuring long-term viability of natural areas, conserving biodiversity and building resilience to changing climates and increasing pressures on the landscape. Regional parks also contribute to the protection of the region's cultural heritage and archaeological sites protected under the *Heritage Conservation Act*.

Goal Progress Summary

- In 2022, 41 hectares of new regional parkland was acquired.
- A Species At Risk inventory was conducted in regional parks in 2022.
- Restoration of over 15 separate sites is ongoing as part of CRD Regional Parks' Ecological Restoration Volunteer Program.
- A Cultural Heritage Protection Plan pilot project got underway in 2022 with two First Nations in East Sooke, Matheson Lake and Roche Cove regional parks.
- There were 26 research permits issued in regional parks in 2022. Of those, 20 related directly to conservation and ecological values.

Indicators

Increased area of regional park land protected	• In 2022, the CRD acquired a new park - a 15.5 hectare park now known as Wrigglesworth Lake Regional Park. An additional 9.8 hectares of land was also added to Mill Hill Regional Park and 15.90 hectares to East Sooke Regional Park.
Increased area of regional park land restored	• CRD volunteers spent a total of 2,506 hours restoring and enhancing about 12.4 hectares of regional park land.
Increased protection of at risk species and ecosystems in regional parks	• Inventory conducted for federally and provincially listed species at risk including sharp-tailed snake, western painted turtle and contorted-pod evening-primrose. • Conservation fencing and signage installed in three regional parks to enhance protection of rare species and ecosystems.
Increased percentage of First Nations collaborating with CRD on cultural heritage protection projects	• Two First Nations began collaborating with the CRD on cultural heritage protection projects in East Sooke Regional Park and Roche Cove Regional Park. • Cultural monitors from three First Nations were involved in four regional park and trail projects.
All staff receive cultural awareness training	• All Regional Parks staff received cultural awareness training in 2022.
Increased conservation and research partnerships	• Two official conservation and research partnerships in place between the CRD Regional Parks team and local groups.



Ecological Restoration Volunteer Program

Visitor Experience

Goal 3: Visitors to regional parks are involved in stewardship and have enjoyable outdoor recreation experiences.

Overall Action Status
On Track

CRD Roles

Recreation Partnerships

Interpretive Education

Compliance & Enforcement

Volunteer Program Management

Visitor Information

This goal contains

9

sub-actions



Sea to Sea Regional Park

Outdoor recreation opportunities play an important role in the quality of life that attracts people to this region, benefiting mental and physical health, promoting social and community connectivity, and being relatively low-barrier to access.

Goal Progress Summary

- In 2022, the CRD added new mountain bike-rated trails in the regional park system and a new park in the Natural Recreation Area classification.
- Increased engagement with parks visitors on management issues.
- 2023 Interpretive School Program content and materials were revamped to include increased focus on climate change.
- The volunteer program supported diverse opportunities for participation and contribution to regional parks, as well as ongoing partnership development with community organizations.
- Trail standards and rock-climbing guidelines were initiated, as well as work with geocaching groups to ensure caches were not located in sensitive areas or within the protected watershed area.

Indicators	
Maintain high rates of visitor satisfaction	• Visitor satisfaction to be included in the Resident Survey in 2023.
Increased area available for compatible outdoor recreation	• Twelve kilometers of new, official mountain bike-rated trails were opened in Thetis Lake Regional Park in areas which had already had established use and disturbed areas. • Wrigglesworth Lake Regional Park was added as a new Natural Recreation Area. • The accessible Hamsterly Beach nature playground in Elk/Beaver Lake Regional Park was completed.
Review and update interpretive program content every four years	• Three new cultural programs (public and school) were created in 2022. Repeated programs are refreshed each year and new programs created.
Increased number of volunteer hours	• A total of 621 volunteer naturalists, restoration volunteers, park stewards and trail ambassadors contributed 5,664 hours to regional parks.



Thetis Lake Regional Park

Climate Action & Resiliency

Goal 4: Regional parks and regional trails are resilient and take action on climate change.

Overall Action Status
On Track

CRD Roles

Regional Trail Management & Planning

Regional Park Management & Planning

Land Acquisitions

Interpretive Education

Conservation

This goal contains

24

sub-actions



Galloping Goose Regional Trail

The CRD Board declared a climate emergency in 2019 and has since committed to take action to address climate change within operations at the regional level and to take a leadership role to pursue carbon neutrality.

The CRD can contribute to regional greenhouse gas (GHG) reductions in regional parks and trails by integrating the corporate climate lens framework, making operational choices that reduce GHG emissions, and through the planning, design, and operation of the regional trails system, which serves as the anchor of the region's active transportation network. Additionally, the CRD can ensure the long-term and consistent management and acquisition of regional park land and protected natural areas to help address climate mitigation, urban containment and access to green space for a growing population.

Goal Progress Summary

- The 100 kilometers of regional trails continued to be well used in the CRD through 2022.
- Construction of E&N Rail Trail Phase 4 was initiated in partnership with the City of Victoria.
- The construction of Mayne Island Regional Trail began in late 2022. This expansion to the regional trail network into the Gulf Islands increases multi-modal access across the region.
- Grant applications were submitted related to priority regional trail expansion and enhancement projects.

Indicators	
Increased use of regional trails	• There were 3.3 million visits to regional trails in 2022 compared to 3.79 in 2021. • There were 4.8 million visits to regional parks in 2022 compared to 5.1 in 2021. • However, the ten year visitation trend shows a use increase of 12.9% between 2013 and the end of 2022.
Completed regional trail priority projects	• Four grant funding applications were submitted to support regional trail priority projects. • Construction of Mayne Island Regional Trail and E&N Rail Trail Regional Trail Phase 4 was intiated.
Minimized regional trail service disruptions	• Guidelines for trail closures under development.
Increase Electric Vehicle charging stations at park accesses	• Funding was secured in 2022 for future charging station implementation at high-use regional park accesses.
Reduced operational greenhouse gas emissions	• Overall, the CRD's total emissions are up 1% over 2021. • Regional Parks division-specific energy consumption and emissions data was established in 2022 to inform future divisional progress reporting.
Maintain critical infrastructure in good condition	• Ongoing asset renewal and capital project work through 2022, including Veitch Creek Bridge and Charters Trestle, helped to maintain critical infrastructure in good condition.
Increase the percentage of parks with management plans less than 15 years old	• 8 out of 33 regional parks have management plans less than 15 years old. • Mount Work Regional Park Management Plan Draft was completed.
Increased area of regional park land	• Just over 41 hectares of regional parkland was acquired.
Increased representation of all regional park classifications	• Land acquisitions saw 15.9 hectares added to the Wilderness Area classification, 9.8 hectares added to the Conservation Area classification, and 15.5 hectares added to the Natural Recreation Area classification. No land was added to the Conservancy Area classification.

Access & Equity

Goal 5: Regional parks and regional trails are inclusive and accessible.

Overall Action Status
On Track

CRD Roles

Recreation Partnerships

Data Collection & Monitoring

Interpretive Education

Visitor Information

This goal contains

5

sub-actions



User-Friendly Trails
Francis/King Regional Park

Regional parks and regional trails are a public good that belong to everyone in the region. The benefits of experiencing and interacting with nature for physical and mental well-being are felt by many. Medical professionals from the World Health Organization to Doctors of BC are advocating for equitable access to nature to safeguard the physical and psychological wellbeing of residents. Factors such as lack of access to transportation and distance to parks can be barriers preventing members of society from enjoying the benefits of parks and trails.

Increased benefits of accessing nature and public spaces can be realized when they adapt to the needs of diverse populations, such as people of all ages, ethnic backgrounds, mobility levels and income brackets.

Goal Progress Summary

- In 2022, an accessibility audit was launched at select regional parks to learn more about barriers and deterrents to access and potential improvements that can be made.
- A Gender Equity Study on CRD regional trails was launched that will improve understanding of barriers and deterrents to use.
- Park information kiosk standards were updated in 2022 to include cultural awareness information.
- Engagement with First Nations is underway to better understand cultural safety concerns.
- The CRD's *Exploring Indigenous Perspectives* programming was delivered to over 1,000 park visitors.
- Accessible and user-friendly facilities were added in Elk/Beaver Lake Regional Park.

Indicators

Improved accessibility to regional parks and regional trails	• Accessibility audit at select regional parks was initiated in 2022 to identify potential improvements. • An accessible fishing dock was installed at Elk/Beaver Lake Regional Park. • New user-friendly nature playground was added and construction began on an accessible washroom facility at Hamsterly Beach in Elk/Beaver Lake Regional Park. • New mobi-mats were installed at Thetis Lake Regional Park. • A bus stop realignment project at Thetis Lake Regional Park was completed, meaning better transit access is now available.
Cultural awareness information is incorporated into new park kiosks	• A cultural acknowledgement was developed with First Nations Relations and Corporate Communications and is being added as park kiosk panels are installed or renewed. • The new kiosk format with cultural statement and additional cultural information launched at Roche Cove Regional Park in 2022.



Accessible Fishing Dock
Elk/Beaver Lake Regional Park



Nature Playground
Elk/Beaver Lake Regional Park

Looking Ahead – 2023

In 2023, the CRD will continue to work with First Nations to better understand and respect Indigenous cultural heritage and use, focus on the protection of biodiversity, further inspire stewardship in parks, offer desirable outdoor recreation experiences, develop an expanded and connected system of regional parks and trails and prepare for and adapt to climate change.

Some initiatives planned for 2023 include:

Engage First Nations: As per the CRD Board's direction, engagement will continue with First Nations on the Strategic Plan in 2023. Building on these relationships, the CRD will invite First Nations to identify, develop and implement priority initiatives in regional parks and regional trails. The CRD will find ways to incorporate First Nations knowledge into the management of regional parks and trails.

Increase Protection of Biodiversity: Research will be conducted to inform a report outlining the State of Natural Values in Regional Parks; this work will be done to support the development of a Natural Areas Conservation Plan. An Impact Assessment tool will be launched to mitigate effects on important habitat and sensitive ecosystems in regional parks and regional trails. The CRD will also continue to support conservation initiatives and partnerships and research.

Offer Compatible Outdoor Recreation: The CRD will advance Trail Standards and Rock Climbing Guidelines and begin preparing for development of an Outdoor Recreation Plan. Staff will continue to work with local geocaching groups to ensure caches are not located in sensitive areas or within the Greater Victoria Water Supply Area.

Install Electric Vehicle Charging Stations: Plan for and implement electric vehicle and electric bike charging stations at CRD worksites and at high-use regional park accesses.

Regional Trail Enhancement Projects & Active Transportation Initiatives: Complete construction of the Mayne Island Regional Trail and secure funding to implement priority regional trail enhancement and expansion projects. Initiate asset inventory for regional trails and update regional trail agreements. Review service levels and emerging needs for CRD's regional trails and work with municipalities on a regional active transportation network and a consistent approach to service disruptions on regional trails.

Management Planning: Finalize Mount Work Management Plan and initiate interim management guidelines for new regional parks.

Land Acquisition: Engage First Nations on updating land acquisition criteria and processes.

Access and Equity: Perform an Accessibility Assessment to better understand how we can improve accessibility in regional parks and on regional trails.



Brooks Point Regional Park

Appendix A:
Regional Parks & Trails 2022 Report Card

The Regional Parks and Trails Report Card is intended to provide a high-level, easy to understand overview of the CRD's progress and performance towards achieving the five goals in the Strategic Plan.

Methodology

The Interim Regional Parks and Trails Strategic Plan 2022–2032 identifies specific actions to guide CRD efforts over the lifespan of the Plan. These include 13 strategic priorities with 57 sub-actions and associated timelines. Section five of the Plan establishes a monitoring and reporting system and a set of performance indicators.

For each goal area, an action status will reflect general progress made towards all actions supporting that goal. This helps to summarize at-a-glance progress made on actions that may not be easily measurable or reflected in another indicator, such as actions that are ongoing or taking place over a long time period. Icons are used to indicate the desired direction of the indicator over time (increasing or decreasing) where applicable.

The Regional Parks and Trails Report Card compiles the reporting indicator performance relative to the baseline year. It is important to note that change in year-to-year performance do not always equate to a long-term trend and that while performance in any given year may be positive or negative, it may take years to complete the actions and achieve the desired results.

For 2022, indicators are reported for July-December as the CRD Board adopted the Plan on an interim one-year basis in July 2022. Going forward, indicators will be reported for the full calendar year.

2022 Overall Strategic Plan Progress

On Track

Goal Area

Reconciliation: Strong, collaborative and mutually beneficial relationships with First Nations through working in parnership.

Visitor Experience: Visitors to regional parks are involved in stewardship and have enjoyable outdoor recreation experiences.

Conservation: Protect the region's natural assets and cultural heritage for future generations.

Climate Action & Resiliency: Regional parks and regional trails are resilient and take action on climate change.

Access & Equity: Regional parks and regional trails are inclusive and accessible.

Legend: Action Status

On Track: 75% or greater of yearly target progress

Opportunity for Improvement: 50% - 75% of yearly target progress

Attention Required: less than 50% of yearly target progress

Future Action

Legend: Indicators

Direction of arrow indicates **current trend direction**

Indicator is trending in the **desired direction**

Indicator is trending in the **wrong direction**

Indicator is intended to provide **contextual information**



Reconciliation

Goal 1: Strong, collaborative and mutually beneficial relationships with First Nations through working in partnership.



Overall Action Status

Opportunity for Improvement

Status	Action	Update
Progress on Actions		
	**1-1 Incorporate First Nation worldviews and knowledge in the ongoing management and operation of regional parks and regional trails**	• As part of continuing engagement with First Nations in the region on the Interim Strategic Plan, CRD staff are inviting Nations to identify priority initiatives related to regional parks and regional trails and to develop workplans with associated timelines and budgets for implementation. • Developing a policy for supporting and clarifying Indigenous cultural use and cultural safety in regional parks has been identified as a short term action to be initiated after First Nations engagement on the Strategic Plan is completed.
	**1-2 Work with First Nations Governments in service delivery initiatives**	• Regional parks hired a full time equivalent (FTE) Cultural Programmer in 2020 and opened applications for a FTE Assistant Cultural Programmer in 2022. • The Sooke Potholes Regional Park Spring Salmon Place KWL-UCHUN campground operating agreement was renewed with T'Sou-ke First Nation. • Timber from construction of the Mayne Island Regional Trail was provided to WJOLELP Tsartlip First Nation, and six First Nations received Requests for Expressions of Interest for the construction tender of Mayne Island Regional Trail.



Conservation

Goal 2: Regional parks protect the region's natural assets and cultural heritage for future generations

Overall Action Status
On Track

Status	Action	Update
Progress on Actions		
	2-1 Take action to increase protection of biodiversity, ecological integrity and natural assets in the region through improved knowledge, proactive stewardship and land acquisition	• A Species At Risk inventory was initiated in regional parks which will inform a future Conservation Plan. A State of Natural Values Report was also initiated in 2022. • An Impact Assessment was initiated in 2022 for regional parks, as well as project-type specific Best Management Practice Guidelines for activities within regional parks in development. • Conservation fencing and signage installed in three regional parks to better protect rare species and ecosystems. • CRD acquired 41 hectares of regional parkland in 2022. • CRD volunteers spent a total of 2,506 hours restoring and enhancing about 12.4 hectares of ecosytem within regional parks.
	2-2 Respect and protect cultural heritage sites and traditional cultural use practices	• Cultural monitors from three First Nations were involved in construction projects within regional parks. • All Regional Parks staff received CRD Cultural Competency training in 2022. • A Cultural Heritage Protection Plan pilot project was initiated with two First Nations in East Sooke, Matheson Lake and Roche Cove regional parks.
	2-3 Work with partners in taking care of the region's species, habitats and natural areas	• Eight CRD Regional Parks staff participated and/or presented at the 2022 BC Protected Areas Research Forum. • Park Stewardship staff sit on the steering committee of the Coastal Douglas-fir Conservation Partnership. • Several planning and stewardship staff participate in Coastal Douglas-fir Conservation Partnership events including *Mapping Solutions Workshop: A Framework for Nature-based Solutions in South-west BC*. • CRD staff hosted one and participated in an additional bimonthly invasives species management meetings as part of the Capital Regional Invasive Species Partnership, and permitted and facilitated 20+ academic, government or eNGO biodiversity and ecology research projects in regional parks in 2022.



Sustainable Land Use, Planning and Preparedness

Goal 3: Visitors to regional parks are involved in stewardship and have enjoyable outdoor recreation experiences



Overall Action Status

On Track

Status	Action	Update
Progress on Actions		
	**3-1 Offer compatible outdoor recreation experiences that are enjoyable, healthy, safe and immersed in nature**	• Trail Standards and Rock-Climbing Guidelines started development. • In 2022, CRD staff worked with geocaching groups to ensure geochaches aren't located in sensitive areas. • Updates to Regional Parks & Trails Emergency Planning began in 2022; parks staff collaborating with Protective Services to align direction. • 12 kilometers of new, rated and official mountain bike trails were opened in Thetis Lake Regional Park in areas which had already had established use and disturbed areas and which fit with park management plan direction.
	**3-2 Foster stewardship through program delivery, knowledge sharing and collaboration**	• 2023 Interpretive School Program content and materials were revamped to include increased focus on climate change. • Park Naturalists worked closely with CRD Parks Cultural Programmer to include a cultural lens in interpretive programs and events. • Increased visitor engagement in regional parks and on regional trails. • Ongoing Volunteer Program development supports diverse opportunities for participation and contribution to regional parks, as well as ongoing partnership development with community organizations.

Climate Action & Resiliency

Goal 4: Regional parks and regional trails are resilient and take action on climate change

Overall Action Status
On Track

Status	Action	Update
Progress on Actions		
⏩	**4-1 Advance regional active transportation opportunities that contribute to greenhouse gas reduction**	• Four grant applications were submitted for regional trail priority projects. • Staff participated in the Transportation Working Group and the renewal of regional trail tenure agreements was initiated.
!	**4-2 Support the development of complete and connected communities by improving access to regional parks by transit, electric vehicles, micromobility, walking or cycling**	• Projects to improve connectivity of and access to the regional trail network got underway, including Mayne Island Regional Trail and phase four of the E&N Rail Trail. • Funding was secured to install electric vehicle charging stations at high-use regional park accesses.
•••	**4-3 Align service delivery and infrastructure improvements in regional parks and regional trails with climate action**	• A Climate Lens Assessment was included in three grant applications for regional trail priority projects.
⏩	**4-4 Ensure the long-term and consistent management of regional parks and protected natural areas**	• Mount Work Regional Park Management Plan draft was completed. • Increased collaboration between Regional Parks and Watershed Protection to reduce unauthorized access to the Greater Victoria Water Supply Area.
⏩	**4-5 Strategically acquire and manage natural areas to address climate mitigation, urban containment and access to green space for a growing population**	• Municipal land transfer to Mill Hill Regional Park. • Additional land added to East Sooke Regional Park through the Land Aquisition Fund.



Access & Equity

Goal 6: Regional parks and regional trails are inclusive and accessible

Overall Action Status
On Track

Status	Action	Update
Progress on Actions		
	5-1 Enhance health and well-being by providing equitable access to regional parks and regional trails	• Gender equity study on regional trails initiated. • Accessibility audit launched at select regional parks to identify barriers and deterrents to access. • Continued engagement with First Nations underway to inform how to improve Indigenous cultural safety in regional parks. • New user-friendly and accessible assets added to two regional parks, including new mobi-mats at Thetis Lake Regional Park and a new, accessible fishing pier at Elk/Beaver Lake Regional Park. • Construction began on an accesible washroom facility at Hamsterly Beach in Elk/Beaver Lake Regional Park. • A bus stop realignment project at Thetis Lake Regional Park was completed, meaning better transit access is now available.



Capital Regional District

625 Fisgard Street
Victoria, BC V8W 2S6
250.360.3000

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

2022 Interim Regional Parks & Trails Strategic Plan Progress Report



April 26, 2023

Agenda

1. Interim Regional Parks & Trails Strategic Plan 2022-2032
2. Tracking Our Progress
3. Looking Ahead – 2023
4. Report Card





Interim 2022-2032 Regional Parks & Trails Strategic Plan

How did we get here?

- 2019: The previous CRD Board made it a priority to update the former Regional Parks Strategic Plan 2012-2021.
- December 2021 - June 2022: The Interim Regional Parks and Trails Strategic Plan 2022-2032 was developed.
- July 13, 2022: The previous CRD Board adopted the Regional Parks and Trails Strategic Plan on an interim basis for one year while engagement with First Nations continues.

The 2022-2032 plan updates the former strategy with a lens on First Nations reconciliation and conservation and protection of biodiversity to reflect current challenges and opportunities affecting the region, as well as to incorporate recent CRD initiatives and priorities.

Reconciliation

Goal 1: Strong, collaborative and mutually beneficial relationships with First Nations through working in partnership.

Overall Action Status

Opportunity for Improvement



Culturally modified tree in Francis/King Regional Park.

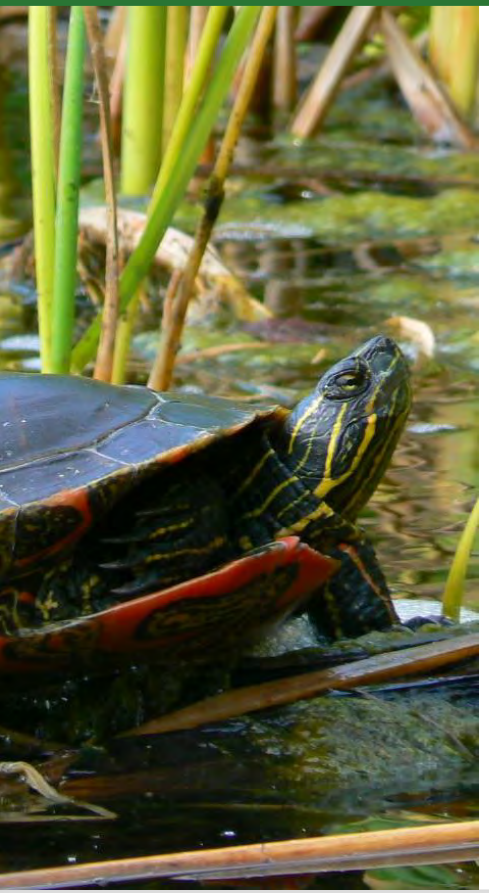
Progress Summary

- CRD staff invited Nations to identify priority initiatives related to regional parks and regional trails and to develop workplans with associated timelines and budgets for implementation.
- An operating agreement for Spring Salmon Place (KWL-UCHUN) Campground at Sooke Potholes Regional Park was renewed with T'Sou-ke Nation.
- The CRD's *Exploring Indigenous Perspectives* programming was offered to over 1,000 park visitors. This grouping of programs encourages park visitors to learn about the cultural history of the region and the time-honoured traditions of Indigenous people and the importance of their relationship with the land.

Conservation

Goal 2: Regional parks protect the region's natural assets and cultural heritage for future generations.

Overall Action Status
On Track



Progress Summary

- In 2022, 41 hectares of new regional park land was acquired.
- A Species At Risk inventory was conducted in regional parks in 2022.
- Restoration of over 15 separate sites is ongoing as part of CRD Regional Parks' Ecological Restoration Volunteer Program.
- A Cultural Heritage Protection Plan pilot project got underway in 2022 with two First Nations in East Sooke, Matheson Lake and Roche Cove regional parks.
- There were 26 research permits issued in regional parks in 2022. Of those, 20 related directly to conservation and ecological values.

Visitor Experience

Goal 3: Visitors to regional parks are involved in stewardship and have enjoyable outdoor recreation experiences.

Overall Action Status
On Track



Progress Summary

- In 2022, the CRD added new mountain bike-rated trails in the regional park system and a new park in the Natural Recreation Area classification.
- Increased engagement with parks visitors on management issues.
- 2023 Interpretive School Program content and materials were revamped to include increased focus on climate change.
- The volunteer program supported diverse opportunities for participation and contribution to regional parks, as well as ongoing partnership development with community organizations.
- Initiated development of trail standards and rock-climbing guidelines, as well as worked with geocaching groups to ensure caches were not located in sensitive areas or within the protected watershed area.

Climate Action & Resiliency

Goal 4: Regional parks and regional trails are resilient and take action on climate change.

Overall Action Status
On Track



Progress Summary

- The 100 kilometers of regional trails continued to be well used for active transportation in the CRD through 2022.
- Construction of E&N Rail Trail Phase 4 was initiated in partnership with the City of Victoria.
- Funding was secured in 2022 for future charging station implementation at high-use regional park accesses.
- The construction of Mayne Island Regional Trail began in late 2022. This expansion to the regional trail network into the Gulf Islands increases multi-modal access across the region.
- Grant applications were submitted related to priority regional trail expansion and enhancement projects.

Access & Equity

Goal 5: Regional parks and regional trails are inclusive and accessible.

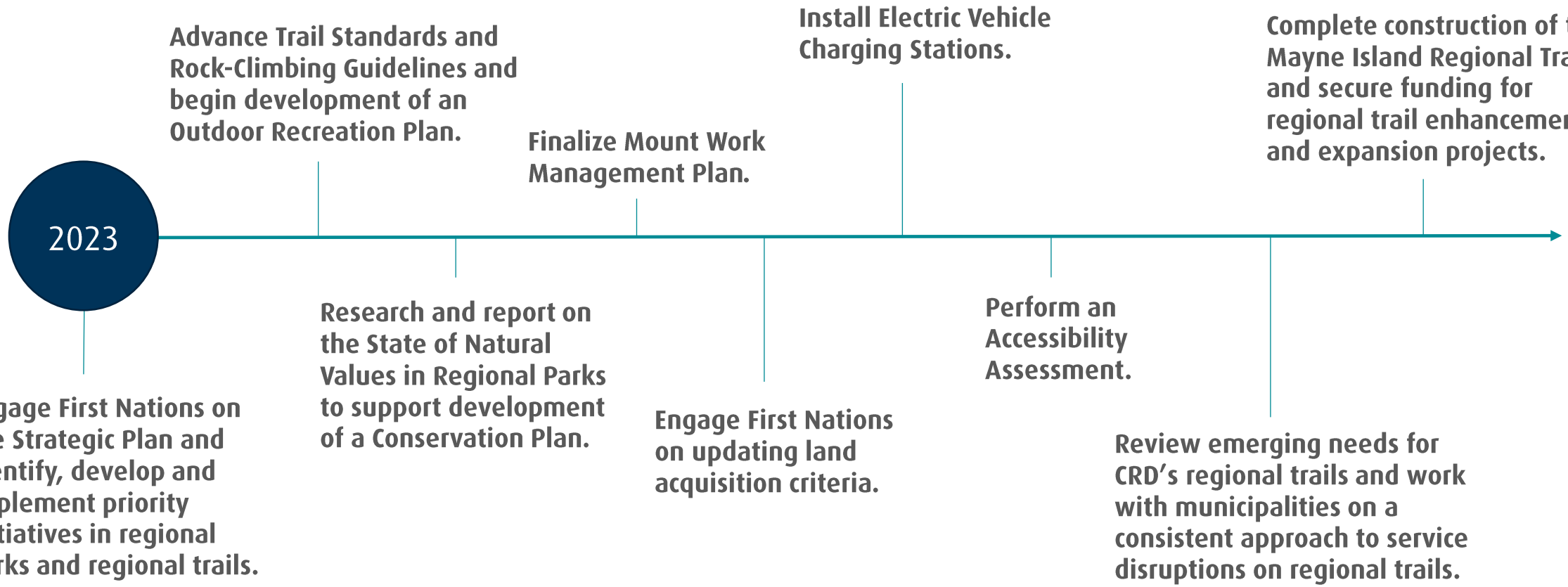
Overall Action Status
On Track



Progress Summary

- Accessibility audit launched at select regional parks to learn more about barriers and deterrents to access.
- A Gender Equity Study on CRD regional trails was launched that will inform the development of an equity lens.
- Park information kiosk standards were updated in 2022 to include cultural awareness information.
- Engagement with First Nations is underway to better understand cultural safety concerns.
- Accessible and user-friendly facilities were added in Elk/Beaver Lake Regional Park.

Looking Ahead – 2023 Initiatives



Regional Parks & Trails 2022 Report Card

Legend: Action Status

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

2022 Overall Strategic Plan Progress

On Track

Goal Area

- **Reconciliation:** Strong, collaborative and mutually beneficial relationships with First Nations through working in parnership.
- **Visitor Experience:** Visitors to regional parks are involved in stewardship and have enjoyable outdoor recreation experiences.
- **Conservation:** Protect the region's natural assets and cultural heritage for future generations.
- **Climate Action & Resiliency:** Regional parks and regional trails are resilient and take action on climate change.
- **Access & Equity:** Regional parks and regional trails are inclusive and accessible.



Thank you

jleahy@crd.bc.ca | 250.360.3340

@crdvictoria Capital Regional District CRDVictoria crd.bc.ca

Making a difference...together

REPORT TO THE CAPITAL REGIONAL DISTRICT BOARD
MEETING OF WEDNESDAY, MAY 10, 2023

SUBJECT **Capital Regional District 2022 Annual Report**

ISSUE SUMMARY

To present the Capital Regional District 2022 Annual Report.

BACKGROUND

The Capital Regional District (CRD) 2022 Annual Report, attached as Appendix A, provides a profile of CRD services and our progress and accomplishments in advancing Board and Corporate priorities, together with service delivery results and financial highlights. The report also features key activities of the CRD's other corporate entities, the Capital Regional Hospital District (CRHD) and Capital Region Housing Corporation (CRHC), and the many CRD-appointed Commissions.

The report is prepared to give stakeholders information about the CRD's activities and performance and together with the approval of the 2022 financial statements, the prior year will be considered closed. This report is filed with the provincial government together with the detailed financial statements, circulated to stakeholders and made public through the CRD website, and submitted to the Government Finance Officers Association to share our reporting and performance.

2022 marked completion of the fourth year of the Board's four-year term and the report provides an opportunity to share the progress on the Board's Strategic Priorities for 2019 – 2022, advancing actions and initiatives related to Transportation and Housing; Climate Change Adaptation and Mitigation; First Nations Reconciliation; and Advocacy, Governance & Accountability (including electoral area specific initiatives).

In 2022, in addition to providing services that are essential to this region, some key initiatives completed include acquiring four parcels of land totaling 9.8 hectares adjacent to Mill Hill Regional Park and 15.9 hectares that will be added to East Sooke Regional Park; the opening of twelve kilometers of new, designated, and rated mountain bike trails in Thetis Lake Regional Park; the continued work to implement the Regional Housing First Program to create affordable housing units; and the development of the 30-year Regional Water Supply Master Plan.

The information contained in the report provides a sense of the breadth and scope of what we do on a daily basis and demonstrates how the CRD strives to contribute to a vibrant, livable, and sustainable region for our residents and visitors. through an efficient, effective, and open organization.

RECOMMENDATION

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

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

ATTACHMENT(S)

Appendix A: Capital Regional District 2022 Annual Report

Appendix A

CAPITAL REGIONAL DISTRICT
2022 ANNUAL REPORT



Greater Victoria,
British Columbia, Canada
Year ended December 31, 2022

Making a difference...together

TERRITORIAL ACKNOWLEDGEMENT

The CRD conducts its business within the traditional territories of many First Nations, including but not limited to BOḰEĆEN (Pauquachin), MÁLEXEŁ (Malahat), P'a:chi:da?aht (Pacheedaht), Pune'laxutth' (Penelekut), Sc'ianew (Beecher Bay), Songhees, SȾÁUTW̱ (Tsawout), T'Sou-ke, W̱JOŁEŁP (Tsartlip), W̱SIKEM (Tseycum), and xʷsepsəm (Esquimalt), all of whom have a long-standing relationship with the land and waters from time immemorial that continues to this day.



PHOTO ACKNOWLEDGMENT

The photos in this document were taken within the boundaries of the Capital Regional District. Thank you to the wonderful local professional and staff photographers that contributed photos to this report.

Cover: Clover Point

Table of Contents

Our Organization

The Capital Regional District 2
Message from the Board Chair 4
Message from the Chief Administrative Officer 5
Board of Directors 6
Executive Leadership Team 7
Governance Framework 8

Our Profile

A Resilient Region 10

Community Needs

Supporting & Responding to Community Needs 12
Accountability 14
Affordable Housing 14
Arts & Culture 15
Climate Action & Adaptation 15
Economic Development 15
First Nations Relations 16
Health Facilities 16
Landfill & Recycling 16
Parks & Natural Resource Protection . 17
Planning & Development 17
Protective Services 18
Recreation 18
Transportation 19
Wastewater Management 19
Water 19

2022 Progress

Delivering on Priorities & Projects . . 20
Board Priorities 22
Community Wellbeing 22
Climate Action & Stewardship 26
First Nations Reconciliation 28
Advocacy, Governance & Accountability . 29
Major Projects 34
Awards 36

2022 Financial Highlights

CRD Financial Reporting Overview . . 38
CRD Statement of Financial Position . 41
CRD Statement of Operations 42
CRD Financial Health 43
CRD Capital Investment 45
CRHD Statement of Financial Position . 47
CRHD Statement of Operations . . . 48
CRHD Financial Health 48

Key Documents

List of Reports & Plans 49

The Capital Regional District

The Capital Regional District (CRD) is the regional government for 13 municipalities and three electoral areas on southern Vancouver Island and the Gulf Islands, serving more than 439,950 people .

The capital region spans the traditional territories of many First Nations, of which 11 have Reserve lands and 9 have settlement populations, made up of 4,142 members .

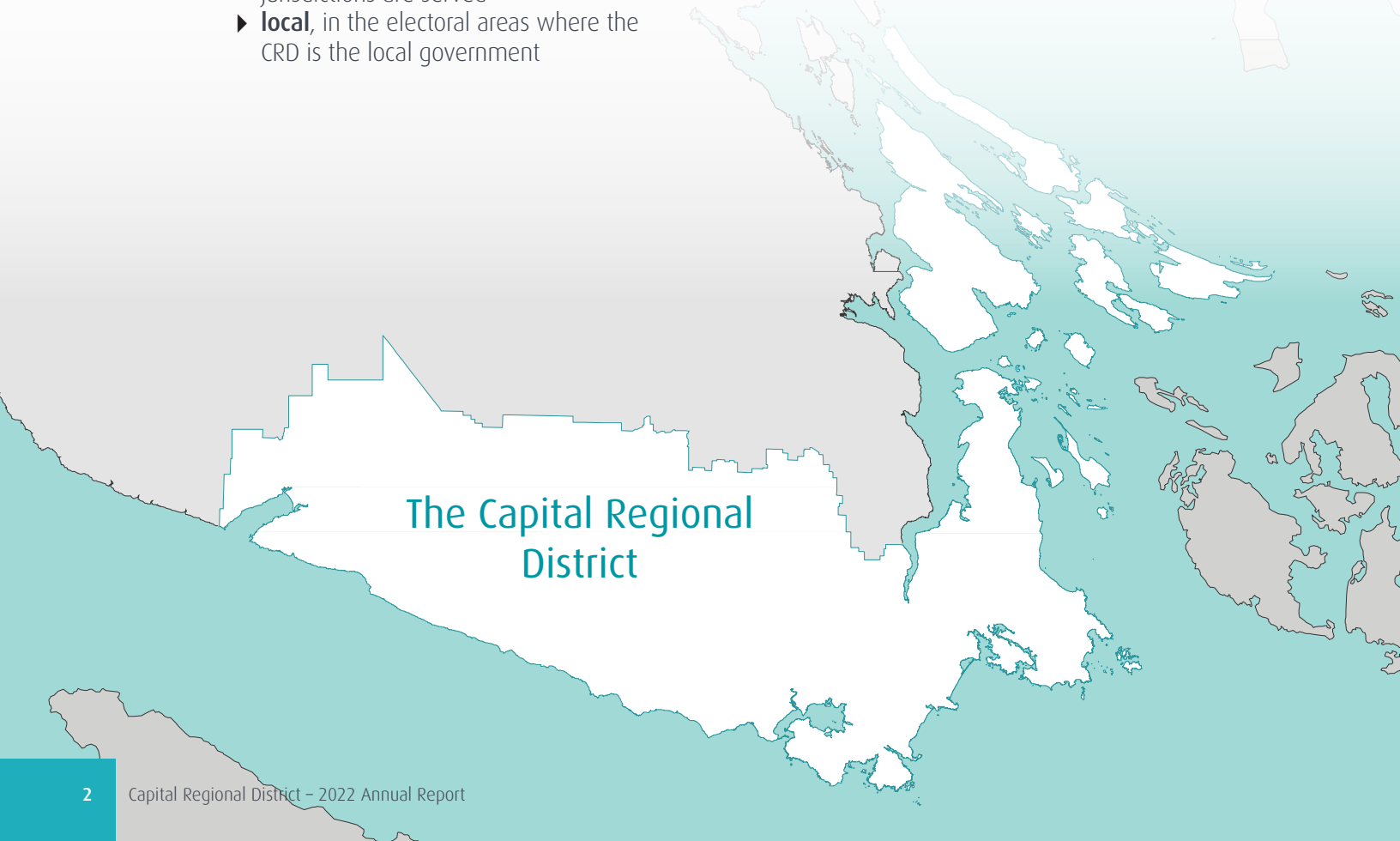
The CRD plays a key role in providing services that can be delivered efficiently and effectively through region-wide or shared service delivery models .These include the regional water supply, solid waste, wastewater treatment, regional parks, housing, 911 call answer and recreation facilities .

The CRD has more than 200 service, infrastructure and financing agreements with municipalities and electoral areas to deliver services in the following categories:

- **regional**, where all municipalities and electoral areas are served
- **sub-regional**, where two or more jurisdictions are served
- **local**, in the electoral areas where the CRD is the local government

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

The CRD owns and operates the Capital Region Housing Corporation (CRHC), a non-profit provider of approximately 2,000 affordable rental homes throughout the region, and administers the Capital Regional Hospital District (CRHD) .The CRHD invests in traditional health care services and provides capital funding for health care infrastructure, such as health facilities and hospital equipment .





OUR ORGANIZATION

Message from the Board Chair

2022 was a year of transformation at the CRD .It marked the end of a very successful Board term, and I would like to thank the outgoing Board, Committee and Commission members who served the region with dedication and vision . You made a lasting impact on our communities through your leadership and collaboration on numerous initiatives and projects .

We also welcomed a new incoming CRD Board, which brings a fresh perspective and energy to tackle the challenges and opportunities ahead . I am honoured to have had the privilege to serve as Board Chair for all four years of the previous term and hope to provide a foundation for the new Board's success as we embark on this new term .

Another significant change in 2022 was the appointment of Ted Robbins, who transitioned from the role of General Manager of Integrated Water Services to Chief Administrative Officer (CAO) in November 2022 .We are pleased that this appointment provides continuity and stability for the organization during this period of change .

In 2018, when the previous Board began its term, it set an ambitious agenda .I am proud of the work done over the last four years, with accomplishments ranging from a new Climate Action Strategy, adding nearly 5,000 hectares of new parkland to the region, steps taken to develop relationships with First Nations that are based on mutual respect and advancement, completing the Wastewater Treatment Project, and advancing a more integrated and climate-friendly regional transportation system .

As we concluded the term in 2022, we were able to complete and operationalize almost all the initiatives outlined in the previous Corporate Plan .Some of our biggest accomplishments were related to our more focused approach



to advocating to senior orders of government, asking them to partner with us on important initiatives and projects .

With all the new faces at the Board table and the renewed commitment to work together, the CRD has a real opportunity to make a difference during this new term .We have already identified five key priority areas for our region: transportation, housing, climate action & environment, First Nations, and governance . These priorities reflect our shared goals for a livable, affordable and equitable region, and will guide our work over the next four years .

I look forward to working with our new CAO and all CRD staff to deliver the services people expect from the CRD and to make the quality of life even better in this region by listening, planning, and taking the action needed to implement our new priorities and achieve the desired outcomes .

Colin **PLANT**
Chair
Capital Regional District Board

Message from the Chief Administrative Officer

It is my pleasure to share the 2022 Corporate Annual Report—my first as the CAO of the CRD .I was born and raised in Saanich, in Lekwungen Territory, and have lived in the capital region all my life and am honoured and excited to lead this organization in delivering high-quality services to our residents and communities .The advancements made in 2022 towards our Board and Corporate Priorities are a testament to the talented and dedicated staff across our organization .

Each term, the CRD Board sets the strategic priorities, and establishes goals and outcomes that guide the activities of the organization for the next four years .2022 marked the end of the 2019–2022 Board Term and over those four years, there have been many accomplishments .2022 was also the year our former long-serving CAO, Bob Lapham, retired . During his tenure, a number of major projects and corporate initiatives were operationalized, including the Core Area Wastewater Treatment Project .Under Bob's leadership, the organization also developed a comprehensive service and financial planning framework and enhanced corporate reporting processes to name a couple of his many achievements .

I am fortunate to be coming into this role with a long history with the CRD and a sound understanding of the contributions we make together, which are essential to the vibrancy, and livability, of the communities we serve, as well as the economic and environmental sustainability of our region .Over the past year, CRD staff demonstrated remarkable dedication, professionalism and creativity in delivering essential services and programs to our diverse and growing population .

From acquiring new parklands, to continuing funding for affordable housing projects in the region, to approving the Regional Water Supply 30 Year Master Plan, there were many accomplishments in 2022 .Corporate Safety



continues to be a priority for our organization and in 2022, our Corporate Safety program earned several awards in the industry for our efforts .We also advanced work in the area of Equity, Diversity and Inclusion and made a corporate commitment that will ground and guide our work in this area .

I look forward to working with the new CRD Board to move its vision for the region forward .The new Board has already confirmed its strategic priorities, and staff are working diligently to support and advance this important work through the newly approved 2023–2026 Corporate Plan .With a strong leadership team, exceptional staff and support from our many partners who are committed to working together, I am confident in the continued progress we will make to benefit our region over the next four years .

Ted **ROBBINS**
Chief Administrative Officer
Capital Regional District
Capital Region Housing Corporation
Capital Regional Hospital District

Board of Directors

2019–2022 Term

The CRD is governed by a 24-member Board of Directors, supported by more than 75 committees and commissions .The Board is composed of one or more elected officials from each of the municipalities and three electoral areas within the CRD's boundaries .Each municipality has one director for every 25,000 people (or portion thereof) .Each electoral area is represented by one director .

The directors also serve on the Capital Region Housing Corporation Board and the Capital Regional Hospital District Board .

CRD **Chair** Colin **PLANT**, Saanich
Vice-Chair Rebecca **MERSEREAU**, Saanich

CRHC **Chair** Lisa **HELPS**, Victoria
Vice-Chair David **SCREECH**, View Royal

CRHD **Chair** Denise **BLACKWELL**, Langford
Vice-Chair Rebecca **MERSEREAU**, Saanich

Directors

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



Executive Leadership Team

The Executive Leadership Team (ELT) consists of the Chief Administrative Officer, Chief Financial Officer, Corporate Officer, and the General Managers, who are 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, to strengthen our foundational core and to ensure we have an engaged workforce that is valued and supported .

Executive Leadership Team

(Shown from left to right below)

- Robert **LAPHAM**, Chief Administrative Officer (*retired November 2022*)
- Kristen **MORLEY**, General Manager, Corporate Services & Corporate Officer
- Nelson **CHAN**, General Manager, Finance & Technology, Chief Financial Officer
- Kevin **LORETTE**, General Manager, Planning & Protective Services
- Larisa **HUTCHESON**, General Manager, Parks & Environmental Services
- Ted **ROBBINS**, General Manager, Integrated Water Services *and effective November 2022,* Chief Administrative Officer



Governance Framework

The CRD is governed by a 24-member Board of Directors, which serves as a political forum and a vehicle for advancing the interests of the region as a whole .The Board is composed of one or more elected officials from each of the local governments within the CRD's boundaries:

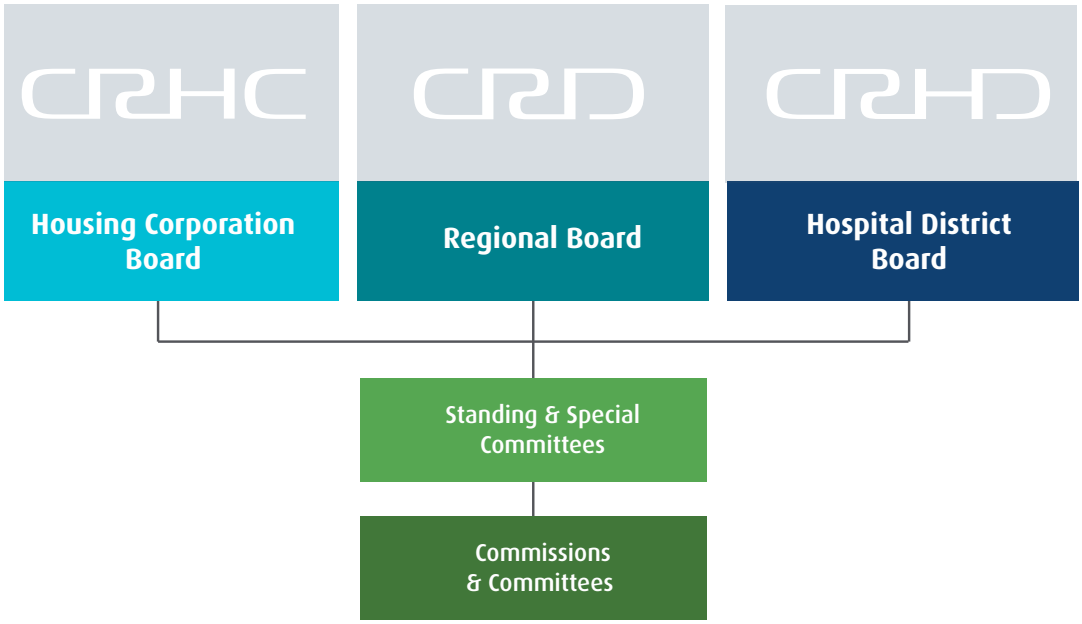
- For areas outside municipal boundaries (electoral areas), citizens elect one director to the Board during general local elections .
- Each municipal council appoints one or more elected officials to the Board .The formula is one director for every 25,000 population (or portion thereof) .

All members also sit on the Capital Region Housing Corporation (CRHC) Board and the Capital Regional Hospital District (CRHD) Board . Board meetings are held once a month and are open to the public .

Collectively, these Boards establish the CRD vision, set priorities and provide direction on service delivery, collaboration and partnerships .Various committees and commissions oversee delivery of services and report to the CRD, CRHC and CRHD Boards .

The chair and vice-chair of each regional board are elected from among the directors at an inaugural meeting held each November . Next, the regional board chairs define various committees and their membership .

To make decisions, directors must vote . The CRD uses special voting rules based on population and the combination of participants in each service .Some votes are unweighted (one vote per director) and others are weighted based on population (one vote per 5,000 population or portion thereof) .





OUR PROFILE

The CRD has more than 200 service, infrastructure and financing agreements with municipalities and electoral areas to deliver services .

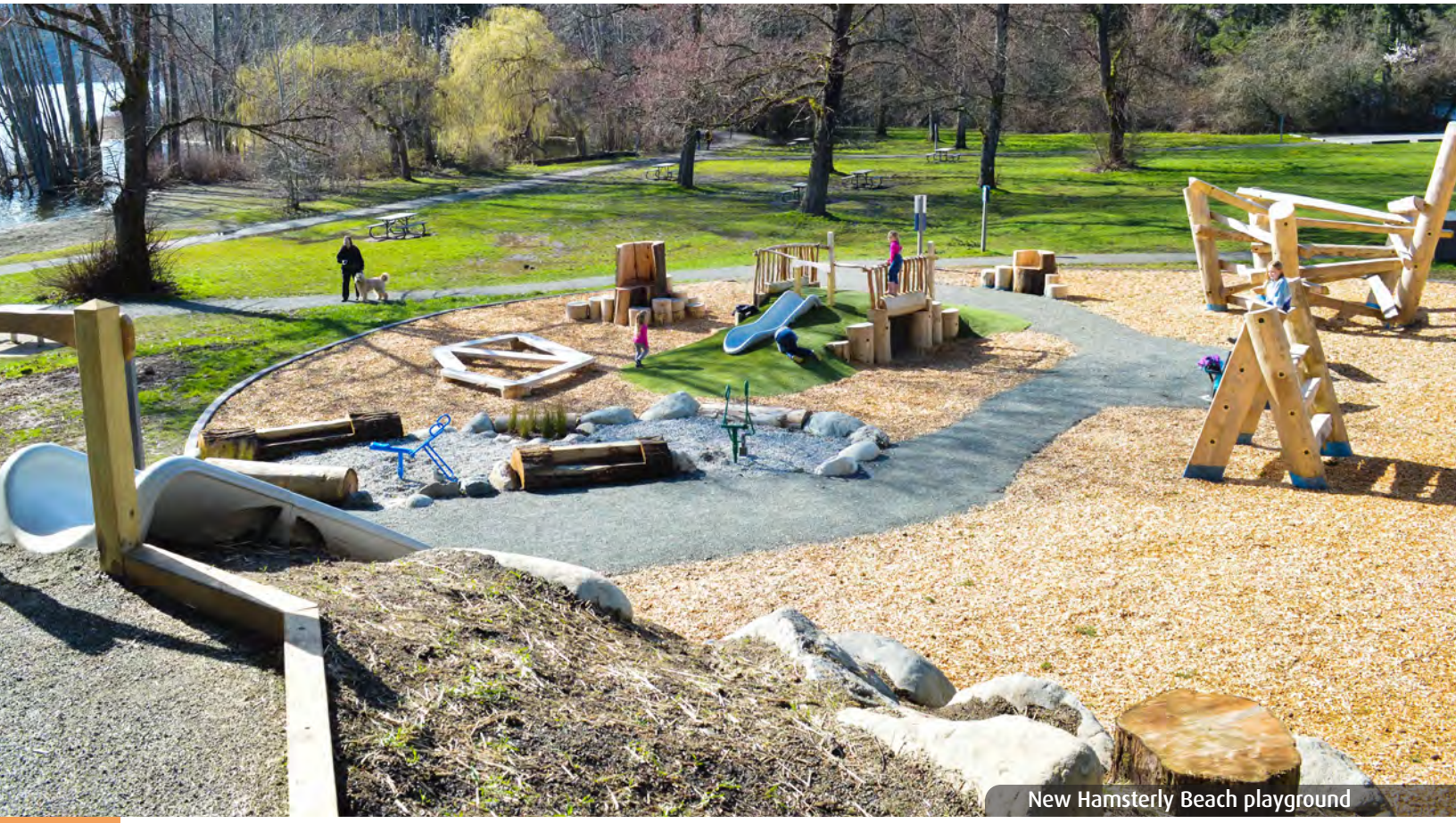
A Resilient Region

Encompassing 237,000 hectares, including 70 Gulf Islands, the capital region is a sought-after destination, renowned for its mild climate, beautiful coastlines and natural ecosystems .

The region offers a balance between rural and urban lifestyles, including the farming communities in North Saanich, the evergreen hills of Sooke, the artisan networks on the Gulf Islands and the government and business hub of Victoria, the province's capital city .It is home to the Canadian Pacific Naval Fleet and multiple post-secondary educational institutions, including Camosun College, Royal Roads University and the University of Victoria .

Tourism, technology, health care and government services are key industries in the region, a place where residents and tourists can enjoy the Pacific Ocean, old-growth rainforests, outdoor adventure and a vibrant arts and culture scene .

The region has seen a steady increase in population and sustained growth in housing starts and property values .The CRD will continue to work with local residents, community groups, businesses, First Nations, major institutions, municipalities and other stakeholders to ensure we continue to meet the needs of this resilient and growing region through major infrastructure development and services .



New Hamsterly Beach playground

Meeting the Needs of a Resilient Region

439,950
Residents
up **2.2%** since 2021

$2.2B
Building Permits

4,787
Housing Starts
in the Victoria CMA

7.0%
Inflation Rate
vs **6.8%** nationally

$1,251,100
Price of single family dwelling in CRD
down 3.5% over 2021



Supporting and Responding to the 2019–2022 Community Needs

In hearing and responding to the concerns of constituents, the CRD Board identified 15 community needs to focus and drive work .Through strategic and corporate planning, the strategic course for the CRD is set over a four-year mandate to respond to community needs and to deliver on the Board's mission, vision and priorities and the organization's ongoing service mandates and approved plans .

The CRD budget cycle ensures that we respond to changes in our external and internal environments . The Executive Leadership Team identifies projects that enhance our corporate capacity to ensure we are well-positioned to meet evolving Board and community needs .Each spring, the corporate annual report is presented to demonstrate progress, capture major accomplishments and summarize financial highlights .

The following 15 community needs were identified to guide the work the organization delivered .

1 . Affordable Housing
2 . Transportation
3 . First Nations Relations
4 . Economic Development
5 . Climate Action & Adaptation
6 . Parks & Natural Resource Protection
7 . Protective Services
8 . Wastewater
9 . Landfill & Recycling
10 .Water
11 . Planning & Development
12 . Arts & Culture
13 . Recreation
14 . Health Facilities
15 . Accountability





COMMUNITY NEEDS

For each community need identified in our Corporate Plan, the CRD Board approved an outcome statement to capture what we envision our work will accomplish.

We envision being leaders in accountability through transparency, organizational performance and service delivery .

ACCOUNTABILITY

The CRD leads organizational accountability through corporate best practices and effective financial and audit reporting . Guided by our Organizational Development Plan, we continually strengthen the organization and engage employees by investing in operational efficiency and transparency systems to ensure public access to CRD information and through ongoing workforce training and development .Our Corporate Plan and Board Strategic Priorities inform service and financial planning to best serve our communities .Exceptional customer service and service delivery are central to our operations .



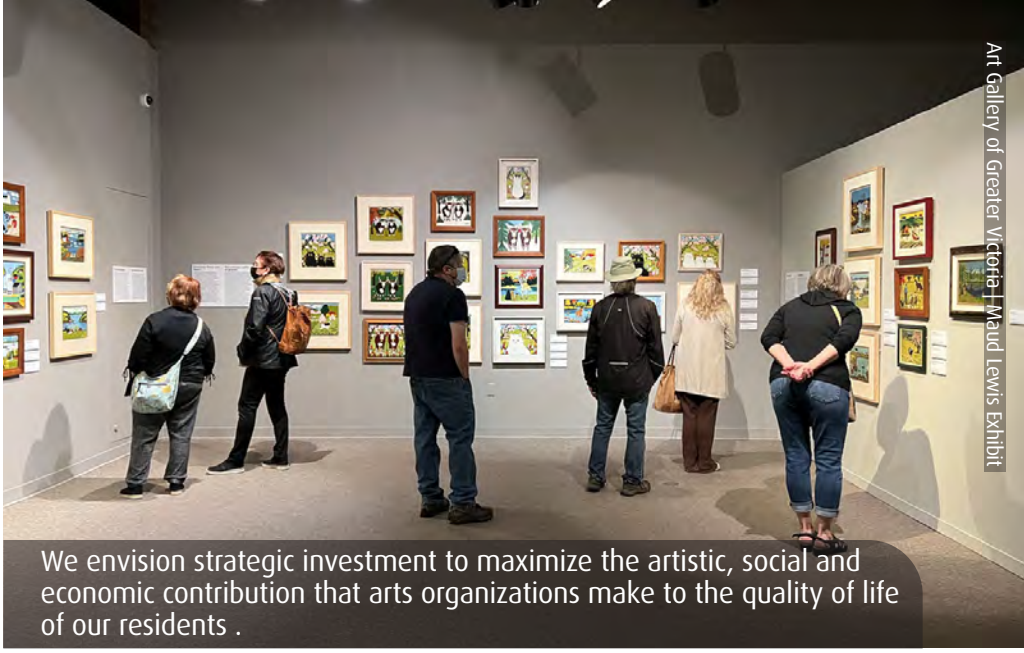
We envision residents having access to affordable housing that enhances wellbeing and reduces homelessness in the community .

AFFORDABLE HOUSING

Affordable housing is key to a strong economy and healthy region .The Capital Region Housing Corporation (CRHC) provides 1,877 units of affordable housing, and the CRD Regional Housing Trust Fund provided over $11 8M to help build 956 affordable rental housing units .The CRD-initiated Regional Housing First Program partnered the CRD, the Province through BC Housing, and the Government of Canada through Canada Mortgage and Housing Corporation, to commit $120M to create up to 2,000 affordable housing units, including 20% of units renting at the provincial income assistance rate .The program leverages up to $600M in development .

ARTS & CULTURE

The CRD Arts & Culture Support Service provides grants to non-profit organizations developing arts programming, which in turn create artistic, social and economic benefits for the region .By supporting, promoting and celebrating the arts, the CRD contributes to the development of a healthy, livable and vibrant community and fosters collaboration between arts organizations, funders and audiences . On behalf of participating jurisdictions, the CRD funds performing arts venues, and non-profit organizations producing arts programming, in addition to developing, operating and maintaining numerous local amenities .The Service is guided by the CRD Arts & Culture Support Service Strategic Plan .



Art Gallery of Greater Victoria | Maud Lewis Exhibit

We envision strategic investment to maximize the artistic, social and economic contribution that arts organizations make to the quality of life of our residents .

CLIMATE ACTION & ADAPTATION

The CRD Climate Action Service works with partners to identify, support and execute corporate and community-focused mitigation and adaptation initiatives .To help the region greatly reduce greenhouse gas emissions and prepare for climate impacts, we support local governments in achieving their climate goals .The Climate Action Strategy guides climate mitigation and adaptation actions for over 200 services the CRD provides .



We envision reduced green house gas emissions, triple bottom-line solutions and progress on adaptation .

ECONOMIC DEVELOPMENT

As the local government for the Salt Spring Island, Southern Gulf Islands and Juan de Fuca electoral areas, the CRD advances committee and commission-directed projects and provides data and recommendations from the CRD Regional Information Service .The Salt Spring Island Community Economic Development Commission and the Southern Gulf Islands Community Economic Sustainability Commission develop strategies to foster resilient and sustainable local economies .



We envision increasing economic development potential in the region, with a special emphasis on sustainable, resilient local economies for all the communities in the capital region .



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

FIRST NATIONS RELATIONS

The First Nations Relations Service supports the CRD and its Board to build strong and enduring relationships with neighbouring First Nations governments . We are committed to respectfully and appropriately engaging those First Nations communities in regional strategies, decision-making and shared interests .Priorities include implementing the actions and recommendations outlined in the First Nations Task Force Final Report .Underpinning the report is a Statement of Reconciliation, which will guide the organization's initiatives at the Board, leadership and staff level .



We envision effectively contributing to improved community health and wellbeing .

HEALTH FACILITIES

The Capital Regional Hospital District (CRHD) fosters a healthy region by investing in traditional health care services, developing and improving health care facilities and providing capital funding for infrastructure, such as acute care, residential care and hospital equipment .The CRHD strategically acquires property, plans and delivers capital projects, and partners with Island Health on public health bylaws and capacity-building through a Community Health Network .The CRHD and the CRD share the same Board of Directors and Officers .



We envision minimizing waste disposal and maximizing waste diversion .

LANDFILL & RECYCLING

The CRD's comprehensive and ever-evolving solid waste management system minimizes waste and maximizes resource recovery .The Environmental Resource Management Service operates the landfill, oversees solid waste planning, explores opportunities for resource recovery and identifies best practices to further reduce waste, increase recycling and mitigate climate change .The CRD seeks the best use for waste resources through initiatives such as methane gas capture and the diversion of kitchen scraps from the landfill .



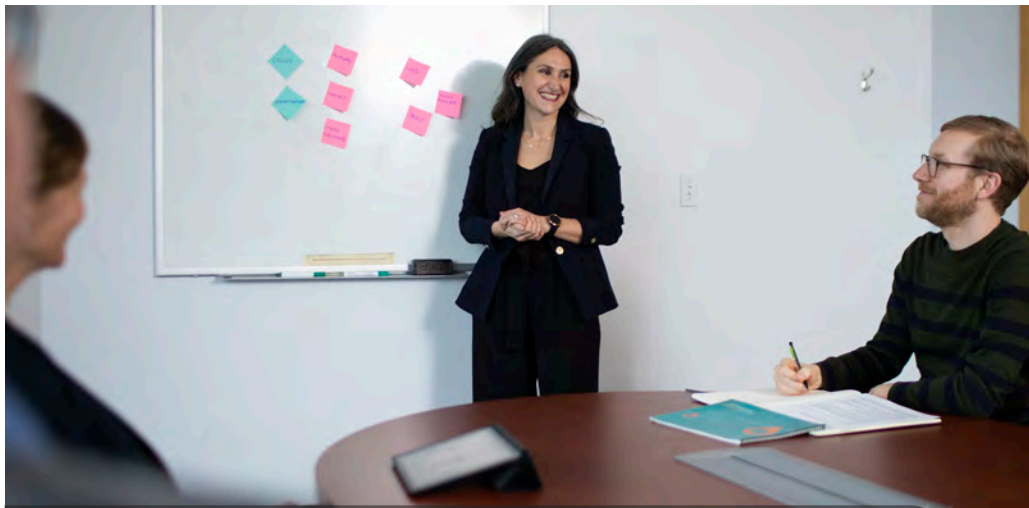
We envision additional land acquisitions and increased access to parks and recreational trails for residents .

PARKS & NATURAL RESOURCE PROTECTION

The CRD protects and manages more than 13,000 hectares of spectacular natural areas in 33 regional parks and four regional trails on southern Vancouver Island and the Gulf Islands, providing outdoor experiences and activities that improve personal health and foster appreciation and respect for the region's natural environments .Guided by the Regional Parks Strategic Plan, the CRD develops and maintains park facilities, offers interpretive programs for continued park stewardship and plans for future land acquisitions focused on parcels with high potential for conserving and restoring our natural resources .

PLANNING & DEVELOPMENT

The CRD provides information on and analysis of the region's population, development, land use, transportation, housing and employment trends . Transportation planning, as well as developing, implementing, maintaining and updating a regional growth strategy, supports regional sustainability and quality of life .Building Inspection is responsible for overseeing the construction, alteration, repair or demolition of buildings within the capital region's three electoral areas (Juan de Fuca, Salt Spring Island and the Southern Gulf Islands) .



We envision keeping approved plans current and monitoring for effectiveness to ensure we achieve our goals and to remain accountable to CRD residents .

We envision effective regional cooperation in protecting public safety and preparing for, responding to and recovering from emergencies .

PROTECTIVE SERVICES

CRD Protective Services continues to maintain safety, good order and public health through emergency management and animal control and by enforcing bylaws using education, mediation, fines and injunctions .Collaborating with other agencies and partners ensures a coordinated and effective response to regional emergencies and bylaw enforcement, and furthers involvement in the Public Alert Notification System and the Regional Emergency Management Partnership .As the local government for three electoral areas, the CRD supports volunteer fire departments and local-level emergency services .



We envision residents having access to appropriate and affordable recreation opportunities .

RECREATION

A diverse range of recreation opportunities in the capital region ensures a healthy, high quality of life for residents and visitors who can enjoy indoor activities, such as swimming, skating and fitness, as well as outdoor activities like golf, skateboard and tennis .The CRD owns and operates three recreation centres across the region: Panorama Recreation, SEAPARC Leisure Complex and Salt Spring Island Recreation .

TRANSPORTATION

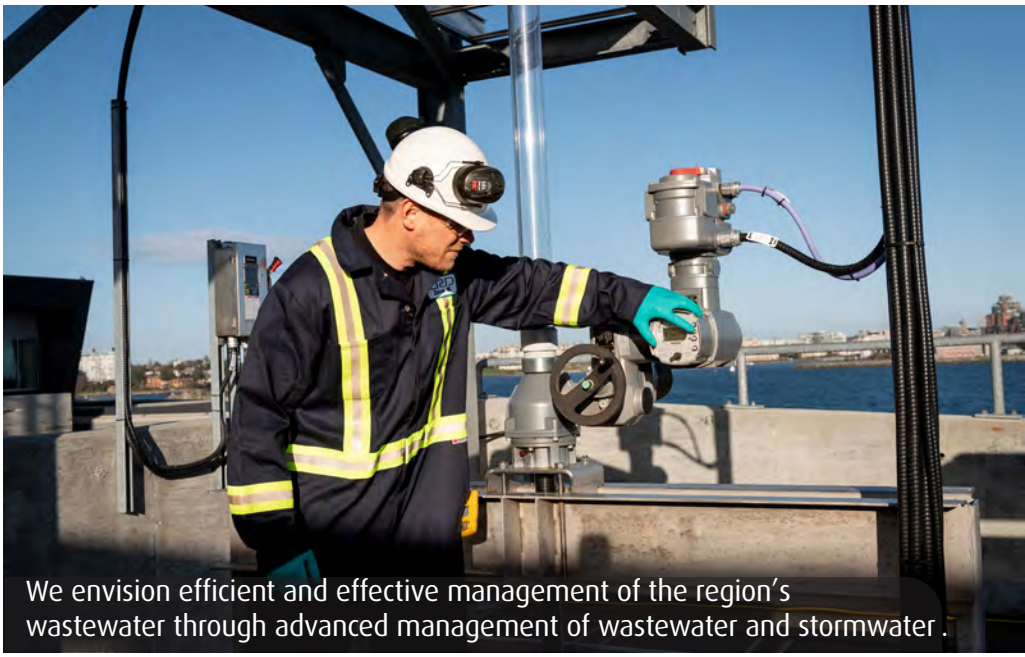
The CRD supports local governments and partner agencies to implement a multi-modal transportation system, enabling residents to access activities and the natural wonders of our region . Our Regional Information and Planning Service coordinates with regional and provincial stakeholders, collects and analyzes data, conducts research and analysis and enables partners to advance active transportation programming .Our work supports inter-jurisdictional transportation projects and initiatives that benefit the region as a whole .



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

WASTEWATER

CRD Wastewater Management Services prioritizes the health of residents and the environment .We work with municipalities, electoral areas and industry to ensure consistent wastewater management, while protecting urban and rural watersheds and the marine environment .These services manage liquid waste, septic systems and wastewater collection, treatment and disposal infrastructure across the region .Five of the six secondary wastewater treatment plants we operate are in the electoral areas .The Core Area Liquid Waste Management Plan applies to Colwood, Esquimalt, Langford, Oak Bay, Saanich, Victoria and View Royal .The Saanich Peninsula Liquid Waste Management Plan applies to North Saanich, Central Saanich and the Town of Sidney .



We envision efficient and effective management of the region's wastewater through advanced management of wastewater and stormwater .

WATER

The CRD carefully manages the supply and delivery of safe drinking water through the Regional Water Supply System serving Greater Victoria, and distributes water directly to customers in several municipalities and electoral areas .Delivering safe drinking water from source to tap includes protecting the source, disinfecting the water, monitoring water quality, operating and maintaining transmission and distribution systems and investing in infrastructure renewal .



We envision a sustainable and resilient water supply for CRD residents .

Delivering on 2022 Priorities & Projects

Board Priorities

To guide the direction and major activities of the CRD for the 2019–2022 mandate, the Board of Directors agreed to focus on four regional priorities:



COMMUNITY WELLBEING – TRANSPORTATION & HOUSING

The CRD Board will advocate, collaborate and form partnerships to address the affordable housing and transportation needs of the region's diverse and growing population .



CLIMATE ACTION & ENVIRONMENTAL STEWARDSHIP

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



FIRST NATIONS RECONCILIATION

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



ADVOCACY, GOVERNANCE & ACCOUNTABILITY

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

Corporate Priorities, Projects & Awards

To guide effective development and coordination, the Executive Leadership Team identified key priorities and projects to enhance corporate capacity and delivery of services .



CORPORATE PRIORITIES

With a focus on Accountability, Corporate Priorities include: Business Capacity & Continuity, Fiscal Responsibility, Transparency, Efficiency & Collaboration and Customer Service .



MAJOR PROJECTS

As an essential and critical infrastructure service provider, a number of capital projects were progressed and completed in 2022 .



AWARDS

The CRD was the recipient of a number of awards in 2022 .

As many initiatives and projects span multiple years and involve other organizations, the achievements described here capture only a snapshot of our organization's work .



2022 PROGRESS

New accessible fishing dock at Elk/Beaver Lake Regional Park

Board Priorities

Community Wellbeing

THE REGIONAL HOUSING FIRST PROGRAM (RHFP)

The RHFP is an equal partnership agreement between the CRD, the Government of BC through BC Housing, and the Government of Canada through the Canada Mortgage and Housing Corporation (CMHC) .The equal partnership will see a direct investment of $120 million to create up to 2,000 units of affordable housing, as part of the $600 million program, including up to 400 units renting at the provincial income assistance rate to address the needs of people experiencing homelessness on southern Vancouver Island and the Gulf Islands .

The RHFP currently includes 10 projects that are in progress or complete:

- Langford – 3 projects (Hockley House, Millstream Ridge, Spencer Close)
- Central Saanich – 1 project (Prosser)
- Salt Spring Island – 1 project (Croftonbrook)
- Sooke – 2 projects (Drennan and Charters)
- Victoria – 2 projects (Cedar Grove, Michigan Square)
- View Royal – 1 project (West Park)

ROUND TWO – RAPID HOUSING

In November 2021, the Honourable Ahmed Hussen, Minister of Housing and Diversity and Inclusion, along with Colin Plant, Chair of the Capital Regional District, announced details of a $11 3 million federal allocation to support the creation of new affordable homes for individuals and families in the CRD through the Cities Stream under the expanded Rapid Housing Initiative (RHI) .House of Courage, located at 865 Catherine Street, was under construction throughout 2022 .It 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 Aboriginal Coalition to End Homelessness Society .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 support .

REACHING HOME PROGRAM

From 2019–2024, the CRD will be administering an $11 5-million, five-year agreement under the Designated Communities Program .This program continues to fund services that support the needs of those experiencing, or at risk of, homelessness in the region .The CRD acted as the administrator for the Reaching Home Indigenous Homelessness funding from 2019-2022 .As of April 1, 2022, the Victoria Native Friendship Centre is the community entity supporting this program .Funding for the five-year Designated Communities funding stream is being allocated to initiatives that address outcomes identified in the 2019-2024 Community Plan To End Homelessness, and are recommended by the Reaching Home Community Advisory Board .

LONG-TERM LEASE WITH BC HOUSING ON SALT SPRING ISLAND

The CRD plans to enter into a 60-year lease with BC Housing to develop supportive housing on Salt Spring Island .At the October 12, 2022 CRD Board meeting, the decision was made to lease the entire property at 161 Drake Road to BCH instead of subdividing the area .The current proposed project will not require the whole property and BCH has committed to working with the CRD and the local community to identify future opportunities for additional housing on the site .

LADY MINTO EMERGENCY DEPARTMENT EXPANSION

Construction on the $12 8 million emergency department expansion project at Lady Minto Hospital began in 2022 .Capital costs are being shared by the Lady Minto Hospital Foundation, that has pledged $9 8 million, and the CRHD, which will contribute $3 million .

The emergency department redevelopment project includes a 420 square metre (4,500 square feet) building addition, linked to the existing hospital by a new front entry, that will increase the number of treatment rooms/bays from four to eight .Other improvements include an interview room, a medication area, dedicated check-in desk, nursing/team care station with sight lines to all assessment and treatment areas, ambulance bay, decontamination site, accessible washrooms, and an expanded patient and family waiting area .



Lady Minto groundbreaking event

SOUTHERN GULF ISLANDS HOUSING STRATEGY ENDORSED

The Southern Gulf Islands (SGI) Housing Strategy states, like many communities in the CRD, housing affordability is the result of complex factors .In the SGI Electoral Area, these factors are compounded by the unique characteristics of the islands as rural, remote, environmentally sensitive, and growth constrained .The basis of the recommendations in the Housing Strategy reflect the information learned through the 2018 CRD Housing Needs Assessment and the updated SGI Market Analysis conducted in 2022, combined with years of community input and engagement accumulated through land use planning processes .

FIRST ANNUAL NILS JENSEN MEMORIAL BURSARY AWARDED

Nils Jenson served on the CRD Board from 2012 to 2018 and Chaired the CRD Board from 2014 to 2015 .Nils also served as the Regional Water Supply Commission Chair from 2002 to 2011 .Nils passed away in 2019 .

The CRD announced that the first annual Nils Jensen Memorial Bursary of $2,500 was awarded to Tahlia Cook, a student from Saanich School District No .63 .This newly-established bursary, funded by Nil's family, will be awarded to the local school districts on a rotating basis .The participating secondary school principals will recommend a student to receive the award on the basis of financial need and an interest in environmental protection or water security .

ELK/BEAVER LAKE REGIONAL PARK NATURE PLAYGROUND COMPLETE

The playground at Hamsterly Beach in Elk/Beaver Regional Park has been replaced with a new nature playground .Elk/Beaver Regional Park is the busiest park in our system, with close to two million visits in 2021 – so this playground will see a lot of use .

Key elements of the new playground include accessible play elements, zones for different ages, and natural structures that encourage physical literacy for differing abilities .The playground was built using the existing landscape, local timbers and green infrastructure, providing a sustainable connection to the lake ecosystem .

NEW, RATED MOUNTAIN BIKING TRAILS

Mountain bikers in the CRD now have more safe, sanctioned trails to explore .Twelve kilometres of new, designated, and rated mountain bike trails in Thetis Lake Regional Park officially opened in October 2022 .These new trails provide a safer, greater connection to nature, and a visitor experience that differs from other mountain bike trails within the CRD parks system .They provide primarily blue-rated cross country trails and are designated as multi-use for a range of park users, including mountain bikers, walkers, hikers and trail runners .

JUMPSTART INCLUSIVE MULTI SPORT COURT

The CRD and Canadian Tire Jumpstart Charities (Jumpstart) announced the opening of a Jumpstart Inclusive Multi Sport Court at the Panorama Recreation Centre, designed to accommodate physical, cognitive and sensory play for kids of all abilities .

SALT SPRING ISLAND ACTIVE TRAVEL PLANNING

The CRD is undertaking an island-wide planning process to create a new Active Transportation Network Plan for Salt Spring Island, which will have a strong focus on walkability in Ganges Village and active transportation connectivity across the island .

Community input is a vital part of planning to help understand the current active transportation network, conditions and gaps .Information provided during the process will inform a list of actions, recommendations and top priorities .In 2022, Salt Spring Islanders were invited to get involved with active travel planning by helping to identify active transportation network gaps and priorities for the future of active transportation on the island .

NEW SPORTS BOX OPENS IN SOOKE

People of all ages and abilities have a new recreation space where they can meet, play and compete in Sooke .June 27, 2022 marked the official opening of the sport box at 2430 Phillips Road .

The box has been built to lacrosse box specifications and will serve a variety of community activities including lacrosse, ball hockey, basketball and community events . SEAPARC will operate the facility and the District of Sooke will maintain the surrounding trails and park .



Opening event of the new Sooke Sport box

Climate Action & Environmental Stewardship



LAND ACQUISITION

Since 2000, the CRD has actively expanded the regional parks system through use of the Land Acquisition Fund .With the support of partners, the CRD has acquired approximately 4,900 hectares of land in that time, growing the regional park system from 8,400 ha to more than 13,300 ha .

In 2022, the CRD acquired four parcels of land totalling 9 8 hectares adjacent to Mill Hill Regional Park and 15 9 hectares that will be added to East Sooke Regional Park . In addition, the 15 5 hectare Wrigglesworth Lake Community Park, adjacent to Sooke Hills Wilderness Regional Park, was transferred to CRD Regional Parks .

BIODIVERSITY CHALLENGE

In Spring 2022, the CRD competed alongside more than 400 urban areas across the world to see how many wild species could be recorded on iNaturalist, a free and simple-to-use app, over a four-day period .Residents were encouraged to get outside, snap photos and upload observations about the plants, animals and fungi found in their backyards or local watersheds to the CRD Biodiversity Challenge iNaturalist project .

Observing and learning about the natural world around us is a key step in conserving nature for future generations and creates opportunities for both stewardship activities and positive environmental impacts .

MOUNT WORK REGIONAL PARK MANAGEMENT PLAN – PUBLIC FEEDBACK

The CRD is developing a management plan for Mount Work Regional Park that will guide conservation, development and use of the park over the next 15 years .The second round of public and stakeholder engagement to gauge support for the draft plan took place in 2022 .The CRD is continuing to work with the W̱SÁNEĆ Leadership Council to ensure the management plan addresses the interests of First Nations .

RETHINK WASTE COMMUNITY GRANT

The CRD celebrated Earth Day 2022 with the launch of the brand new Rethink Waste Community Grant program .As one of the key actions identified in the region's new Solid Waste Management Plan, the Rethink Waste Community Grant program will provide funding for the development and implementation of community-based projects that will reduce the amount of waste sent to Hartland Landfill each year . Examples of eligible projects include the creation of a pop-up free store, three stream waste removal at community events (compost, recycling and garbage), and developing repair workshops or events .

CONDUCTED FIRE SMART PROGRAMS IN THE ELECTORAL AREAS FOR WILDFIRE RESILIENCY

The CRD supports communities in the Juan de Fuca, Southern Gulf Islands, and Salt Spring Island Electoral Areas to reduce wildfire risk .CRD FireSmart helped electoral area residents stay safe from wildfire in 2022 .The program provides free home assessments, rebates for FireSmart home improvements, and woody debris disposal events in each of the 14 electoral area communities .

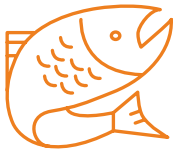
CRD REGIONAL PARKS AND TRAILS INTERIM STRATEGIC PLAN

An updated Regional Parks and Trails Interim Strategic Plan 2022–2032 has been developed to guide regional parks and regional trails over the next decade .It defines the vision for our regional parks system and sets the foundation for how the CRD can consistently move towards achieving its desired outcomes .The plan was developed in consultation with agencies, stakeholders and the public, and with ongoing input from First Nations in the region .In July 2022, the plan received interim approval for one year and will provide additional engagement opportunities with First Nations to deepen an understanding of issues and interests, and allow reconciliation efforts identified in the Strategic Plan to commence .



East Sooke Regional Park

First Nations Reconciliation



INTERCULTURAL SKILLS TRAINING FOR DIRECTORS & CRD STAFF

The CRD Board was offered an Introduction to Cultural Perspectives Training, to support CRD Directors in building positive, respectful and reciprocal working relationships with First Nations . Twenty six Directors and Alternate Directors participated, while 642 CRD staff participated in a Cultural Competency seminar that provided an overview of colonization history in Canada, from first contact to the social impact of residential schools on the lives of Indigenous Peoples . Through understanding our shared history, participants learned the importance of reflecting on unearned advantage and building cultural intelligence to become effective allies .

In addition, 152 CRD staff who work directly with members from the local First Nations participated in a more in-depth 'Building Local Relationships' workshop to develop strategies to strengthen their relationships with Indigenous individuals, organizations and communities .The workshops were experiential, utilizing the knowledge of invited speakers .

CONSERVATION AND PROTECTION OF HERITAGE SITES

The First Nations Relations Division hired an in-house archaeologist to support the implementation of the CRD Conservation and Protection of Heritage Sites Policy and to further develop relationships and information sharing with First Nations regarding archaeological and Indigenous cultural heritage management and conservation .

COMMUNICATIONS FRAMEWORK

Helping to deliver on our mandate to develop positive and collaborative relationships with First Nations, the First Nations Relations Communications Framework provides a guide for CRD employees on the essentials of respectful, concise, constructive and professional internal and intergovernmental communication .

Diplomatic intergovernmental communication may have several desired outcomes, including to inform, consult, collaborate and empower .All external messages need to be considered and appropriately communicated to ensure effective delivery and intended impact .Knowing what you want to communicate and who you want to communicate it to will determine how you send your message with appropriate consideration of how history, culture, age and gender can play a part in communication styles .The First Nations Relations Communications Framework supports staff in knowing when and how to reach out to First Nations, with tips on language and approach .

This framework was developed by staff, based on feedback from across the organization on how we can improve in our communications internally and externally with Nations .The document will be updated annually to reflect the dynamics of our evolving relationships with First Nation governments in the region

PARKS INDIGENOUS PROGRAMMING

The CRD hired a full-time Cultural Programmer in 2020 and rolled out a variety of Exploring Indigenous Perspectives programming, including guided walks, story times, school programs, and special request programs .This programming helps increase visitor connection to, and awareness of, the cultural significance of the land, plants and animals, the seasons for Indigenous Peoples, and helps contribute to cultural safety in regional parks .In 2022, programming was offered throughout CRD parks to almost 1,000 people of all ages and backgrounds .

PROCUREMENT POLICY

In 2022, the CRD Procurement Policy was amended to enable greater consideration of Indigenous procurement opportunities and to support economic goals and capacity building for Indigenous businesses and communities, while still ensuring that staff have appropriate guidance and oversight .

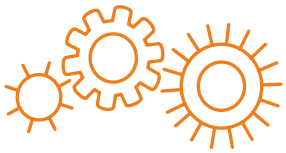
NATIONAL DAY FOR TRUTH AND RECONCILIATION

On the National Day for Truth and Reconciliation, September 30, 2022, the CRD was honoured to fly the Xe Xe Smun' Eem "Our Sacred Children" flag for truth and reconciliation, in honour of all residential school survivors and those who did not make it back home .The flag was loaned to the CRD by Eddy Charlie, a survivor of the Kuper Island Indian Industrial School, and his friend Kristin Spray .Eddy and Kristin work together as co-organizers of Victoria Orange Shirt Day and Xe Xe Smun 'Eem . CRD Board Chair, Colin Plant, was invited to speak at an event in remembrance of the thousands of Indigenous children who died at residential schools, and in acknowledgment of the intergenerational trauma that many survivors have experienced and still live with every day .The CRD is committed to listening, learning and taking steps towards better relationships with the First Nations on whose traditional territories we do our work .



CRD Chair Colin Plant speaking at the Orange Shirt Day ceremony

Advocacy, Governance & Accountability



REGIONAL ALTERNATIVE APPROVAL PROCESSES

In 2022, the CRD initiated two regional Alternative Approval Processes (AAPs) .The first AAP considered the establishment of a regional Canada Goose Management Service, and the second AAP considered the borrowing of $36 million for the purpose of acquiring, designing, and constructing solid waste facilities and site improvements . In both cases, at the close of the deadline it was determined that less than 10% of registered voters responded and elector assent was obtained .

PANORAMA RECREATION 5-YEAR STRATEGIC PLAN

The Peninsula Recreation Commission, which provides recreation programs and services throughout the Saanich Peninsula, has developed, adopted, and released the Panorama Recreation 2022–2026 Strategic Plan .The new plan will prioritize and guide future initiatives for the delivery of recreational programs and services for the local community .The plan will ensure that the Peninsula Recreation Commission and Panorama Recreation staff will make informed decisions for the delivery of recreation programming and facilities that are effective, efficient and align with community need .

LOCAL COMMUNITY COMMISSION FOR SALT SPRING ISLAND ESTABLISHMENT

On December 14, 2022, the CRD Board adopted Bylaw No .4507, establishing a Salt Spring Island (SSI) Local Community Commission (LCC), following voter endorsement by referendum .The SSI LCC will be comprised of five members, one of whom will be the Electoral Area Director for Salt Spring Island, Gary Holman .In Spring 2023, a public election will be held for four commissioners in accordance with the *Local Government Act* (LGA) .An LCC, with an elected membership, is the highest form of delegated commission contemplated in an electoral area under the LGA .

UKRAINE SUPPORT

The CRD stands in solidarity with the people of Ukraine as the war continues .As a sign of support, we lit the CRD Headquarters in yellow and blue last year and continue to fly the Ukrainian flag .We also made a contribution of supplies to the Compassionate Warehouse efforts, including 200 water bottles, 500 adult and children's toothbrushes and about 100 colouring booklets with crayons .

ARTS DEVELOPMENT OPERATING GRANTS, PROJECTS AND FUNDING

CRD Arts and Culture Support Service funded 83 arts organizations through 2021, with $2,545,500 supporting the creation and presentation of arts programming, and providing stability to the arts, one of the sectors hardest hit economically by the COVID-19 pandemic (based on Statistics Canada, Labour Force Survey 2020) .

In December 2021, the CRD convened online for the Arts Champions Summit, bringing together the region's arts community to discuss and progress equity in the sector .In addition to highlighting the work of local organizations and champions, the Summit hosted Canada Council Chair Jesse Wente for a conversation on the future of the arts .

In 2021, the CRD Arts & Culture's Arts Advisory Council also formed an Equity, Diversity and Inclusion (EDI) subcommittee to further the development of an EDI lens on grants and operations, a process that will continue through 2022, based on the EDI Implementation Framework .

The CRD also facilitated discussions of how to better support performing arts facilities and explored options for meeting the region's needs .



Sarah Pitman, Jesse Wilson, Violet Brownsey, Willis Taylor and Hannah Ockenden in As You Like It, GVSF 2022, directed by Barbara Poggemiller .Photo: Lara Eichhorn

Corporate Priorities

CRD ORIGIN DESTINATION HOUSEHOLD TRAVEL SURVEY

From October through November 2022, invited residents received a letter and instructional brochure from the CRD asking them to complete the Origin Destination Household Travel Survey .Updated every five years, the Origin Destination Household Travel Survey data creates a profile of travel patterns in the region .Survey results provide the CRD, municipalities, First Nations and provincial agencies with information critical for decisions on future transportation options .

EQUITY, DIVERSITY AND INCLUSION

The Equity, Diversity and Inclusion (EDI) Steering Committee and the Executive Leadership Team finalized the Commitment to Equity, Diversity & Inclusion in 2022:

At the Capital Regional District, 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.

Our commitment to EDI will serve as a broad foundation to guide the overall direction of the continued development and implementation of the EDI Framework .It will be reviewed annually by the EDI Steering Committee to ensure it remains in alignment with our EDI goals and to determine if it requires revision .

SALT SPRING ISLAND WILDFIRE TRAINING

Residents of electoral area communities live amongst natural and developed areas, exposing residents to wildfire risk .Protective Services staff engaged electoral area communities on how to understand wildfire risk, what to expect during a wildfire, and what they can do to prepare, through a webinar series called Living with Fire in 2021 . These webinars were developed with fire departments and conservation groups, and were a novel partnership between local Emergency Programs, Parks Canada, and Salt Spring Island Fire Rescue .There was high participation in both the live webinars and YouTube postings, with 1,300 views and counting .Specific webinars for each electoral area were developed to ensure unique geography and vulnerabilities were included .

CORPORATE SAFETY

In 2022, CRD Corporate Safety completed an internal Certificate of Recognition (COR) Maintenance audit to maintain COR Certification and received an audit score of 95% .

Our Corporate Occupational Health & Safety (OHS) Program continues to have a positive impact on our employees and our safety culture .We have increased our WorkSafeBC Annual Assessment discount from 29 8% to 33% and received an additional 10% discount from COR Certification for a total discount of 43% .

Our approach focuses on preventing injuries and the severity of injuries, as well as following a best practice approach to disability: prevention, management and worksite resources, and early intervention and timely return to work processes .

Compared to our peers in our WorkSafeBC Classification Unit, the CRD has a lower injury rate, fewer time loss claims and shorter duration of claims, demonstrating a safer work environment for our employees .

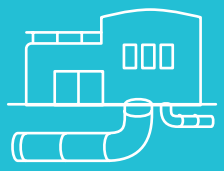
We implemented programs such as Supplementary Occupational Health & Safety, First Aid, Contractor Management, Office Safety, Electrical Safety, Non-Ionizing Radiation, and Drone Safety .We also conducted trainings for OHS, Lockout and De-energization, and Workplace Inspections .

In response to WorkSafeBC's Process Safety Initiative, which ensures employers are meeting their responsibilities to prevent, mitigate, prepare for, and respond to process-related incidents with potentially catastrophic outcomes, we created a new, best practice, McLoughlin Point Wastewater Treatment Project Emergency Response Plan .We also completed a Hazard Inventory of the new MPWWTP infrastructure and created multiple Safe Work Practices and Safe Job Procedures to ensure the safety of our employees .



McLoughlin Point Wastewater Treatment Plant Safety Tour

Major Projects



REGIONAL WATER SUPPLY 30–YEAR MASTER PLAN

The CRD developed the 2022 Regional Water Supply 30–year Master Plan, which includes a proposed infrastructure program intended to improve the water supply and transmission system and add redundancy to critical components to address hazards and risks .The plan recommends projects to be implemented over the next 30 years based on the projected population, the impacts of climate change, and water treatment needs resulting from changing raw water quality characteristics and regulatory requirements over time .

CRHD SUPPORTS REGIONS HEALTHCARE INFRASTRUCTURE

The CRHD Board approved a capital bylaw of $6 71 million to authorize funding of healthcare minor capital and equipment projects in the region .This funding was identified in the 2022 CRHD budget, which was approved in March 2022 .The CRHD partners with Island Health and community stakeholder agencies to develop and improve healthcare facilities in the region and provide capital funding for infrastructure such as acute care, residential care, and hospital equipment .

MALIVIEW WASTEWATER TREATMENT PLANT UPGRADE

The CRD will receive funding through the Investing in Canada Infrastructure Program – Rural and Northern Communities Program .The $1,989,000 in joint federal-provincial funding will enable completion of upgrades to the Maliview Wastewater System on Salt Spring Island while significantly reducing costs to be covered by local ratepayers .

Detailed design work is currently underway to refine cost estimates and inform next steps, including a decision to proceed with a borrowing bylaw and begin construction in 2023 .

CRD AWARDS CONTRACT FOR NEW LANDFILL GAS UPGRADE FACILITY

The CRD will contract Waga Energy, through its subsidiary Hartland Renewable Resource Group, to design, build and operate a new CRD facility that will upgrade the biogas generated at Hartland Landfill to Renewable Natural Gas .

This project is expected to reduce the capital region's greenhouse gas emissions by approximately 450,000 tonnes of carbon dioxide over the next 25 years, the equivalent of removing 3,900 cars from the road or heating 3,000 homes with a heat pump instead of oil .

AGREEMENT IN PRINCIPLE FOR SALT SPRING ISLAND FIRE HALL

In May 2022, the Salt Spring Island Fire Protection District announced an agreement in principle with the CRD for a $1 million Community Works Fund (gas tax) contribution towards construction of a proposed new fire hall on Salt Spring Island . This arrangement with the CRD was contingent on approval by Fire District ratepayers to build a new fire hall, which was achieved after the 2022 Salt Spring Island fire hall referendum passed .

REGIONAL CRITICAL INFRASTRUCTURE EMERGENCY EXERCISE

The CRD completed a full functional exercise of the Dam Emergency Plan for the Sooke Lake Reservoir dams over two days on September 22 and October 28, 2022 .These exercises allowed the CRD to test its response to a progressively worsening and potentially catastrophic failure of the Sooke Lake dams .While this scenario is very unlikely, it is incumbent upon the region to plan and prepare for worst-case scenarios related to our critical infrastructure operations .The lessons learned during these exercises will help guide emergency preparedness and response preparations for the unlikely possibility of critical infrastructure failures, as well as enhancing the region's preparedness for all other major emergency responses .



CRD Emergency Operating Centre Test Exercise

Awards

BC TOP EMPLOYER & GREEN EMPLOYER AWARDS

In 2022, the CRD was recognized as one of BC's Top Employers and as one of Canada's Greenest Employers for the fifth year in a row .We received these awards as a result of our progressive human resources policies and programs, our commitment to continued employee professional development, and our impactful environmental programs and earth-friendly policies .

BC MUNICIPAL SAFETY ASSOCIATION AWARDS

In 2022, the CRD was recognized for excellence in safety for local government .We are the proud recipients of both the 2022 Organizational Safety Excellence Award and the 2022 Occupational Health & Safety Leadership Award .The BC Municipal Safety Association empowers employers to create healthier and safer workplaces through the sharing of knowledge and resources .

GOVERNMENT FINANCE OFFICER AWARDS

For the second year in a row, the Government Finance Officers Association of US and Canada recognized the CRD with three awards for best practices in financial management and reporting, reflecting the CRD's commitment to meeting the highest principles of financial reporting in both the US and Canada .

- Distinguished Budget Award
- Canadian Award for Excellence in Financial Reporting
- Popular Annual Financial Reporting Award

The Innovative Idea Award was received based on the body of work in financial and fiscal management .Examples include Optimizing Debt Financing; Socially Responsible Investments; Capital Reserve Guidelines, which linked to the Corporate Asset Management Strategy and policy; the Parks Acquisition Financing Strategy, which unlocked borrowing to enable greater capacity to meet the Board's strategy on ecological preservation; and climate response and others .



Staff accepting Government Finance Officers Association triple crown award



2022 FINANCIAL HIGHLIGHTS

Financial Reporting Overview

The Capital Regional District (CRD) is pleased to provide this consolidated financial overview for the 2022 fiscal year .

Our Region

Over the past year, key economic indicators such as unemployment and inflation have undergone significant changes through the COVID-19 recovery . Low unemployment rates have returned and been accompanied with 30-year high inflation rates prompting action by national policy makers .

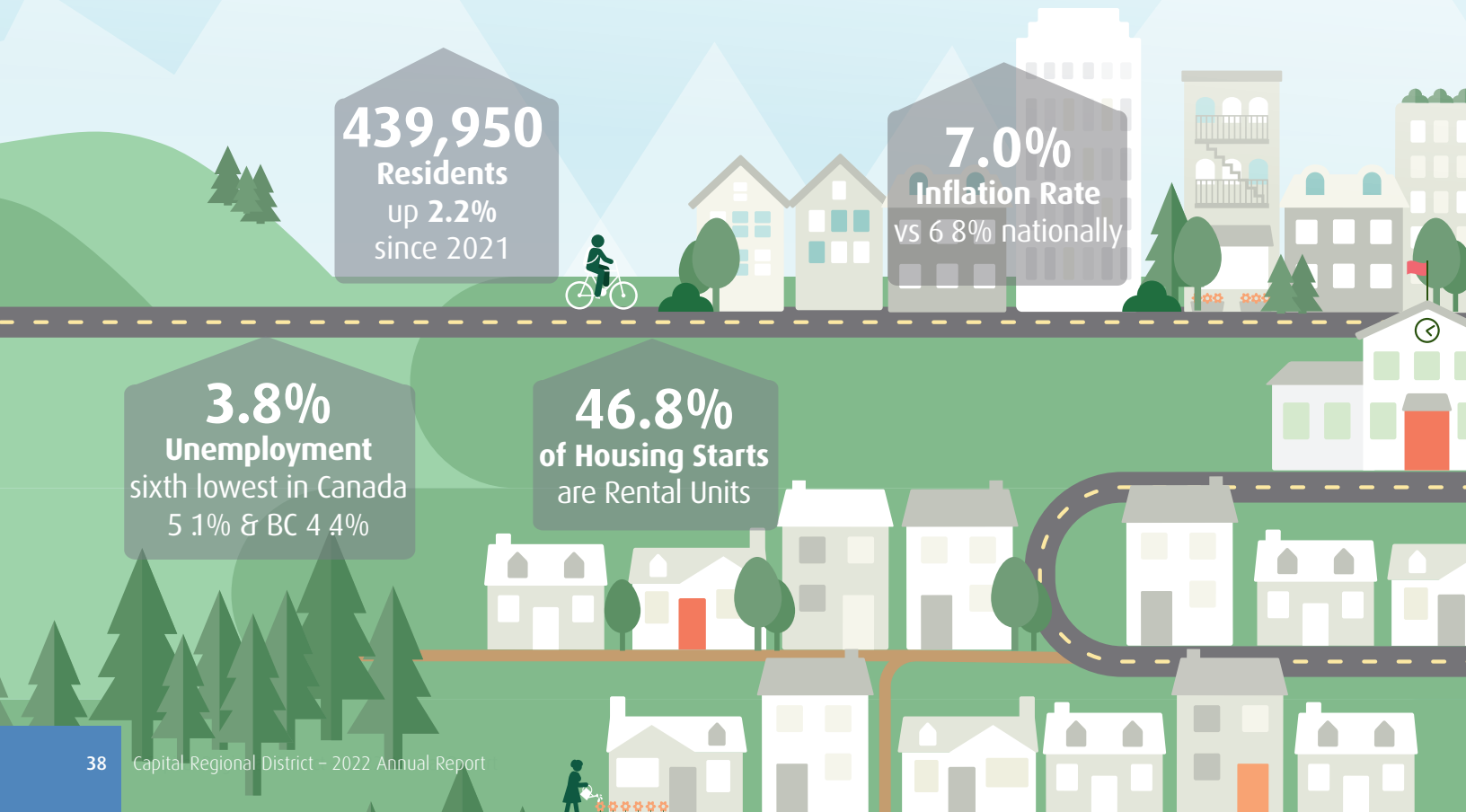
The Bank of Canada increased the key overnight lending rate eight times in eleven months (March 2022 through January 2023), moving from 0 25% to 4 5% in an attempt to reign inflation back to their long-standing target of 2% [1]

In Greater Victoria, the annual Consumer Price Index (CPI) increased 7 0% in the year, a larger increase than Vancouver at 6 8% and provincially at 6 9% [2] Meanwhile, the unemployment rate in Greater Victoria dropped to a four-year low of 3 3% in January 2023 (lower than pre-pandemic levels) and below the provincial and national rates of 4 3% and 5 0% [3]

Population growth in Greater Victoria continues to outpace the province as a whole, with a growth rate of 19 7% over the last twelve years and 2 2% over 2021 [4] In 2022, nine municipalities in the CRD exceeded the average BC municipal population growth rate of 1 4% [5]

Strong population growth and increased inflation continue to apply pressure on housing supply and prices in the region .Despite a 133 7% rise in active listings over last year, the benchmark value of a single-family home in January 2023 remains high at $1,251,100 .While this is a (3 5%) decrease over the same month in 2022, it is a smaller decline than rates across BC and Canada [6]

Building permit values were stronger in 2022 totaling $2 2 billion, a 12 5% increase over 2021 [7] However, housing starts in Greater Victoria, often lagging behind building permits, totaled 4,787 down (0 5%) compared to 2021 [8]



Our Process

This report includes the CRD's Consolidated Statement of Financial Position and the Consolidated Statement of Operations, which form the basis of the audited financial statements .

Each year, the CRD prepares audited financial statements in accordance with legislative requirements and presents them at a public Board meeting for approval .The 2022 financial statements were prepared by management in accordance with Canadian Public Sector Accounting Board (PSAB) standards, and were audited by KPMG LLP .

Under PSAB regulations, governments are required to present five statements with explanatory notes:

- Statement of Financial Position
- Statement of Operations
- Statement of Change in Net Debt
- Statement of Remeasurement Gains and Losses
- Statement of Cash Flows

The CRD also includes a number of schedules for additional reference .The consolidated financial statements include all CRD divisions and departments .

Capital Region Housing Corporation

The Capital Region Housing Corporation (CRHC) is a non-profit organization wholly owned by the Capital Regional District and is governed by the same 24-member Board of Directors as the CRD .

As an entity of the CRD, the CRHC's financial statements are consolidated within the audited CRD financial statements as required by PSAB standards .

Capital Regional Hospital District

The Capital Regional Hospital District (CRHD) operates under the authority of the Hospital District Act and shares the same boundaries, directors and administrative staff as the CRD . It partners with Island Health and community agencies to develop and improve health-related facilities in the region .The CRHD prepares a set of audited financial statements independent from the CRD .Page 47 features a brief summary of the CRHD's financial highlights for 2022 .

More Information

Find the complete 2022 Statement of Financial Information and related documents at:
www.crd.bc.ca/about/financial-accountability



[1] https://www bankofcanada ca/core-functions/monetary-policy/key-interest-rate/
[2] https://www2 gov bc ca/gov/content/data/statistics/economy/consumer-price-index
[3] https://www150 statcan gc ca/t1/tbl1/en/tv action?pid=1410038001
[4 & 5] https://www2 gov bc ca/gov/content/data/statistics/people-population-community/population/population-estimates
[6] https://www vreb org/media/attachments/view/doc/stats_release_2023_01/pdf/stats_release_2023_01 pdf
[7] https://www crd bc ca/about/data/regional-information/monthly-permit-reporting-tool
[8] https://www cmhc-schl gc ca/en/professionals/housing-markets-data-and-research/housing-data/data-tables/housing market-data/starts-completions-units-under-construction-geography

2022 Operating Budget

Capital Regional District
$313M

Capital Regional Hospital District
$34M

Capital Region Housing Corporation
$27M

Total
$374M

2022 Capital Budget

Capital Regional District
$181M

Capital Regional Hospital District
$21M

Capital Region Housing Corporation
$70M

Total
$272M

CRD Statement of Financial Position (Consolidated CRD+CRHC)

This statement presents the organization's assets, liabilities, net debt position and accumulated surplus or equity position .The net debt position decreased by $23 7 million due primarily to a decrease of $23 9 million in long term debt .Amounts invested in capital assets in 2022 increased by $38 5 million contributing to the net increase in accumulated surplus of $62 4 million .

	2022	2021	2020
Financial assets	**(in millions)**	**(in millions)**	**(in millions)**
Cash and investments	$401 1	$357 7	$362 7
Accounts receivable	$24 7	$55 7	$35 0
Member municipality debt	$176 4	$185 5	$146 9
Restricted cash – MFA Debt Reserve Fund	$4 1	$4 1	$3 9
Land for resale	–	-	-
	$606.3	**$603.0**	**$548.5**
Financial liabilities			
Accounts payable and accrued liabilities	$37 4	$31 0	$117 2
Deferred revenue	$48 1	$49 0	$32 7
Short-term debt	$23 0	$25 7	$61 3
Long-term debt	$559 0	$582 9	$405 0
Landfill closure liability	$12 7	$11 9	$11 3
Other long-term liabilities	1 4	$1 5	$1 4
	$681.6	**$702.0**	**$628.9**
Net debt	**($75.3)**	**($99.0)**	**($80.4)**
Non-financial assets*			
Tangible capital assets	$1,987 9	$1,949 4	$1,760 5
Inventory of supplies and expenses	$3 6	$3 4	$2 7
	$1,991.5	**$1,952.8**	**$1,763.2**
Accumulated surplus	**$1,916.2**	**$1,853.8**	**$1,682.8**

*Non-financial assets are resources that are normally held for service provision over one or more future periods .

CRD Statement of Operations (Consolidated CRD+CRHC)

This statement identifies the results of the organization's financial activities for the year by presenting revenues less expenses, resulting in the organization's annual surplus on a PSAB basis . Overall, in 2022, revenue decreased by ($77 7) million .This was primarily due to a decrease of ($84 2) million in government capital grants for the construction of the Wastewater Treatment Plant (WTP) .This was offset by a $6 5 million increase in sale of services revenues lead by increases in Hartland Landfill tipping fees and returns to pre-pandemic levels at recreation centers .The increase in expenses of $27 1 is reflective of higher cost pressure as inflation was 7% for the year . In addition, salaries and benefits costs increased by $8 8 million with a new collective agreement, amortization expense increased by $2 8 million from a full year of amortization of the Residuals Treatment Facility, and interest on debt increased by $1 4 million .Financial surpluses generated from operations are generally carried forward to pay for capital and used to make principal debt repayments .In some cases, surpluses are used to reduce the appropriate service requisitions or funding requirements .

	2022	2021	2020
Revenue	**(in millions)**	**(in millions)**	**(in millions)**
Requisition	$78 1	$72 6	$71 0
Sale of services	$134 6	$128 1	$115 3
Other revenue	$96 9	$188 9	$231 6
Municipal debt servicing	$17 6	$15 3	$15 3
	$327.2	**$404.9**	**$433.2**
Expenses			
General government services	$28 9	$23 4	$22 1
Protective services	$11 8	$11 1	$10 9
Sewer, water and garbage services	$136 0	$125 2	$84 5
Planning and development services	$2 9	$2 8	$2 5
Affordable housing – rental expenses	$19 4	$18 4	$17 8
Recreation and cultural services	$34 4	$29 2	$26 9
Other	$8 2	$6 7	$2 8
Municipal debt servicing	$17 7	$15 4	$15 4
	$259.3	**$232.2**	**$182.9**
Annual surplus	**$67.9**	**$172.7**	**$250.3**

CRD Financial Health (Consolidated CRD+CRHC)

Current Ratio

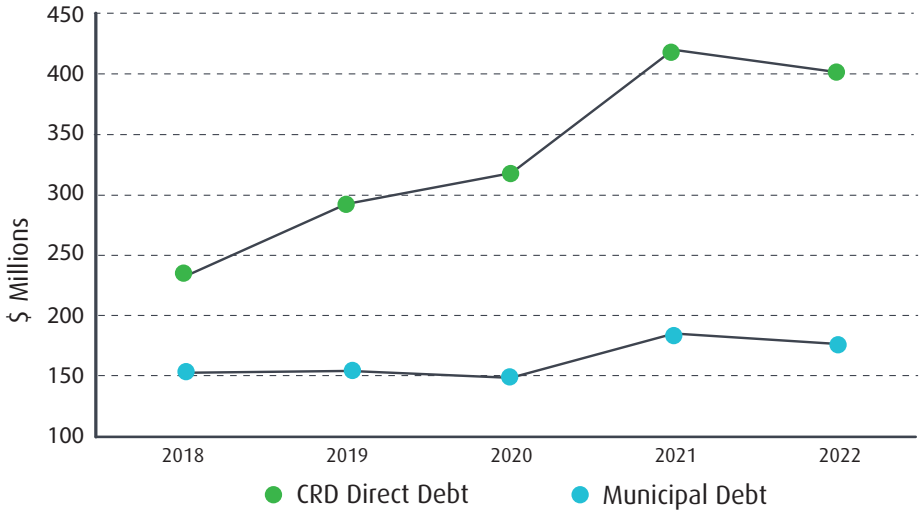
The current ratio is a measure of the liquidity of an organization, meaning the CRD's ability to meet current obligations through current assets .A high ratio indicates a greater ability to meet budgeted and unexpected expenditures . Generally, a current ratio greater than one is considered healthy for a government entity .

CURRENT RATIO

2.4

Debt

Debt includes balances for CRD, CRHC and member municipalities .Short term debt decreased by ($2 7) million .This was primarily due to ($13 0) million net repayment of funds borrowed to manage the timing of significant WTP cash flows, ($9 0) million was converted to long-term debt, and a net increase of $19 0 million in construction financing for CRHC affordable housing projects . Long term debt decreased by ($23 9) million as repayments exceeded new borrowing and transfers from short term debt, and a lower proportion of capital projects were funded by debt .



Assets Funded by Debt

The Capital Investment Funded by New Debt ratio measures the current year acquisition of capital assets that are funded by new debt .In 2022, excluding $3 7 million invested towards the WTP, new debt funded $27 8 million out of CRD's capital investment balance of $98 0 million .Debt funding levels are managed through corporate guidelines which set ideal levels of reserve and debt based on asset life matching benefit to community with timing of cost recovery .

CAPITAL INVESTMENT FUNDED BY NEW DEBT

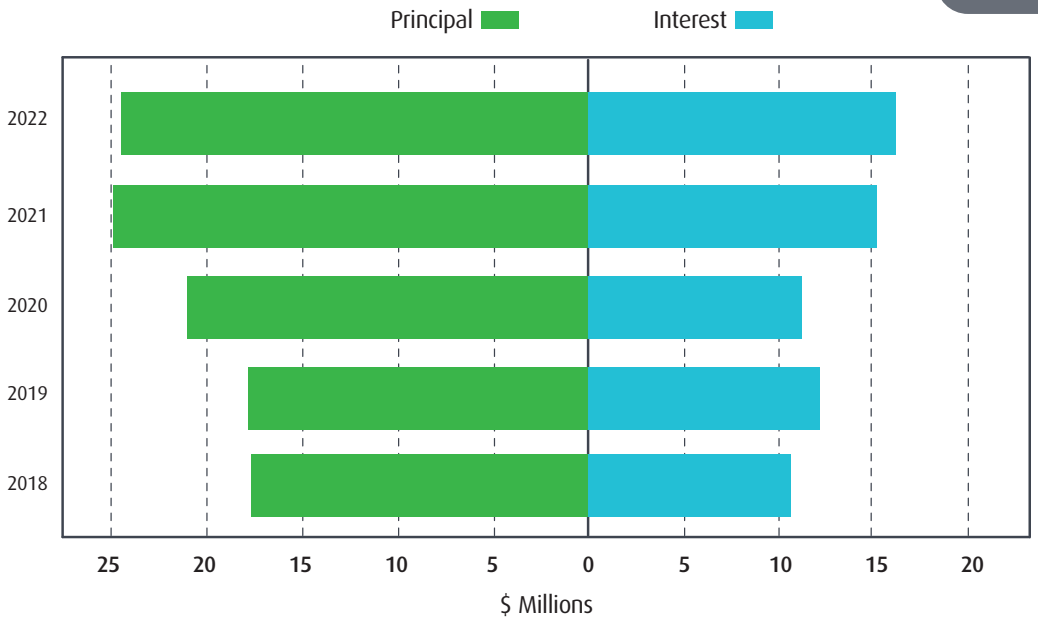
28.4%

Payments on Debt

The table below shows the split between principal and interest of total debt payments in the last five years .The portion of debt payments going to pay interest is trending lower, as a result of reduced principle .

PRINCIPAL PORTION OF DEBT PAYMENTS

60.2%

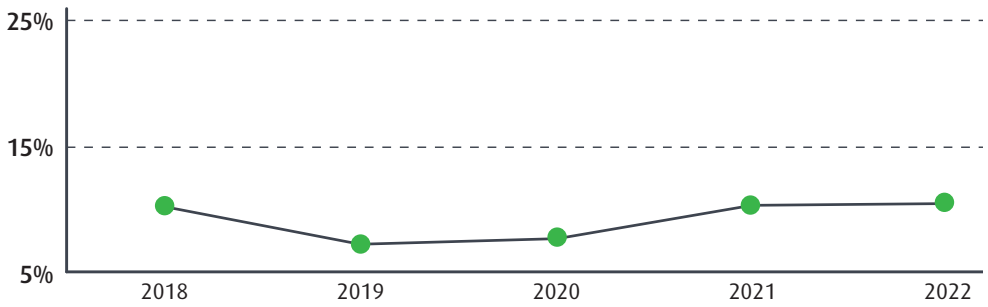


Debt Servicing Costs

The Debt Service Costs to Total Revenue ratio is the percentage of revenue committed to the payment of interest and principal on temporary and long-term debt .A high percentage indicates greater use of revenue for the repayment of debt and less ability to adjust to unplanned events and changing circumstances .The CRD's debt servicing costs (excluding member municipality debt servicing costs) in 2022 was $32 4 million and total revenue was $309 4 million .* Corporate guidelines monitor the percentage of revenue committed to debt repayment limiting commitments to within performance indicator benchmarks .*

DEBT SERVICE COSTS TO TOTAL REVENUE

10.5%

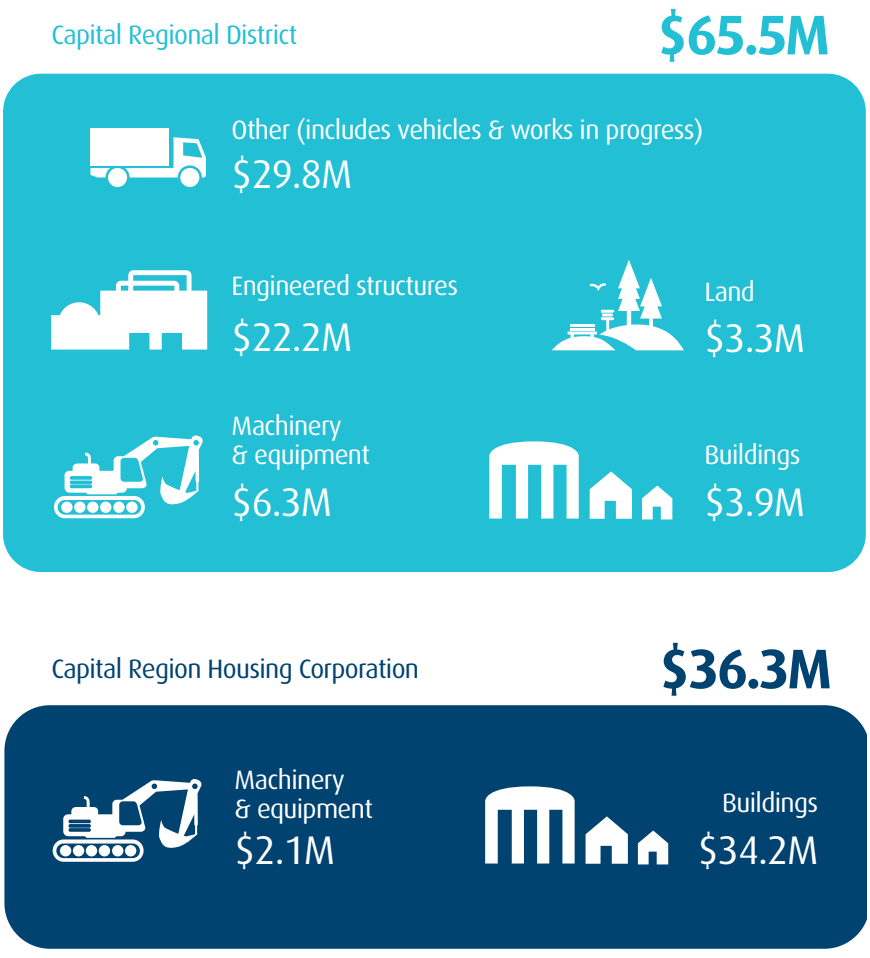


*Revenue excludes debt servicing costs paid by member municipalities and other third parties .

CRD Capital Investment (Consolidated CRD+CRHC)

The CRD's capital assets continue to grow as the organization invests in infrastructure projects to support Board-approved service levels, as well as corporate and strategic priorities .

Additions to Capital Assets in 2022

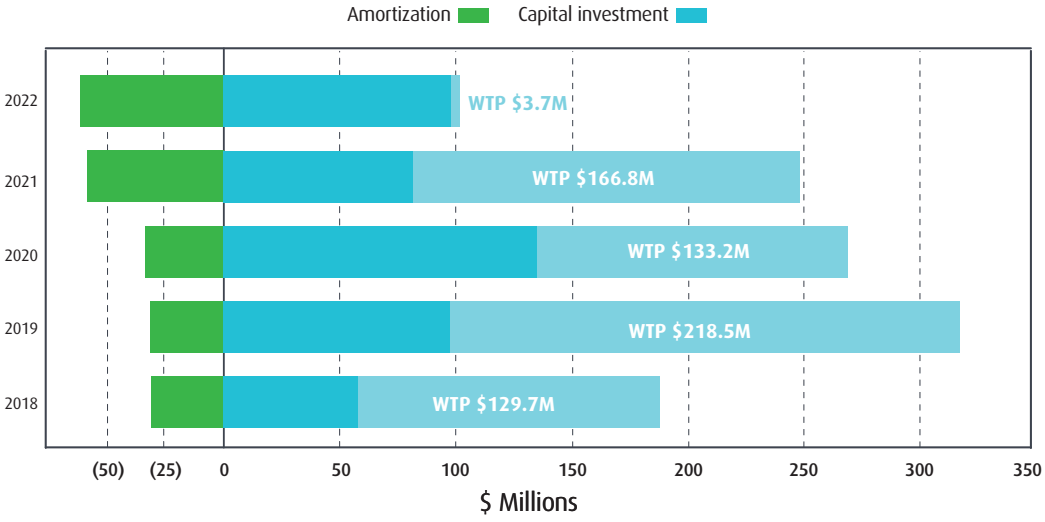


Capital Investment & Amortization

This ratio is the amount of capital invested in infrastructure for every dollar that assets depreciate each year .In 2022, investment in capital was $101 8 million, which includes $3 7 million in acquisitions for the WTP.Total amortization in the year was $61 3 million .Sustainable service delivery plans and long-term asset planning address the level of reinvestment as assets depreciate with use over time .

INVESTMENT IN CAPITAL OVER AMORTIZATION

1.7x

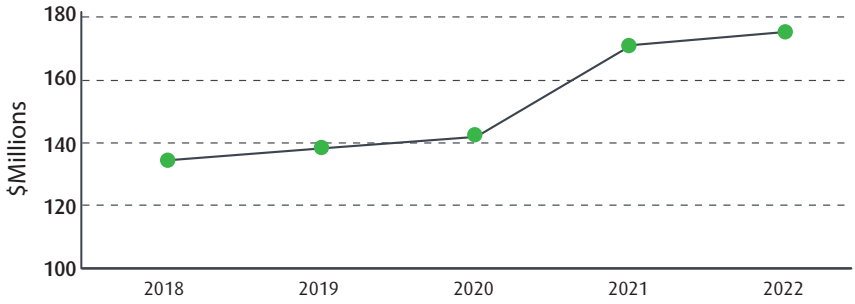


Contributions to Reserves

Contributions to reserves are needed to reduce costs of borrowing for asset renewal, replacement and to mitigate risk of asset failure . Reserves are guided by corporate reserve guidelines which set targets on savings supporting sustainable service delivery while balancing fluctuations in requisition and user fees . Transfers to operating and capital reserves increased the total reserve to $174 5 million in 2022, an increase of $4 2 million .

RESERVE BALANCE

$174.5M



CRHD Statement of Financial Position

This statement presents the Capital Regional Hospital District's assets, liabilities, tangible capital assets and accumulated surplus .The accumulated surplus for 2022, also represented as total assets minus total liabilities, is $20 8 million .The CRHD primarily borrows funds to distribute capital grants to the region's hospitals to purchase equipment and invest in infrastructure . These grants are recorded as expenses rather than assets owned by the CRHD .

The accumulated surplus increased by $20 4 million primarily due to the reduction of ($14 3) million in long-term debt and an increase of $4 0 million in investments .

	2022	2021	2020
Financial assets	**(in millions)**	**(in millions)**	**(in millions)**
Cash and cash equivalents	$18 6	$17 7	$23 6
Investments	$9 0	$5 0	-
Accounts receivable	$0 4	$0 2	$0 8
Restricted cash – MFA Debt Reserve Fund	$3 3	$3 6	$3 9
	$31.3	**$26.5**	**$28.3**
Financial liabilities			
Accounts payable and other liabilities	$3 2	$2 5	$3 8
Deferred revenue	$0 4	$0 4	$0 4
Due to Capital Regional District	–	$1 8	–
Long-term debt	$114 0	$128 3	$141 8
	$117.6	**$133.0**	**$146.0**
Net debt	**($86.3)**	**$106.5**	**($117.7)**
Non-financial assets*			
Tangible capital assets	$107 1	$106 9	$99 7
	$107.1	**$106.9**	**$99.7**
Accumulated surplus/(deficit)	**$20.8**	**$0.4**	**($18.0)**

*Non-financial assets are resources that are normally held for service provision over one or more future periods .

CRHD Statement of Operations

This summary identifies the result of the CRHD's financial activities for the year by presenting revenues less expenses, resulting in the organization's annual surplus on a PSAB basis .The annual surplus of $20 3 million was an increase of $1 8 million over 2021, despite lower requisition revenue in the year . The increase is largely attributable to less grants paid to district hospitals during the year as construction claims slowed .

	2022	2021	2020
Revenue	**(in millions)**	**(in millions)**	**(in millions)**
Requisition	$26 5	$28 1	$29 4
Other revenue	$11 8	$11 5	$20 6
	$38.3	**$39.6**	**$50.0**
Expenses			
Grants to district hospitals	$6 6	$9 5	$9 0
Interest and operating expenses	$11 4	$11 60	$12 5
	$18.0	**$21.10**	**$21.5**
Annual surplus	**$20.3**	**$18.5**	**$28.5**

CRHD Financial Health

Current Ratio

The current ratio is a measure of the liquidity of an organization, meaning the CRHD's ability to meet current obligations through current assets .A high ratio indicates a greater ability to meet budgeted and unexpected expenditures . Generally, a current ratio greater than one is considered healthy for a government entity .

CURRENT RATIO

7.3

Interest Coverage Ratio

This ratio is a measure of the organization's ability to meet interest expense obligations on temporary and long-term debt .A high ratio indicates a greater ability to meet budgeted and unexpected expenditures .Generally, an interest coverage ratio greater than two is considered healthy for a government entity .

INTEREST COVERAGE RATIO

5.6X

Key Documents

We have a comprehensive list of reports and plans available on the CRD website at **www.crd.bc.ca/plans**.
Below are a selection of the resources available:

COMMUNITY WELLBEING – TRANSPORTATION & HOUSING

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

CLIMATE ACTION & ENVIRONMENTAL STEWARDSHIP

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

FIRST NATIONS RECONCILIATION

First Nations Task Force Final Report
Statement of Reconciliation

ADVOCACY, GOVERNANCE & ACCOUNTABILITY

Regional Water Supply Strategic Plan
Advocacy Strategy
CRD Arts & Culture Support Service Strategic Plan

OTHER

Organizational Development Plan (ODP)
Corporate Asset Management Strategy (CAMS)
Board Priorities
Corporate Plan



www.crd.bc.ca

Capital Regional District
625 Fisgard Street
Victoria, BC V8W 2S6

250.360.3000
Twitter: @crd_bc
Facebook: Capital Regional District

Making a difference...together

REPORT TO CAPITAL REGIONAL DISTRICT BOARD
MEETING OF WEDNESDAY, MAY 10, 2023

SUBJECT **Capital Region Housing Corporation Annual General Meeting**

ISSUE SUMMARY

Complete the Annual General Meeting (AGM) of the Capital Region Housing Corporation (CRHC) by written resolution.

BACKGROUND

The Capital Regional District (CRD) is the sole shareholder of the CRHC, a corporation incorporated under the *Business Corporations Act* (BC).

As a corporation, the CRHC must hold an annual meeting of the shareholders, also called an AGM, within 15 months of its last annual meeting. This may be in writing, which requires no additional administrative time to coordinate and can be included as a standard agenda item at a meeting of the CRD Board.

A shareholder's resolution is attached as Appendix A of this report. At a corporation's AGM, the financial statements must be received by the shareholder (included as Appendix B). The corporation's annual report is also attached for shareholder information as Appendix C.

ALTERNATIVES

Alternative 1
That the unanimous shareholder's resolution attached as Appendix A to the Capital Region Housing Corporation Annual General Meeting report be approved, and the Chair and Corporate Officer execute it on behalf of the Capital Regional District.

Alternative 2
That the Capital Region Housing Corporation Annual General Meeting report be referred back to staff for further information based on Capital Regional District Board direction.

IMPLICATIONS

Former Practice at CRD
Starting in 2019, a resolution in writing, signed after a CRD Board meeting, was adopted as the process for holding an AGM. In prior years, the CRD appointed its Board Chair as shareholder representative. The Board Chair would attend a CRHC shareholders meeting, called for that purpose in accordance with the timelines in the legislation and corporate articles. The CRD Board Chair would then vote to adopt the financial statements, auditor's report, and any other business required to be transacted. This was prior to CRHC's governance reorganization.

The former practice of hosting an annual AGM required additional administrative time to be spent organizing an in-person meeting in strict compliance with the legislation and articles. As a sole-shareholder corporation that shares directors with the CRD, such administrative burden is no longer required as the directors of the CRD are those persons appointed as directors of the CRHC.

Economic Implications
By completing a resolution in writing, administration costs of organizing and hosting a formal in-person AGM are avoided.

Public Participation Implications
By moving forward by way of resolution in writing, members of the public may attend to speak to CRHC's business as a delegation on a standard CRD agenda item. This may lead to increased transparency and public involvement.

Record Keeping Implications
By proceeding by way of corporate resolution in writing, it will be easier to track the business conducted by CRD as shareholder. The corporate resolution in writing will be filed in the CRHC's minute book, easily accessible if necessary, as well as noted in the CRD's minutes.

CONCLUSION

Staff recommend the CRD conduct the annual meeting of the shareholder of the CRHC by way of resolution in writing, and the CRD authorize the Chair and Corporate Officer to execute the unanimous shareholder resolution on its behalf.

RECOMMENDATION

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

Submitted by:	Don Elliott, MUP, Senior Manager, Regional Housing & CRHC
Concurrence:	Kevin Lorette, P. Eng., MBA, General Manager, Planning & Protective Services
Concurrence:	Nelson Chan, MBA, FCPA, FCMA, Chief Financial Officer
Concurrence:	Kristen Morley, J.D., General Manager, Corporate Services & Corporate Officer
Concurrence:	Ted Robbins, B. Sc., C. Tech., Acting Chief Administrative Officer

ATTACHMENTS

Appendix A: Unanimous Resolution of the Shareholders of the CRHC
Appendix B: CRHC 2022 Audited Financial Statements
Appendix C: CRHC 2022 Annual Report

APPENDIX A

CONSENT UNANIMOUS RESOLUTION OF THE SHAREHOLDER OF

THE CAPITAL REGION HOUSING CORPORATION

(the "CRHC")

The Capital Regional District, being the sole shareholder of the CRHC entitled to vote at an Annual General Meeting of the CRHC, hereby consent to the following unanimous resolutions:

RESOLVED that:

1) the financial statements of the CRHC for the period ended December 31, 2022, are hereby approved;

2) all lawful acts, contracts, proceedings, appointments and payments of money by the directors of the CRHC since the last annual general meeting of the CRHC, and which have previously been disclosed to the shareholder, are hereby adopted, ratified and confirmed;

3) that KPMG LLP be appointed auditors for the CRHC until the next annual general meeting or until a successor is appointed; and

4) this resolution may be signed on behalf of the corporate shareholder, the Capital Regional District, by the Chair of the Capital Regional District and the Corporate Officer.

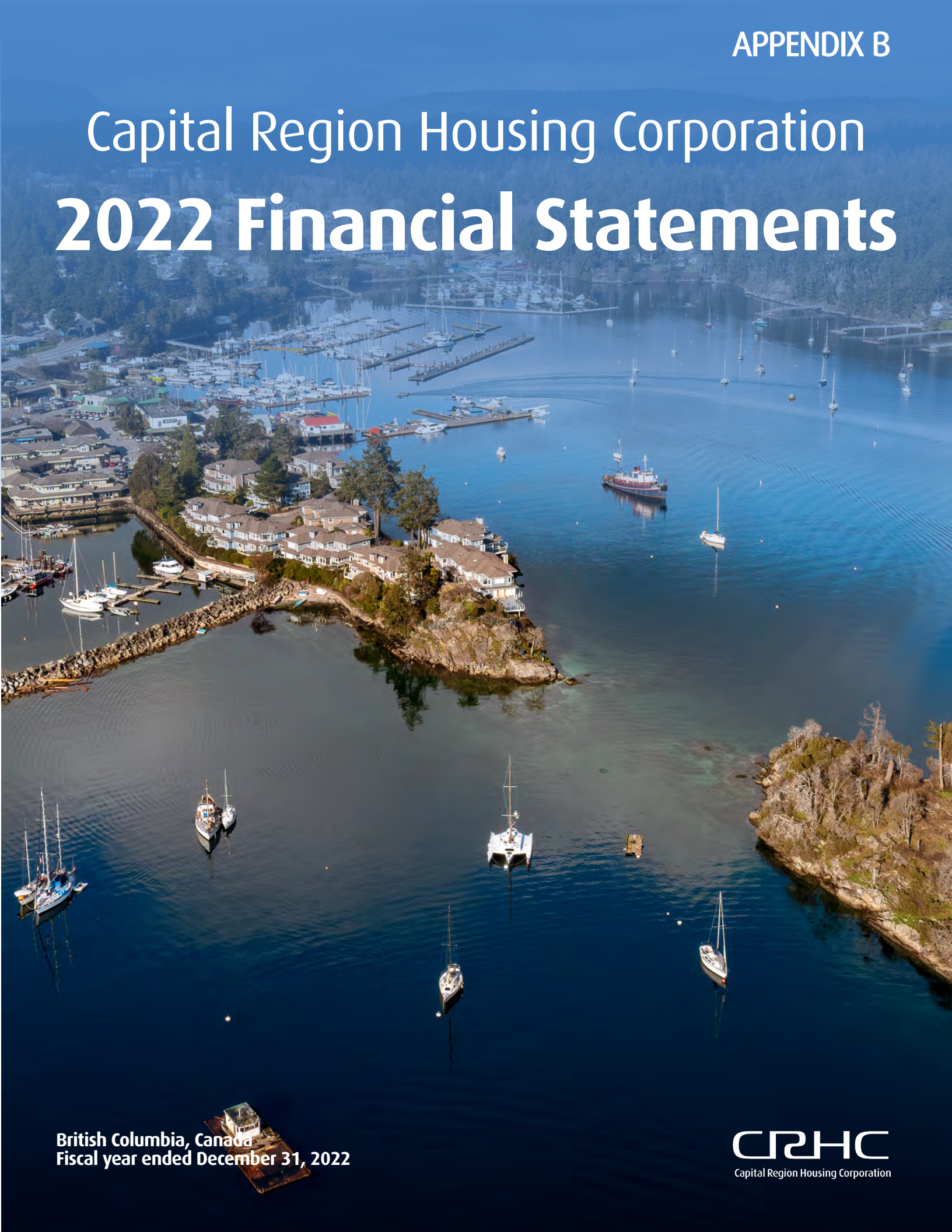
RESOLVED as of _____ May 2023.

Colin Plant Capital Regional District Board Chair	Kristen Morley Corporate Officer

APPENDIX B

Capital Region Housing Corporation

2022 Financial Statements



British Columbia, Canada
Fiscal year ended December 31, 2022

CRHC
Capital Region Housing Corporation

Capital Region Housing Corporation

Financial Statements

December 31, 2022

This page intentionally left blank

December 31, 2022

CONTENTS

PAGE

Reports

Independent Auditor's Report....2
Management Report....5

Financial Statements

Statement of Financial Position....6
Statement of Operations....7
Statement of Changes in Net Assets & Remeasurement Gains & Losses....8
Statement of Cash Flows....9
Notes to the Financial Statements....10

Schedules

Changes in Replacement Reserve Fund....22
Changes in Portfolio Stabilization Reserves....23
Capital Assets....24
Capital Fund - Mortgages Payable....26
Operating Fund - Rental Operations....27

KPMG LLP
St. Andrew's Square II
800.730 View Street
Victoria BC V8W 3Y7
Canada
Telephone 250-480-3500
Fax 250-480-3539

INDEPENDENT AUDITOR'S REPORT

To the Shareholder of the Capital Region Housing Corporation

Opinion

We have audited the financial statements of the Capital Region Housing Corporation (the Corporation), which comprise:

- the statement of financial position as at December 31, 2022
- the statement of operations for the year then ended
- the statement of changes in net assets and remeasurement gains and losses for the year then ended
- the statement of cash flows for the year then ended
- and notes to the financial statements, including a summary of significant accounting policies

(hereinafter referred to as the "financial statements").

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Corporation as at December 31, 2022, and its results of operations, its changes in net assets and remeasurement gains and losses, and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the "Auditor's Responsibilities for the Audit of the Financial Statements" section of our auditor's report.

We are independent of the Corporation in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada and we have fulfilled our other ethical responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

DRAFT

KPMG LLP is a Canadian limited liability partnership and a member firm of the KPMG network of independent member firms affiliated with KPMG International Cooperative ("KPMG International"), a Swiss entity. KPMG Canada provides services to KPMG LLP.

Other Information

Management is responsible for the other information. Other information comprises:

- the information, other than the financial statements and the auditor's report thereon, included in the Annual Report.

Our opinion on the financial statements does not cover the other information and we do not and will not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information identified above and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit and remain alert for indications that the other information appears to be materially misstated.

We obtained the information, other than the financial statements and the auditor's report thereon, included in the Annual Report as at the date of this auditor's report.

If, based on the work we have performed on this other information, we conclude that there is a material misstatement of this other information, we are required to report that fact in the auditor's report.

We have nothing to report in this regard.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Corporation's ability to continue as a going concern, disclosing as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Corporation or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Corporation's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

KPMG LLP is a Canadian limited liability partnership and a member firm of the KPMG network of independent member firms affiliated with KPMG International Cooperative ("KPMG International"), a Swiss entity. KPMG Canada provides services to KPMG LLP.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion.

  The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Corporation's internal control.

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.

- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Corporation's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor’s report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor’s report. However, future events or conditions may cause the Corporation to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

- Communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Chartered Professional Accountants

Victoria, Canada
_____ 2023

KPMG LLP is a Canadian limited liability partnership and a member firm of the KPMG network of independent member firms affiliated with KPMG International Cooperative (“KPMG International”), a Swiss entity. KPMG Canada provides services to KPMG LLP.

Capital Regional District
625 Fisgard Street, PO Box 1000
Victoria, BC V8W 2S6

T: 250.360.3000
F: 250.360.3201
www.crd.bc.ca

Capital Regional District
Capital Region Housing Corporation

MANAGEMENT REPORT

The Financial Statements contained in this Statement of Financial Information under the Financial Information Act have been prepared by management in accordance with Canadian public sector accounting standards. The integrity and objectivity of these statements are management's responsibility. Management is also responsible for all the statements and schedules, and for ensuring that this information is consistent, where appropriate, with the information contained in the financial statements.

Management is also responsible for implementing and maintaining a system of internal controls to provide reasonable assurance that reliable financial information is produced.

The Board of Directors are responsible for approving the financial statements and for ensuring that management fulfills its responsibilities for financial reporting and internal control.

The external auditor, KPMG LLP, conduct an independent examination, in accordance with Canadian public sector accounting standards, and express their opinion on the financial statements. Their examination includes a review and evaluation of the corporation's system of internal control and appropriate tests and procedures to provide reasonable assurance that the financial statements are presented fairly. The external auditor had full and free access to staff and management. The Independent Auditor's Report outlines the scope of the audit for the year ended December 31, 2022.

On behalf of Capital Regional District and Capital Region Housing Corporation,

_____

Nelson Chan, MBA, FCPA, FCMA
Chief Financial Officer
May 10, 2023

34$45&6&$(0&',-("7

;(4(&6&$(,= >+$4$?+4@,/+(+,

!" #$%&'&()&* +,- ./..

		2022		2021
Assets				
Current assets:				
Cash and cash equivalents (Note 2)	**$**	**10,350,289**	$	7,872,078
Accounts receivable		**2,887,911**		1,374,220
Prepaid expenses		**697,314**		628,182
Investments		**6,500,000**		-
		20,435,514		9,874,480
Cash and cash equivalents restricted for replacement reserve (Note 2)		**8,168,045**		6,900,663
Capital assets (Note 3 and Schedule C)		**217,260,292**		188,330,922
	$	**245,863,851**	$	205,106,065
Liabilities and Net Assets				
Current liabilities:				
Accounts payable and accrued liabilities		**4,014,200**		2,062,933
Accrued mortgage interest		**336,975**		326,483
Due to Capital Regional District		**425,418**		80,748
Deferred revenue		**591,704**		701,750
Security deposits		**1,141,108**		1,034,183
Short-term capital financing (Note 4)		**21,157,445**		2,151,025
Mortgages payable principal current portion (Schedule D)		**6,213,290**		6,151,134
Mortgages payable principal renewal portion (Note 5 and Schedule D)		**595,492**		3,747,610
		34,475,632		16,255,866
Mortgages payable (Note 5 and Schedule D)		**151,795,738**		150,343,987
Capital stock (Note 6)		**1**		1
Net assets:				
Invested in capital assets (Note 7)		**46,108,390**		26,879,486
Externally restricted (Note 8)		**12,127,169**		10,076,031
Internally restricted (Note 8)		**1,126,460**		1,003,312
Unrestricted: Corporation stabilization reserve (Note 9)		**865,527**		664,933
		60,227,546		38,623,762
Accumulated remeasurement losses		**(635,066)**		(117,551)
		59,592,480		38,506,211
Commitments and contingencies (Note 10)				
Subsequent event (Note 13)				
	$	**245,863,851**	$	205,106,065

See accompanying notes to the financial statements.

On behalf of the Board:

_____Director _____Director

;(4(&6&$(,= B'&-4(+,$/

01*$2&3&#*456&6%&'&()&* +,- ./..

	Operating Funds		Restricted Funds			
	Corporation	Rental Housing	Capital Fund	Replacement Reserve Fund	Total 2022	Total Recast 2021 (Note 14)
Revenues:						
Tenant rent contributions	$ -	$21,246,546	$ -	$ -	**$ 21,246,546**	$ 18,482,139
BCHMC rent subsidy assistance	-	302,636	-	-	**302,636**	330,338
BCHMC umbrella operating agreement funding	-	2,760,874	-	-	**2,760,874**	2,858,390
Rental management fees - third parties	81,139	-	-	-	**81,139**	79,548
Investment income	151,529	-	-	378,407	**529,936**	212,091
Guest suites, net	4,371	-	-	-	**4,371**	(1,096)
Miscellaneous	27,895	247,652	-	-	**275,547**	226,598
Project management fees	411,000	-	-	-	**411,000**	361,732
Government contributions (Note 10d)	-	-	18,336,829	-	**18,336,829**	5,929,330
	675,934	24,557,708	18,336,829	378,407	**43,948,878**	28,479,070
Expenses:						
Administration and property management	3,280,235	-	-	-	**3,280,235**	2,599,269
Amortization	-	-	7,359,920	-	**7,359,920**	7,140,382
Property taxes	-	4,500	-	-	**4,500**	28,751
Insurance	-	1,267,119	-	-	**1,267,119**	1,139,572
Maintenance	-	1,625,882	-	-	**1,625,882**	1,231,145
Caretakers	-	1,797,648	-	-	**1,797,648**	1,789,881
Landscape	-	402,165	-	-	**402,165**	409,285
Electricity	-	342,902	-	-	**342,902**	402,265
Land and improvement leases	-	299,474	-	-	**299,474**	294,000
Water	-	1,415,924	-	-	**1,415,924**	1,309,824
Oil and gas	-	246,876	-	-	**246,876**	174,264
Garbage	-	338,958	-	-	**338,958**	312,005
Rental management fee	(2,807,698)	2,807,698	-	-	**-**	-
Audit and legal	-	33,600	-	-	**33,600**	33,642
Miscellaneous	-	34,425	-	-	**34,425**	33,580
Hospitality services (Parry Place)	-	321,584	-	-	**321,584**	298,093
Interest on mortgages payable	-	3,573,882	-	-	**3,573,882**	3,282,707
Loss on disposal of capital assets	-	-	-	-	**-**	437,439
	472,537	14,512,637	7,359,920	-	**22,345,094**	20,916,104
Excess of revenues over expenses	**$ 203,397**	**$10,045,071**	**$ 10,976,909**	**$ 378,407**	**$ 21,603,784**	$ 7,562,966

See accompanying notes to the financial statements.

;(4(&6&$(,= 8D4$5&/+$E&( )//&(/ F 0&6&4/*-&6&$(G4+$/F H,//&/

01*$2&3&#*456&6%&'&()&* +,- ./..

	Operating Funds		Restricted Funds				
	Corporation	Rental Housing	Capital Fund	Replacement Reserve Fund	Remeasurement Gains / (Losses)	Total 2022	Total 2021
Net assets, beginning of year	$ 828,687	$ 4,014,932	$ 26,879,486	$ 6,900,657	$ (117,551)	$ 38,506,211	$ 31,196,762
Excess of revenues over expenses	203,397	10,045,071	10,976,909	378,407	-	21,603,784	7,562,966
Interfund transfers:							
Mortgage principal repayments	-	(6,145,126)	6,145,126	-	-	-	-
Replacement reserve transfers	-	(2,995,850)	-	2,995,850	-	-	-
Replacement reserve expenditures	-	-	2,106,869	(2,106,869)	-	-	-
	-	(9,140,976)	8,251,995	888,981	-	-	-
Unrealized loss on investments	-	-	-	-	(517,515)	(517,515)	(253,517)
Net assets, end of year	$ 1,032,084	$ 4,919,027	$ 46,108,390	$ 8,168,045	$ (635,066)	$ 59,592,480	$ 38,506,211

See accompanying notes to the financial statements.

;(4(&6&$(,= 84/D>9,J/

01*$2&3&#*456&6%&'&()&* +,- ./..

	2022	2021
Cash provided by (used in):		
Operating activities:		
Excess of revenues over expenses	**$ 21,603,784**	$ 7,562,966
Items not involving cash:		
Amortization	**7,359,920**	7,140,382
Loss on disposal of capital assets	**-**	437,439
Changes in non-cash assets and liabilities:		
(Increase) in accounts receivable	**(1,513,691)**	(731,334)
(Increase) in inventory and prepaid expenses	**(69,132)**	(86,849)
Increase in accounts payable and accrued liabilities	**1,951,267**	1,048,385
Increase in accrued mortgage interest	**10,492**	116,519
(Decrease) in deferred revenue	**(110,046)**	(2,258)
Increase in security deposits	**106,925**	238,902
Increase (decrease) due to Capital Regional District	**344,670**	(23,706)
Net change in cash from operating activities	**29,684,189**	15,700,446
Investing activities:		
(Increase) in restricted cash and cash equivalents	**(1,784,897)**	(1,219,730)
(Increase) in investments	**(6,500,000)**	-
Net change in cash from investing activities	**(8,284,897)**	(1,219,730)
Capital activities:		
Acquisition of capital assets	**(36,289,290)**	(34,823,395)
Net change in cash from capital activities	**(36,289,290)**	(34,823,395)
Financing activities:		
Repayment of mortgages payable	**(6,138,211)**	(6,473,745)
Proceeds from long term debt	**4,500,000**	86,853,066
Repayment of short term debt	**(2,151,025)**	(61,277,457)
Proceeds from short term debt	**21,157,445**	2,151,025
	17,368,209	21,252,889
Net change in cash and cash equivalents	**2,478,211**	910,210
Cash and cash equivalents, beginning of year	**7,872,078**	6,961,868
Cash and cash equivalents, end of year	**$ 10,350,289**	$ 7,872,078

See accompanying notes to the financial statements.

General

The Capital Region Housing Corporation (the “Corporation”) is incorporated under the laws of British Columbia and its principal activities include the acquisition, construction, and provision of rental accommodation. As a wholly owned subsidiary of the Capital Regional District ("CRD"), the Corporation is exempt from taxation under the Income Tax Act and is regarded as a municipality for GST purposes.

1. Significant Accounting Policies

The financial statements have been prepared in accordance with Canadian public sector accounting standards including the 4200 standards for government not-for-profit organizations.

a. Revenue Recognition

The Corporation follows the restricted fund balance method of accounting for contributions. Unrestricted contributions are recognized as revenue of the Operating Fund in the year received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured. Restricted contributions related to general operations are recognized as revenue of the Operating Fund in the year to which the funding relates. All other restricted contributions are recognized as revenue of the appropriate restricted fund in the year received or receivable.

b. Fund Accounting

i. Operating Funds

The Operating Funds reflect the Corporation’s assets, liabilities and transactions relating to the ongoing rental and non-rental operations (“Corporation”). In accordance with the agreements with British Columbia Housing Management Commission (BCHMC), a Portfolio Stabilization Reserve has been established for each portfolio’s accumulated operating surplus. The Corporation has also established a reserve for the No Operating Agreement portfolio. These reserves are used in the event that annual rental revenues and government subsidies are inadequate to meet the portfolio’s mortgage payments and operating costs. The Corporation can also contribute funds from these reserves to the Replacement Reserve Fund, if required. At the discretion of the Board, the unrestricted Corporate Stabilization Reserve provides funding for administration and special projects. The Corporation allocates administration and property management costs incurred in the Corporation Operating Fund to the Rental Housing Operating Fund through Rental management fees.

ii. Capital Fund

The Capital Fund reflects the Corporation’s investment in capital assets and related financial activities.

1. Significant Accounting Policies (continued)

b. Fund Accounting (continued)

iii. Replacement Reserve Fund

A Replacement Reserve Fund has been established for each building to pay for the replacement of worn-out capital equipment and other approved items. The Replacement Reserves are funded by an annual transfer from the Rental Housing Operating Fund. Capital expenditures made from the reserve are transferred to the Capital Fund.

c. Capital Assets

Land, buildings, equipment and vehicles are stated at cost. Amortization is charged upon the asset becoming available for productive use in the year of acquisition. Amortization over their estimated useful lives is provided on the straight-line basis at the following rates:

Asset	Rate
Prepaid leases	29-60 Years
Buildings	35 Years
Equipment	10 Years
Vehicles	5 Years

All transfers from the Replacement Reserve Fund and office equipment are stated at cost and amortization is taken on the declining balance basis at 20% per annum.

Capital assets are written down when conditions indicate that they no longer contribute to the Corporation's ability to provide goods and services or when the value of the future economic benefits associated with the asset is less than the book value of the asset.

d. Debt Retirement

Payment of principal on long-term debt is funded by a transfer from the Rental Housing Operating Fund to the Capital Fund.

1. Significant Accounting Policies (continued)

e. Operating Agreements

i. Umbrella

Effective April 1, 2012, the Corporation signed a thirty-three month Interim Umbrella Operating Agreement (the "Umbrella Agreement") with BCHMC to consolidate three operating agreements to reduce administrative duplication, allow the Corporation more flexibility to determine priorities for the portfolio maintenance and management and create a stable and predictable funding stream for the Corporation. In addition, the parties agreed to work together to develop a long-range capital planning tool to enable the Corporation and BCHMC to determine the capital replacement needs of the portfolio for the next thirty years and to negotiate on the transfer of the land ownership of the BCHMC projects from the Provincial Rental Housing Corporation to the Corporation. The final agreement was signed on December 2, 2014 with an effective date of January 1, 2015, for a five year term, and was renewed in December 2019 for an additional five year term ending 2024.

Effective August 17, 2020, the Umbrella Agreement was modified to remove three properties, Portage Place, Campus View Court, and Royal Oak Square, whose mortgages had matured and which were originally part of the CMHC Agreement described below. The properties were moved to the CRHC No Operating Agreement portfolio and their corresponding Replacement Reserve balances were moved to the CRHC No Operating Agreement Replacement Reserve. No transfers were made between Portfolio Stabilization Reserves. As a result of this change, the Umbrella Agreement now contains 39 buildings and 1,142 units.

Except as modified by the Umbrella Agreement, all provisions of the original three operating agreements with CMHC, BCHMC and Homes BC will continue to apply to each project in the portfolio.

a) CMHC

Prior to April 1, 2012 the Corporation had entered into agreements with CMHC pursuant to Section 95 (formerly Section 56.1) of the National Housing Act whereby CMHC will provide mortgage assistance grants to the Corporation that reduce interest costs to not less than 2% on all mortgages payable. As of January 1, 2005 when a mortgage loan is renewed the mortgage assistance grants shall increase or decrease by the same dollar amount as the monthly loan payment of principal and interest changes.

b) BCHMC

Prior to April 1, 2012 the Corporation had entered into agreements with BCHMC whereby BCHMC, on behalf of the Provincial and Federal governments, will provide rent subsidy assistance equal to the BCHMC approved difference between tenant rent contributions and BCHMC defined economic rents.

1. Significant Accounting Policies (continued)

e. Operating Agreements (continued)

i. Umbrella (continued)

c) Homes BC Program

Prior to April 1, 2012 the Corporation had entered into agreements with BCHMC under the unilaterally funded Homes BC Program. The Provincial Government agrees to provide rent subsidy assistance for Rent Geared to Income (RGI) units (approximately 60% of total units) based on the difference between the tenant rent contribution and the approved economic rents. The Province also agrees to provide Repayable Assistance equal to the difference between the economic and the approved low-end of market rents for the remaining units.

ii. Independent Living BC II Program

The Corporation has entered into an agreement with BCHMC under the unilaterally funded Independent Living BC II Program. The Provincial Government agrees to provide subsidy assistance for shelter and defined hospitality costs based on the difference between seventy percent (70%) of the residents' net income and the approved operating budget.

iii. Regional Housing First Program

The Regional Housing First Program (RHFP) is a partnership between the Provincial and Federal governments and the CRD to provide one-time capital funding to affordable housing projects in the region. The Corporation has entered into a 40-year agreement with BCHMC on behalf of the RHFP whereby the Corporation provides shelter-rate and affordable rents to low and moderate income tenants. No other financial contribution is received to subsidize the ongoing operation of the buildings.

iv. Investment in Housing Innovation Program

The Corporation has entered into a 40-year agreement with BCHMC under the Investment in Housing Innovation (IHI) program. Capital funding was provided in the form of a forgivable loan to facilitate the construction of the Westview building. No other financial contribution is received to subsidize the ongoing operation of the building.

v. Community Housing Fund

The Corporation has entered into a 60-year agreement with BCHMC under the Community Housing Fund (CHF) program. Capital funding was provided in the form of a forgivable loan to facilitate the construction of the Twenty-Seven Eighty-Two building. An operating subsidy is provided as approved in the annual building operating budget.

vi. CRHC No Operating Agreement

This category includes buildings that receive no mortgage assistance or rent subsidy assistance. Tenant rent contributions are determined by the Corporation.

1. Significant Accounting Policies (continued)

f. Allocation of Investment Income

Funds available for investment are pooled and interest revenue is allocated to restricted funds at the rate of average prime plus 0.78% (2021: average prime minus 0.45%).

g. Financial Instruments

Financial instruments are recorded at fair value on initial recognition. Derivative instruments, bonds, bond funds, and equity instruments that are quoted in an active market are subsequently reported at fair value. All other financial instruments are subsequently recorded at cost or amortized cost unless management has elected to carry the instruments at fair value. The Corporation has not elected to carry any other such financial instruments at fair value.

Unrealized changes in fair value are recognized in the statement of remeasurement gains and losses until they are realized, when they are transferred to the statement of operations.

Transaction costs incurred on the acquisition of financial instruments measured subsequently at fair value are expensed as incurred. All other financial instruments are adjusted by transaction costs incurred on acquisition and financing costs, which are amortized using the straight-line method.

All financial assets are assessed for impairment on an annual basis. When a decline is determined to be other than temporary, the amount of the loss is reported in the statement of operations and any unrealized gain is adjusted through the statement of remeasurement gains and losses.

h. Use of Estimates

The preparation of the financial statements requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenue and expenses during the year. Significant estimates and assumptions include amortization of capital assets. Actual results could differ from those estimates.

2. Cash and Cash Equivalents

Cash equivalents have a maturity of three months or less at acquisition and are held for the purpose of meeting short-term cash commitments. Included in cash and cash equivalents are investments in the Municipal Finance Authority of British Columbia (MFA) Short Term Bond Funds. See Schedule A for details of cash and cash equivalents restricted for replacement reserve.

At December 31, 2022, there is $4,430,279 (2021: $0) of cash and cash equivalents from mortgage proceeds restricted in use to finance capital improvements or construction of new properties.

3. Capital Assets

December 31, 2022	Cost	Accumulated Amortization	Net Book Value
Land	$ 9,496,053	$ -	$ 9,496,053
Prepaid leases	134,951,377	11,658,345	123,293,032
Buildings	161,021,997	85,336,007	75,685,990
Equipment and other	41,784,069	32,998,852	8,785,217
	$ 347,253,496	$ 129,993,204	$ 217,260,292

December 31, 2021	Cost	Accumulated Amortization	Net Book Value
Land	$ 9,496,053	$ -	$ 9,496,053
Prepaid leases	134,951,377	9,393,601	125,557,776
Buildings	126,839,572	82,189,887	44,649,685
Equipment and other	39,677,202	31,049,794	8,627,408
	$ 310,964,204	$ 122,633,282	$ 188,330,922

4. Short-term capital financing

Short term capital financing of $21,157,445 (2021: $2,151,025) is provided by BCHMC at a variable rate based on that charged to them by the Ministry of Finance plus an administrative spread. The short term debt is converted to a long term mortgage at the completion of each construction project. In 2022, $2,151,025 short term capital financing was forgiven and recorded in Government contributions on the Statement of Operations.

5. Mortgages Payable

Pursuant to Section 5 of the National Housing Act, CMHC has undertaken to insure all mortgages payable by the Corporation except the mortgages on Village on the Green and Vergo. As additional security, the mortgagors hold chattel mortgages and assignments of rent.

Principal due within each of the next five years on these mortgages is as follows:	Assuming no mortgage renewal	Assuming mortgage renewal
2023	$ 6,808,782	$ 6,189,329
2024	13,986,779	6,030,185
2025	8,361,554	5,591,576
2026	6,135,450	5,375,345
2027	$ 4,053,990	$ 5,220,773

5. Mortgages Payable (continued)

See Schedule D for details of interest rates, renewal dates, and maturity dates of mortgages. Mortgage renewal amounts are calculated based on existing rates and do not consider current prevailing market rates.

6. Capital Stock

Authorized capital: 2,000 shares with par value of $1 each

Issued capital: 1 share of $1 par value, owned by the Capital Regional District.

7. Invested in Capital Assets

Investment in capital assets is calculated as follows:

	December 31, 2022	December 31, 2021
Capital assets	$ 217,260,292	$ 188,330,922
Accounts receivable	2,347,762	1,106,873
Interfund due (to)/from rental housing operating fund	1,832,022	(164,553)
Restricted cash	4,430,279	-
Mortgages payable	(158,604,520)	(160,242,731)
Short-term capital financing	(21,157,445)	(2,151,025)
	$ 46,108,390	$ 26,879,486

8. Restricted Net Assets

Externally restricted net assets:

	December 31, 2022	December 31, 2021
Replacement reserve fund	$ 8,168,045	$ 6,900,657
CMHC/BCHMC/Homes BC operating agreements	(3,949)	(3,949)
Portfolio stabilization reserve - umbrella agreement	3,410,606	2,914,641
Portfolio stabilization reserve - ILBC2 agreement	(107,961)	(62,637)
Portfolio stabilization reserve - RHFP agreement	265,650	38,150
Portfolio stabilization reserve - IHI	389,301	289,169
Portfolio stabilization reserve - CHF	5,477	-
	$ 12,127,169	$ 10,076,031

8. Restricted Net Assets (continued)

Internally restricted net assets:

	December 31, 2022	December 31, 2021
Portfolio stabilization reserve - no operating agreement	$ 959,903	$ 839,558
Guest suite surplus	39,701	35,330
Vehicle replacement reserve	101,204	96,476
Equipment replacement reserve	25,652	31,948
	$ 1,126,460	$ 1,003,312

Rental housing operating fund balance:

	December 31, 2022	December 31, 2021
Portfolio stabilization reserve - umbrella agreement	$ 3,410,606	$ 2,914,641
Portfolio stabilization reserve - ILBC2 agreement	(107,961)	(62,637)
Portfolio stabilization reserve - RHFP agreement	265,650	38,150
Portfolio stabilization reserve - IHI agreement	389,301	289,169
Portfolio stabilization reserve - CHF agreement	5,477	-
Portfolio stabilization reserve - no operating agreement	959,903	839,558
CMHC/BCHMC/Homes BC operating agreements	(3,949)	(3,949)
	$ 4,919,027	$ 4,014,932

The Portfolio stabilization reserves are detailed in Schedule B.

9. Unrestricted Net Assets

Unrestricted net assets - corporation stabilization reserve:

	December 31, 2022	December 31, 2021
Operating net assets, ending balance	$ 1,032,084	$ 828,687
Less: Internally restricted net assets		
Guest suite surplus	(39,701)	(35,330)
Vehicle replacement reserve	(101,204)	(96,476)
Equipment replacement reserve	(25,652)	(31,948)
	$ 865,527	$ 664,933

10. Commitments and Contingencies

a. Related Party Transactions

The Corporation is a wholly owned subsidiary of the Capital Regional District (CRD). In 1997, the Corporation committed to a 60-year prepaid land lease at 625 Superior Street from the CRD at the agreed upon price of $525,000 which was recognized as an acquisition in the Corporation Capital Fund. In 2017, the Corporation committed to a 60-year land lease at 3816 Carey Road from the CRD for one dollar, with the land use restricted to affordable housing. In 2021, the Corporation committed to a 60-year land lease at 2782 Spencer Road from the CRD for ten dollars, with the land use restricted to affordable housing.

In 2018, a RHFP project management office was created to support the delivery of the Program. During the year the Corporation contributed $27,538 (2021: $64,790) to the CRD, to cost share in administrative support and project management services.

On January 25, 2019, as part of the RHFP, the CRD purchased Millstream Ridge and entered into a 60-year prepaid lease in the amount of $33,250,194 and a 35-year operator agreement with the Corporation. The Corporation secured 35-year mortgage financing to fund the prepaid lease.

On November 2, 2020, as part of the RHFP, the CRD purchased West Park and entered into a 60-year prepaid lease in the amount of $29,430,822 and a 25-year operator agreement with the Corporation. The CRD's Regional Housing Trust Fund provided a capital grant to the Corporation in the amount of $660,000 for this project. The Corporation secured 35-year mortgage financing to fund the prepaid lease.

On November 20, 2020, as part of the RHFP, the CRD purchased Spencer Close and entered into a 60-year prepaid lease in the amount of $28,419,513 and a 35-year operator agreement with the Corporation. The Corporation secured 35-year mortgage financing to fund the prepaid lease

On March 22, 2021, as part of the RHFP, the CRD purchased Hockley House and entered into a 60-year prepaid lease in the amount of $23,807,370 and a 35-year operator agreement with the Corporation. The Corporation secured 35-year mortgage financing to fund the prepaid lease.

b. Sublease of Kings Place Housing Development

The Corporation entered into agreement with the Cridge Housing Society and the Provincial Rental Housing Corporation to sublease the land and improvements at 1070 Kings Road, Victoria for a term of thirty years commencing August 1, 1997. The Homes BC Program Operating Agreement was assigned to the Corporation from the Cridge Housing Society with the approval of the BCHMC. Current annual lease payments amount to $244,137 and are based on the annual mortgage payments.

c. Building Envelope Remediation (BER)

Prior to the signing of the Umbrella Agreement in 2012, BCHMC provided funding for building envelope failure remediation for BCHMC and Homes BC buildings. BCHMC may require repayment of certain BER subsidies. Repayment would be funded by second mortgages. Funding for future BER for all buildings except No Operating Agreement buildings is subject to future negotiations with BCHMC. In 2014, BCHMC entered into an agreement with the Corporation to fund the Heathers BER with a 35-year forgivable mortgage of $1,258,358.

10. Commitments and Contingencies (continued)

d. Government Contributions

The Corporation has received funding to develop affordable housing units through forgivable loans. If the developments funded are not used for their approved purpose by the grantor, the loan will become repayable.

11. Pension Liability

The Corporation and its employees contribute to the Municipal Pension Plan (the Plan), a jointly trusteed pension plan. The Board of Trustees, representing plan members and employers, is responsible for administering the Plan, including investment of assets and administration of benefits. The Plan is a multi-employer defined benefit pension plan. Basic pension benefits provided are based on a formula.

As at December 31, 2021, the Plan has about 227,000 active members and approximately 118,000 retired members. Active members include approximately 58 contributors from the Corporation.

Every three years an actuarial valuation is performed to assess the financial position of the Plan and the adequacy of plan funding. The actuary determines an appropriate combined employer and member contribution rate to fund the Plan. The actuary's calculated contribution rate is based on the entry-age normal cost method, which produces the long-term rate of member and employer contributions sufficient to provide benefits for average future entrants to the Plan. This rate may be adjusted for the amortization of any actuarial funding surplus and will be adjusted for the amortization of any unfunded actuarial liability.

The most recent valuation for the Municipal Pension Plan as at December 31, 2021 indicated a $3,761 million funding surplus for basic pension benefits on a going concern basis.

The Corporation's employer contributions to the Plan for the fiscal year ended December 31, 2022 were $258,786 (2021: $266,976). The next valuation will be as at December 31, 2024, with results available in 2025.

Employers participating in the Plan record their pension expense as the amount of employer contributions made during the fiscal year (defined contribution pension plan accounting). This is because the Plan records accrued liabilities and accrued assets for the Plan in aggregate, resulting in no consistent and reliable basis for allocating the obligation, assets and cost to individual employers participating in the Plan.

12. Financial Risks and Concentration of Risk

a. Credit risk

Credit risk refers to the risk that a counter party may default on its contractual obligations resulting in a financial loss. The Corporation is exposed to credit risk with respect to the accounts receivable, cash, and cash equivalents, and investments. The Corporation assesses, on a continuous basis, accounts receivable and provides for any amounts that are not collectible in the allowance for doubtful accounts. The maximum exposure to credit risk of the Corporation at December 31, 2022 is the carrying value of these assets. The carrying amount of accounts receivable is valued with consideration for an allowance for doubtful accounts. The amount of any related impairment loss is recognized in the statement of operations. Subsequent recoveries of impairment losses related to accounts receivable are credited to the statement of operations. The balance of the allowance for doubtful accounts at December 31, 2022 is $0 (2021: $0). There have been no significant changes to the credit risk exposure from 2021.

b. Liquidity risk

Liquidity risk is the risk that the Corporation will be unable to fulfill its obligations on a timely basis or at a reasonable cost. The Corporation manages its liquidity risk by monitoring its operating requirements. The Corporation prepares budget and cash forecasts to ensure it has sufficient funds to fulfill its obligations.

Accounts payable and accrued liabilities are generally due within 30 days of receipt of an invoice. The contractual maturities of mortgages payable are disclosed in Note 5. There have been no significant changes to the liquidity risk exposure from 2021.

c. Market risk:

Market risk is the risk that changes in market prices, such as foreign exchange rates or interest rates will affect the Corporation's income or the value of its holdings of financial instruments. The objective of market risk management is to control market risk exposures within acceptable parameters while optimizing return on investment.

i. Foreign exchange risk:

The Corporation does not enter into foreign exchange transactions and therefore is not exposed to foreign exchange risk. There have been no significant changes to foreign exchange risk exposure from 2021.

12. Financial Risks and Concentration of Risk (continued)

c. Market risk: (continued)
ii. Interest rate risk:

Interest rate risk is the risk that the fair value of future cash flows or a financial instrument will fluctuate because of changes in the market interest rates.

The Corporation holds cash equivalents in MFA Short Term Bond Fund where changes in fair value have parallel changes in unrealized gains or losses until realized on disposal.

The Corporation's mortgage interest rates are fixed and are subject to interest rate risk upon renewal. The interest rate risk is mitigated by the subsidy assistance received for most properties from BCHMC and CMHC, which is based on mortgage principal and interest payments. At December 31, 2022, there are eight properties which do not receive subsidy assistance based on mortgage interest rates: Village on the Green, Vergo, Royal Oak Square, Millstream Ridge, Westview, Spencer Close, West Park, and Hockley House. These properties will be subject to interest rate risk upon renewal.

13. Subsequent Events

Subsequent to December 31, 2022, the short-term capital financing provided by BCHMC to construct the building at Twenty-Seven Eighty-Two was converted to 35-year mortgage financing at a fixed interest rate of 3.71% for a 10-year term with an initial principal balance of $13,933,727.

On April 17, 2023, the Corporation entered into a 60-year, $12,289,721 lease agreement and a 35-year operating agreement with the CRD for the Prosser Place property. The Corporation obtained short-term financing from BCHMC to fund the prepaid lease and the financing will be converted to a 35-year mortgage when it is placed with a lender.

14. Comparative Information

2021 comparative information on the statement of operations has been recast to reflect a change in the presentation of rental management fees adopted for the current year. Rental management fees, which reflect the allocation of administration and property management costs between the Corporate Operating Fund and the Rental Housing Fund, are presented in the same caption on the statement of operations. Total revenue and total expenses decreased by $2,426,020 as a result of presenting internally generated rental management fees on a net rather than gross basis. There was no change to prior year annual surplus as a result of the new presentation.

8D4$5&/+$0&'94?&6&$(0&/&-M&*$%

01*$2&3&#*456&6%&'&()&* +,- ./..

	Balance at December 31 2021	Transfer from Rental Operating Fund	Transfer from Portfolio Stabilization Reserve	Contribution from BCHMC	Interest	Transfer to Capital Fund	2022
Umbrella Agreement							
Oakwinds	$ 855,044	$ 103,578	$ -	$ -	$ 41,606	$ (115,100)	$ 885,128
James Yates Gardens	138,589	16,573	-	-	6,941	(10,464)	151,639
Pinehurst	445,197	41,431	-	-	21,832	(40,705)	467,755
The Brambles	184,317	37,288	-	-	9,146	(32,623)	198,128
The Terraces	586,780	41,431	-	-	29,747	(825)	657,133
Michigan Square	352,794	-	-	-	16,567	(29,405)	339,956
Olympic View	146,047	124,294	-	-	5,143	(206,484)	69,000
Swanlea	140,781	29,002	-	-	7,046	(22,953)	153,876
Firgrove	100,107	66,290	-	-	4,926	(65,465)	105,858
Beechwood Park	49,244	99,435	-	-	3,521	(54,211)	97,989
Grey Oak Square	36,408	49,718	-	-	2,114	(36,249)	51,991
Willowdene	41,695	31,073	-	-	1,618	(48,430)	25,956
Rosewood	150,594	91,149	-	-	8,391	(49,866)	200,268
Gladstone	60,715	29,002	-	-	2,955	(29,832)	62,840
Camosun Place	69,564	16,573	-	-	3,477	(13,770)	75,844
Parkview	123,559	53,861	-	-	5,199	(88,786)	93,833
Carey Lane	(2,032)	45,574	-	-	37	(39,989)	3,590
Colquitz Green	(29,187)	41,431	-	-	-	(24,249)	(12,005)
Springtide	166,806	99,435	-	-	9,859	(30,648)	245,452
Greenlea	29,322	43,503	-	-	1,184	(53,830)	20,179
Arbutus View	(47,402)	47,646	-	-	-	(56,127)	(55,883)
Amberlea	268,787	91,149	-	-	13,295	(86,065)	287,166
Cloverhurst	51,032	20,716	-	-	2,714	(12,007)	62,455
Hamlet	(6,356)	20,716	-	-	-	(11,887)	2,473
Viewmont	164,202	74,576	-	-	8,829	(42,868)	204,739
Creekside	29,561	49,718	-	-	2,197	(19,154)	62,322
The Birches	138,305	116,008	-	-	8,007	(65,784)	196,536
Caledonia	17,592	-	-	-	862	-	18,454
The Heathers	192,174	53,861	-	-	9,074	(67,837)	187,272
Heron Cove	119,422	49,718	-	-	6,629	(17,996)	157,773
Castanea Place	401,136	122,222	-	-	20,425	(90,813)	452,970
Leblond Place	(27,206)	89,077	-	-	-	(69,898)	(8,027)
Rotary House	48,153	84,934	-	-	2,779	(67,791)	68,075
Cairns Park	(31,187)	12,429	-	-	-	(4,323)	(23,081)
Kings Place	96,032	72,505	-	-	5,262	(49,808)	123,991
Carillon Place	42,549	31,073	-	-	2,498	(14,207)	61,913
Brock Place	53,460	62,147	-	-	3,721	(17,169)	102,159
Harbour Lane	261,633	58,004	-	-	13,686	(22,670)	310,653
Tillicum Station	298,125	82,860	-	-	15,146	(60,927)	335,204
ILBC2 Agreement							
Parry Place	139,028	16,600	-	-	6,976	(9,928)	152,676
No Operating Agreement							
Village on the Green	(269,734)	78,719	-	-	-	(56,333)	(247,348)
Vergo	93,971	37,288	-	-	4,857	(26,991)	109,125
Portage Place	182,481	35,217	-	-	9,306	(20,312)	206,692
Campus View Court	146,126	24,859	-	-	7,684	(3,472)	175,197
Royal Oak Square	221,451	78,719	-	-	10,722	(83,989)	226,903
RHFP Agreement							
Millstream Ridge	261,965	114,048	-	-	14,980	(26,562)	364,431
Spencer Close	106,556	112,320	-	-	7,502	(19,221)	207,157
West Park	126,073	131,328	-	-	8,848	(22,352)	243,897
Hockley House	77,520	103,680	-	-	6,137	(8,216)	179,121
IHI Agreement							
Westview	98,864	63,072	-	-	4,962	(58,278)	108,620
	$ 6,900,657	$ 2,995,850	$ -	$ -	$ 378,407	$ (2,106,869)	$ 8,168,045

8D4$5&/+$@,-(=,9+;(4O+9+P4(+,$&/&-M8

01*$2&3&#*456&6%&'&()&* +,- ./..

	Balance at December 31, 2021	Reimburse BCHMC	Transfer (to) Replacement Reserve Fund	Transfer from/(to) Rental Operating Fund	Transfer (to) Capital Fund	Balance at December 31, 2022
			(Schedule A)	(Schedule E)		
UOA						
CMHC	$ 6,598,500	$ -	$ -	$ 1,726,780	$ -	$ 8,325,280
BCHMC	(3,504,410)	-	-	(1,108,126)	-	(4,612,536)
Homes BC	(179,449)	-	-	(122,689)	-	(302,138)
	2,914,641	-	-	495,965	-	3,410,606
ILBC2						
Parry Place	(62,637)	-	-	(45,324)	-	(107,961)
RHFP						
Millstream Ridge	(106,825)	-	-	(136,300)	-	(243,125)
Spencer Close	261,550	-	-	200,147	-	461,697
West Park	(89,507)	-	-	156,540	-	67,033
Hockley House	(27,068)	-	-	7,113	-	(19,955)
	38,150	-	-	227,500	-	265,650
IHI						
Westview	289,169	-	-	100,132	-	389,301
CHF						
Twenty-Seven Eighty-Two	-	-	-	5,477	-	5,477
NOA						
Portage Place	182,044	-	-	89,728	-	271,772
Campus View Court	132,805	-	-	79,012	-	211,817
Royal Oak Square	451,142	-	-	(30,103)	-	421,039
Village on the Green	696,275	-	-	95,812	-	792,087
Vergo	(622,708)	-	-	(114,104)	-	(736,812)
	839,558	-	-	120,345	-	959,903
	$ 4,018,881	$ -	$ -	$ 904,095	$ -	$ 4,922,976

84'+(49)//&(/

01*$2&3&#*456&6%&'&()&* +,- ./..

	Completed	Land	Prepaid Lease	Buildings	Equipment and Other	Transfer from Replacement Reserve Fund	Total	Accumulated Amortization	2022	2021
In Operation										
Umbrella Agreement										
Oakwinds	Feb/85	$ -	$ 830,075	$ 2,835,407	$ 1,566,114	$ 115,100	$ 5,346,696	$ (4,951,965)	**$ 394,731**	$ 368,988
James Yates Gardens	Oct/84	103,200	-	387,934	303,786	10,464	805,384	(637,371)	**168,013**	172,445
Pinehurst	Feb/85	277,692	-	1,188,811	717,497	40,705	2,224,705	(1,799,706)	**424,999**	416,033
The Brambles	Jun/85	275,975	-	1,048,104	765,854	32,623	2,122,556	(1,729,601)	**392,955**	385,499
The Terraces	May/85	356,532	-	1,087,668	873,395	825	2,318,420	(1,871,374)	**447,046**	468,747
Michigan Square	Sep/85	784,763	-	1,874,991	1,496,625	29,405	4,185,784	(3,265,203)	**920,581**	921,454
Olympic View	Apr/86	900,000	-	3,288,908	2,301,802	206,484	6,697,194	(5,218,885)	**1,478,309**	1,390,593
Swanlea	Dec/85	230,215	-	746,556	497,299	22,953	1,497,023	(1,167,374)	**329,649**	328,683
Firgrove	Feb/86	480,000	-	1,763,183	1,177,528	65,465	3,486,176	(2,827,560)	**658,616**	629,622
Beechwood Park	Feb/86	888,000	-	2,317,623	3,073,578	54,211	6,333,412	(5,022,735)	**1,310,677**	1,355,359
Grey Oak Square	Apr/86	409,015	-	1,290,394	980,228	36,249	2,715,886	(2,127,561)	**588,325**	592,369
Willowdene	Sep/87	-	-	884,186	670,444	48,430	1,603,060	(1,479,555)	**123,505**	125,161
Rosewood	Oct/88	-	255,000	1,864,715	871,326	49,866	3,040,907	(2,747,123)	**293,784**	342,098
Gladstone	Jan/89	-	197,000	912,600	507,151	29,832	1,646,583	(1,450,936)	**195,647**	212,496
Camosun Place	Mar/89	-	108,000	489,700	233,467	13,770	844,937	(733,537)	**111,400**	124,352
Parkview	May/89	-	283,250	1,795,567	958,798	88,786	3,126,401	(2,736,415)	**389,986**	400,111
Carey Lane	Aug/89	-	283,250	1,443,751	964,786	39,989	2,731,776	(2,381,011)	**350,765**	398,441
Colquitz Green	Nov/89	-	160,250	1,504,000	823,860	24,249	2,512,359	(2,239,318)	**273,041**	331,558
Springtide	May/90	-	324,500	2,519,309	911,305	30,648	3,785,762	(3,344,841)	**440,921**	521,563
Greenlea	Feb/90	-	305,750	1,560,300	860,465	53,830	2,780,345	(2,385,252)	**395,093**	426,297
Arbutus View	Jul/90	-	370,250	1,592,750	1,055,047	56,127	3,074,174	(2,543,421)	**530,753**	587,563
Amberlea	May/90	-	447,501	2,578,479	922,345	86,065	4,034,390	(3,433,335)	**601,055**	648,445
Cloverhurst	May/90	-	197,000	651,500	264,126	12,007	1,124,633	(941,459)	**183,174**	205,888
Hamlet	Oct/90	-	152,000	803,000	405,333	11,887	1,372,220	(1,178,438)	**193,782**	225,759
Viewmont	Aug/91	-	402,140	2,378,046	837,534	42,868	3,660,588	(3,092,491)	**568,097**	638,667
Creekside	Apr/92	-	388,250	2,363,830	947,101	19,154	3,718,335	(3,117,472)	**600,863**	689,089
The Birches	Aug/92	-	675,000	3,684,874	953,586	65,784	5,379,244	(4,413,540)	**965,704**	1,062,809
The Heathers	Apr/93	-	436,279	1,974,683	441,105	67,837	2,919,904	(2,292,234)	**627,670**	646,903
Heron Cove	Oct/93	-	270,000	2,274,691	571,780	17,996	3,134,467	(2,542,090)	**592,377**	674,728
Castanea Place	Feb/95	-	1,277,000	4,841,879	1,201,297	90,813	7,410,989	(5,422,364)	**1,988,625**	2,130,877
Leblond Place	Sep/96	-	900,000	4,506,231	1,253,098	69,898	6,729,227	(4,790,626)	**1,938,601**	2,119,922
Rotary House	Nov/06	-	556,600	2,994,000	700,656	67,791	4,319,047	(2,900,099)	**1,418,948**	1,539,273
Cairns Park	Dec/96	-	240,000	415,314	227,683	4,323	887,320	(585,955)	**301,365**	330,976
Kings Place	N/A	-	-	-	713,190	49,808	762,998	(585,585)	**177,413**	165,733
Carillon Place	Jul/98	-	525,000	1,280,389	725,832	14,207	2,545,428	(1,688,304)	**857,124**	932,737

84'+(49)//&(/

01*$2&3&#*456&6%&'&()&* +,- ./..

	Completed	Land	Prepaid Lease	Buildings	Equipment and Other	Transfer from Replacement Reserve Fund	Total	Accumulated Amortization	2022	2021
Brock Place	Jan/00	-	840,000	3,465,836	1,104,145	17,169	5,427,150	(3,451,159)	**1,975,991**	2,137,126
Harbour Lane	Oct/01	-	825,000	3,607,266	355,529	22,670	4,810,465	(2,858,138)	**1,952,327**	2,066,136
Tillicum Station	Jul/02	-	948,750	4,300,764	589,935	60,927	5,900,376	(3,385,681)	**2,514,695**	2,629,270
Building Envelope Remediation										
Amberlea	2008	-	-	2,367,415	-	-	2,367,415	(2,106,838)	**260,577**	390,864
Cloverhurst	2008	-	-	1,105,204	-	-	1,105,204	(984,309)	**120,895**	181,341
The Birches	2006			1,635,610			1,635,610	(1,328,827)	**306,783**	383,479
Heron Cove	2007	-	-	1,756,374	-	-	1,756,374	(1,356,965)	**399,409**	479,290
Castanea Place	2007	-	-	2,531,350	-	-	2,531,350	(1,769,509)	**761,841**	870,676
Leblond Place	2009	-	-	3,337,941	-	-	3,337,941	(2,167,602)	**1,170,339**	1,316,632
The Heathers	2016	-	-	1,258,358	-	-	1,258,358	(731,780)	**526,578**	631,893
ILBC2 Agreement										
Parry Place	Jun/08	1,400,000	-	4,794,268	261,450	9,928	6,465,646	(2,218,206)	**4,247,440**	4,397,123
Millstream Ridge	Feb/19	-	35,428,849	-	68,219	26,562	35,523,630	(2,392,509)	**33,131,121**	33,707,770
Spencer Close	Nov/20	-	30,257,330	-	6,819	19,221	30,283,370	(1,054,694)	**29,228,676**	29,717,207
West Park	Nov/20	-	31,253,897	-	6,503	22,352	31,282,752	(1,088,942)	**30,193,810**	30,695,449
Hockley House	Apr/21	-	25,409,983	-	1,008	8,216	25,419,207	(741,456)	**24,677,751**	25,094,039
IHI Agreement										
Westview	May/20	-	-	14,937,177	8,125	58,278	15,003,580	(1,119,661)	**13,883,919**	14,264,803
CHF Agreement										
Twenty-Seven Eighty-Two	Nov/22	-	-	19,813,593	-	-	19,813,593	(94,184)	**19,719,409**	-
No Operating Agreement										
Village on the Green	May/84	910,171	-	2,002,921	1,652,345	56,333	4,621,770	(3,031,458)	**1,590,312**	1,696,971
Vergo	May/12	1,144,327	-	4,226,787	95,579	26,991	5,493,684	(1,403,073)	**4,090,611**	4,192,674
Portage Place	Aug/83	328,659	-	965,774	716,033	20,312	2,030,778	(1,554,213)	**476,565**	490,691
Campus View Court	Sep/83	341,224	-	688,113	613,004	3,472	1,645,813	(1,208,520)	**437,293**	457,401
Royal Oak Square	Mar/84	666,280	-	2,051,834	1,827,072	83,989	4,629,175	(3,525,554)	**1,103,621**	1,118,483
Buildings Under Construction		-	403,473	23,032,039	-	-	23,435,512	(201,738)	**23,233,774**	8,871,668
Office Equipment		-	-	-	535,869	-	535,869	(512,908)	**22,961**	28,698
Vehicles		-	-	-	60,544	-	60,544	(60,544)	**-**	-
		$ 9,496,053	$ 134,951,377	$ 161,021,997	$ 39,677,200	$ 2,106,869	$ 347,253,496	$ (129,993,204)	**$ 217,260,292**	$ 188,330,922

84'+(49>*$%R3,-(545&/ @4S40

01*$2&3&#*456&6%&'&()&* +,- ./..

Rental Property	Interest Rate	Renewal Date	Maturity Date	2022	2021
Umbrella Agreement					
Willowdene	2.580%		Matured in 2022	**$ -**	$ 39,098
Rosewood	2.610%		November 1, 2023	**110,325**	227,731
Gladstone	2.610%		January 1, 2024	**68,254**	129,581
Camosun Place	1.860%		March 1, 2024	**39,598**	70,620
Parkview	1.690%		May 1, 2024	**167,168**	282,800
Carey Lane	1.690%		August 1, 2024	**162,315**	257,546
Colquitz Green	1.730%		November 1, 2024	**180,894**	272,943
Springtide	0.680%		May 1, 2025	**379,730**	535,048
Greenlea	0.690%		March 1, 2025	**236,541**	340,501
Arbutus View	0.680%		July 1, 2025	**275,403**	380,722
Amberlea	0.680%		May 1, 2025	**405,659**	571,582
Cloverhurst	0.680%		May 1, 2025	**113,325**	159,677
Hamlet	0.740%		October 1, 2025	**150,088**	202,318
Viewmont	1.120%		August 1, 2026	**528,642**	669,099
Creekside	2.600%		April 1, 2027	**605,360**	735,688
The Birches	2.550%	August 1, 2027	August 1, 2032	**1,009,145**	1,210,311
The Heathers	2.600%	April 1, 2028	April 1, 2033	**623,759**	731,439
Heron Cove	2.610%	October 1, 2028	October 1, 2033	**709,654**	820,894
Castanea Place	0.690%		February 1, 2030	**2,111,169**	2,397,554
Leblond Place - 1st mortgage	1.280%		September 1, 2031	**1,742,867**	1,929,944
Leblond Place - 2nd mortgage	2.150%	March 1, 2025	March 1, 2045	**2,360,631**	2,442,600
Rotary House	2.510%	March 1, 2028	March 1, 2033	**984,988**	1,158,386
Cairns Park	2.589%		December 1, 2031	**265,205**	291,059
Carillon Place	3.220%	June 1, 2024	July 1, 2033	**838,339**	903,863
Brock Place	2.840%	January 1, 2030	January 1, 2035	**2,328,951**	2,488,455
Harbour Lane	2.200%	October 1, 2026	October 1, 2036	**2,368,747**	2,513,781
Tillicum Station	3.265%	July 1, 2024	July 1, 2037	**3,130,825**	3,296,450
ILBC2 Agreement					
Parry Place	3.480%	May 1, 2024	May 1, 2043	**3,251,814**	3,359,042
RHFP Agreement					
Millstream Ridge	2.860%	February 1, 2029	March 1, 2054	**33,159,724**	33,809,779
Spencer Close	1.519%	January 1, 2031	February 1, 2056	**29,180,152**	29,854,616
West Park	1.519%	January 1, 2031	February 1, 2056	**29,514,936**	30,197,138
Hockley House	2.459%	June 1, 2031	July 1, 2056	**24,865,357**	25,343,415
IHI Agreement					
Westview	1.631%	September 1, 2030	September 1, 2055	**7,116,837**	7,280,114
No Operating Agreement					
Royal Oak Square	4.320%	July 1, 2027	July 1, 2057	**4,477,146**	-
Village on the Green	2.250%		October 1, 2039	**1,702,077**	1,784,422
Vergo	4.950%	September 1, 2027	September 1, 2042	**3,438,895**	3,554,515
				158,604,520	160,242,731
Principal Current Portion				**(6,213,290)**	(6,151,134)
Principal Renewal Portion				**(595,492)**	(3,747,610)
				$ 151,795,738	$ 150,343,987

B'&-4(+$5 >*$%R0&$(49B'&-4(+,$/

01*$2&3&#*456&6%&'&()&* +,- ./..

		Revenues					Expenditures and Interfund Transfers						
	Number of units	Tenant rent contributions	BCHMC Rental Subsidy	BCHMC fixed funding	Other	Total	Operating costs	Transfer to Replacement Reserve	Debt charges	Other Interfund Transfers	Total	Surplus (Deficit) from operations after interfund transfers	Allocation from/(to) Portfolio Stabilization Reserves
Umbrella Agreement													
CMHC													
Oakwinds	50	$ 670,682	$ -	$ -	$ 1,608	$ 672,290	$ 266,562	$ 103,578	$ -	$ -	$ 370,140	$ 302,150	$ (302,150)
James Yates Gardens	8	77,762	-	-	-	77,762	47,753	16,573	-	-	64,326	13,436	(13,436)
Pinehurst	20	287,572	-	-	1,537	289,109	127,305	41,431	-	-	168,736	120,373	(120,373)
The Brambles	18	266,972	-	-	1,551	268,523	113,705	37,288	-	-	150,993	117,530	(117,530)
The Terraces	20	273,056	-	-	1,639	274,695	109,402	41,431	-	-	150,833	123,862	(123,862)
Michigan Square	6	78,486	-	-	-	78,486	78,879	-	-	-	78,879	(393)	393
Olympic View	60	824,092	-	-	2,878	826,970	381,125	124,294	-	-	505,419	321,551	(321,551)
Swanlea	14	207,323	-	-	897	208,220	100,930	29,002	-	-	129,932	78,288	(78,288)
Firgrove	32	422,093	-	-	1,660	423,753	129,787	66,290	-	-	196,077	227,676	(227,676)
Beechwood Park	48	627,392	-	-	6,842	634,234	264,422	99,435	-	-	363,857	270,377	(270,377)
Grey Oak Square	24	330,747	-	-	2,422	333,169	131,521	49,718	-	-	181,239	151,930	(151,930)
	300	4,066,177	-	-	21,034	4,087,211	1,751,391	609,040	-	-	2,360,431	1,726,780	(1,726,780)
BCHMC													
Willowdene	15	121,101	-	38,406	289	159,796	161,464	31,073	35,127	-	227,664	(67,868)	67,868
Rosewood	44	248,165	-	83,724	1,739	333,628	253,907	91,149	121,926	-	466,982	(133,354)	133,354
Gladstone	14	140,175	-	63,368	-	203,543	82,682	29,002	63,964	-	175,648	27,895	(27,895)
Camosun Place	8	94,600	-	33,432	-	128,032	46,497	16,573	32,068	-	95,138	32,894	(32,894)
Parkview	26	229,235	-	114,811	484	344,530	163,948	53,861	119,503	-	337,312	7,218	(7,218)
Carey Lane	22	197,551	-	83,364	1,402	282,317	126,843	45,574	98,835	-	271,252	11,065	(11,065)
Colquitz Green	20	211,794	-	76,241	1,307	289,342	129,062	41,431	96,028	-	266,521	22,821	(22,821)
Springtide	48	273,675	-	112,936	2,000	388,611	312,245	99,435	158,468	-	570,148	(181,537)	181,537
Greenlea	21	214,433	-	42,276	520	257,229	135,322	43,503	105,977	-	284,802	(27,573)	27,573

B'&-4(+$5>*$%R0&$(49B'&-4(+,$/

01*$2&3&#*456&6%&'&()&* +,- ./..

		Revenues					Expenditures and Interfund Transfers						
	Number of units	Tenant rent contributions	BCHMC Rental Subsidy	BCHMC fixed funding	Other	Total	Operating costs	Transfer to Replacement Reserve	Debt charges	Other Interfund Transfers	Total	Surplus (Deficit) from operations after interfund transfers	Allocation from/(to) Portfolio Stabilization Reserves
Arbutus View	23	214,049	-	49,212	134	263,395	115,228	47,646	107,576	-	270,450	(7,055)	7,055
Amberlea	44	310,897	-	112,933	1,638	425,468	296,305	91,149	169,288	-	556,742	(131,274)	131,274
Cloverhurst	10	70,628	-	41,111	-	111,739	57,092	20,716	47,292	-	125,100	(13,361)	13,361
Hamlet	10	122,822	-	49,634	-	172,456	76,219	20,716	53,547	-	150,482	21,974	(21,974)
Viewmont	36	201,922	-	161,613	1,530	365,065	228,456	74,576	147,215	-	450,247	(85,182)	85,182
Creekside	24	233,635	-	111,686	482	345,803	153,023	49,718	147,813	-	350,554	(4,751)	4,751
The Birches	56	308,148	-	163,537	2,166	473,851	263,319	116,008	229,534	-	608,861	(135,010)	135,010
Caledonia	-	-	-	47,850	-	47,850	9,924	-	(8,120)	-	1,804	46,046	(46,046)
The Heathers	26	149,403	-	108,372	1,472	259,247	160,131	53,861	125,324	-	339,316	(80,069)	80,069
Heron Cove	24	205,411	-	63,582	750	269,743	122,015	49,718	131,230	-	302,963	(33,220)	33,220
Castanea Place	59	386,068	-	182,734	1,245	570,047	330,070	122,222	302,000	-	754,292	(184,245)	184,245
Leblond Place	43	260,178	-	330,003	1,467	591,648	319,403	89,077	344,072	-	752,552	(160,904)	160,904
Rotary House	41	264,510	-	216,649	40	481,199	228,556	84,934	200,345	-	513,835	(32,636)	32,636
	614	4,458,400	-	2,287,474	18,665	6,764,539	3,771,711	1,271,942	2,829,012	-	7,872,665	(1,108,126)	1,108,126
Homes BC													
Cairns Park	6	53,245	-	23,702	-	76,947	45,240	12,429	33,161	-	90,830	(13,883)	13,883
Kings Place	35	383,539	-	157,515	1,350	542,404	490,147	72,505	-	-	562,652	(20,248)	20,248
Carillon Place	15	189,710	-	33,478	438	223,626	87,280	31,073	93,480	-	211,833	11,793	(11,793)
Brock Place	30	341,029	-	74,072	2,950	418,051	172,748	62,147	227,708	-	462,603	(44,552)	44,552
Harbour Lane	28	303,533	-	88,749	2,325	394,607	184,512	58,004	198,635	-	441,151	(46,544)	46,544
Tillicum Station	40	489,422	-	95,884	579	585,885	242,557	82,860	269,723	-	595,140	(9,255)	9,255
	154	1,760,478	-	473,400	7,642	2,241,520	1,222,484	319,018	822,707	-	2,364,209	(122,689)	122,689
	1,068	10,285,055	-	2,760,874	47,341	13,093,270	6,745,586	2,200,000	3,651,719	-	12,597,305	495,965	(495,965)

B'&-4(+$5>*$%R0&$(49B'&-4(+,$/

01*$2&3&#*456&6%&'&()&* +,- ./..

		Revenues					Expenditures and Interfund Transfers						
	Number of units	Tenant rent contributions	BCHMC Rental Subsidy	BCHMC fixed funding	Other	Total	Operating costs	Transfer to Replacement Reserve	Debt charges	Other Interfund Transfers	Total	Surplus (Deficit) from operations after interfund transfers	Allocation from/(to) Portfolio Stabilization Reserves
ILBC2 Agreement													
Parry Place	21	343,502	302,636	-	10,580	656,718	463,846	16,600	221,596	-	702,042	(45,324)	45,324
RHFP Agreement													
Millstream Ridge	132	2,245,129	-	-	43,130	2,288,259	710,885	114,048	1,599,626	-	2,424,559	(136,300)	136,300
Spencer Close	130	2,028,688	-	-	40,040	2,068,728	635,270	112,320	1,120,991	-	1,868,581	200,147	(200,147)
West Park	152	2,070,095	-	-	46,794	2,116,889	695,169	131,328	1,133,852	-	1,960,349	156,540	(156,540)
Hockley House	120	1,740,440	-	-	31,816	1,772,256	574,050	103,680	1,087,413	-	1,765,143	7,113	(7,113)
	534	8,084,352	-	-	161,780	8,246,132	2,615,374	461,376	4,941,882	-	8,018,632	227,500	(227,500)
IHI Agreement													
Westview	73	831,096	-	-	19,779	850,875	407,491	63,072	280,180	-	750,743	100,132	(100,132)
CHF Agreement													
Twenty-Seven Eighty-Two	58	34,687	-	-	810	35,497	30,020	-	-	-	30,020	5,477	(5,477)
No Operating Agreement													
Portage Place	17	221,796	-	-	366	222,162	97,217	35,217	-	-	132,434	89,728	(89,728)
Campus View Court	12	171,272	-	-	1,440	172,712	68,841	24,859	-	-	93,700	79,012	(79,012)
Royal Oak Square	38	505,673	-	-	1,455	507,128	210,869	78,719	247,643	-	537,231	(30,103)	30,103
Village on the Green	38	482,404	-	-	4,101	486,505	190,667	78,719	121,307	-	390,693	95,812	(95,812)
Vergo	18	286,709	-	-	-	286,709	108,844	37,288	254,681	-	400,813	(114,104)	114,104
	123	1,667,854	-	-	7,362	1,675,216	676,438	254,802	623,631	-	1,554,871	120,345	(120,345)
	1,877	$21,246,546	$ 302,636	$ 2,760,874	$ 247,652	$24,557,708	$10,938,755	$ 2,995,850	$ 9,719,008	$ -	$ 23,653,613	$ 904,095	$ (904,095)

APPENDIX C

CAPITAL REGION HOUSING CORPORATION

2022 ANNUAL REPORT



Greater Victoria,
British Columbia, Canada
Year ended December 31, 2022

CRHC | CRD

TERRITORIAL ACKNOWLEDGEMENT

The CRHC conducts its business within the traditional territories of many First Nations, including but not limited to BOḰEĆEN (Pauquachin), MÁLEXEŁ (Malahat), P'a:chi:da?aht (Pacheedaht), Pune'laxutth' (Penelekut), Sc'ianew (Beecher Bay), Songhees, SȾÁUTW̱ (Tsawout), T'Sou-ke, W̱JOŁEŁP (Tsartlip), W̱SIKEM (Tseycum), and xʷsepsəm (Esquimalt), all of whom have a long-standing relationship with the land and waters from time immemorial that continues to this day.



Cover image: Twenty-Seven Eighty-Two, Spencer Road, *Langford*

Back cover image: Catherine Street *Vic West*

Table of Contents

Message from the Board Chair . . . . 2 . . . .

Message from the Chief Administrative Officer . . . . . 2 . . . . . .

Profile

CRHC . . . . . 3 . . . . . .

Vision and Mission . . . . . 3 . . . . . .

Staff Profile . . . . . 8 . . . . . .

2022 Progress

Completed . . . . . 4 . . . . . .

Under Development . . . . . 4 . . . . . .

New Development . . . . . 5 . . . . . .

CRHC Overview . . . . . 5 . . . . . .

Community Need

Average Rental Cost . . . . . 6 . . . . . .

Number of Rental Units . . . . . 6 . . . . . .

Vacancy Rate . . . . . 6 . . . . . .

Retail Stock . . . . . 7 . . . . . .

Average Rent for Two Bedroom Apartments . . . . . 7 . . . . . .

2022 Financial Highlights

Operating Income . . . . . 9 . . . . . .

Operating Expenses . . . . . 9 . . . . . .

Capital Projects . . . . . 9 . . . . . .

Routine Capital Improvements . . . . 9 . . . .



Zac de Vries

Board Chair
Capital Region Housing Corporation

Message from the Board Chair

I am pleased to provide this message for the Capital Region Housing Corporation (CRHC) Annual Report in my first year as Board Chair.

Housing is the foundation of a happy and healthy life, and the CRHC takes pride in continuing to expand and provide affordable, sustainable, quality housing.

A Major Capital Plan was approved in December 2022 and will increase the CRHC housing stock from about 1,877 units now to potentially more than 2,600 by 2027. The CRD and CRHC will continue to build on our momentum and act aggressively to bring more affordable housing to market.

I am incredibly inspired by the remarkable achievements of the CRHC, made possible through the unwavering support of our community, provincial, and federal partners. Together, we have positively impacted the lives of thousands of residents and brought about a positive change in the communities we serve.



Ted Robbins

Chief Administrative Officer
Capital Regional District
Capital Region Housing Corporation
Capital Regional Hospital District

Message from the Chief Administrative Officer

I welcome this opportunity to recognize and express my appreciation for the tremendous effort from the Capital Region Housing Corporation's leadership and staff in expanding our housing portfolio, while ensuring the needs of tenants remains a key focus.

Building on an unprecedented expansion over 2020 and 2021, in 2022, the CRHC opened a new building at 2782 Spencer Road, adding 58 units of housing in Langford bringing the total number of homes the CRHC has brought to market to 665 since 2019. The need for affordable housing is significant and continues to grow in the capital region, and I am grateful for the ongoing support of the many partners that work with us to live up to the CRHC mandate. I am confident that with a focus on collaboration and innovation, and the continued investment from municipal, provincial, and federal government partners, we will develop new and creative housing solutions.



Michigan Redevelopment

We envision residents having access to affordable housing that enhances wellbeing and reduces homelessness in the community.

Profile - Capital Region Housing Corporation

Affordable housing is key to a strong economy and healthy region, and the Capital Region Housing Corporation provides 1,877 homes in 51 buildings across seven municipalities.

The CRHC is a wholly owned subsidiary of the Capital Regional District (CRD) and is the largest non-profit housing provider on Vancouver Island, providing homes for almost 4,000 tenants. The CRHC will continue to develop more units to meet our community's current and future housing needs.

The projects recently completed, under development and planned for the future are highlighted on the following pages, in 2022 Progress.

CRHC Vision

As leaders in non-profit housing in the capital region, the CRHC delivers affordable, attractive, inclusive, sustainable housing.

CRHC Mission

The CRHC's mission is to develop and manage affordable housing within the capital region for low income households.

2022 Progress

COMPLETED



TWENTY-SEVEN EIGHTY-TWO

Located in Langford, Twenty-Seven Eighty-Two is an affordable housing development in Langford. Its 58 units include studio, one-bedroom, one-bedroom and den, and two-bedroom units for low to moderate income seniors, individuals and families, including those with disabilities.

The property includes 12 accessible units and is managed by the CRHC.

UNDER DEVELOPMENT



PROSSER PLACE

Located in Central Saanich, Prosser Place is being constructed under the Regional Housing First Program (RHFP). The 51-unit affordable housing building will be operated by the CRHC. It includes 41 low to moderate income units, and 10 units to be rented at provincial income assistance rates.



MICHIGAN SQUARE

Located in Victoria's James Bay neighbourhood, Michigan Square is a redevelopment project which will replace the three existing apartment buildings on Michigan Street with two, four-storey apartment buildings to provide 97 affordable rental units.



CALEDONIA

Located in Victoria's Fernwood neighbourhood, Caledonia is a redevelopment project which will feature 158 affordable rental housing units within two apartment and three townhouse buildings. It will continue to be managed by the CRHC.



PANDORA

Pandora is a unique collaboration between the City of Victoria, the Province through BC Housing, and the CRHC to build 205 new, non-market rental homes, with 158 operated by the CRHC, and new community programming space, including child care spaces, on city-owned land in the 900 block of Pandora Avenue.

NEW DEVELOPMENT

CAMPUS VIEW

Located in Saanich near the University of Victoria, Campus View is a redevelopment project which will replace the existing 12 units of townhomes with 119 units in two apartment style buildings. It will continue to be managed by the CRHC.



VILLAGE ON THE GREEN

Located in Victoria's Fernwood neighbourhood, Village on the Green is a redevelopment project which will feature 151 affordable rental housing units within two apartment style buildings. It will continue to be managed by the CRHC.



CRHC Overview

Properties

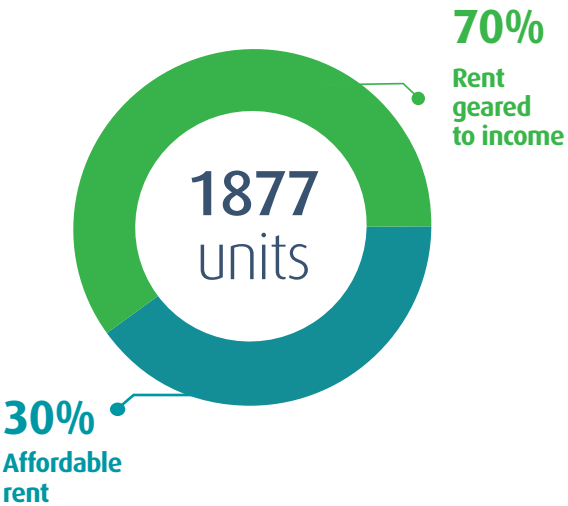
7
Municipalities

51
Complexes

$579M
Insured Value

1877
Units

CRHC Rental Rates



Community Need

Average Rental Cost

Purpose Built



Condo Market



The average rent for purpose-built rental apartments increased by more than 8% in 2022, the fastest growth since 1991. Condo units in the rental market increased by almost 10% from 2021 to 2022.

Number of Rental Units

Purpose Built

29,571*

Condo Market

6,585*

From 2021 to 2022, a total of 1,411 units of purpose-built rental units were added to bring the total to more than 29,500. Condo units in the rental market increased by 229 units to a total of more than 6,580. These increases represent a total of 5% and 3.6% respectively.

Vacancy Rate

Purpose Built

1.5%*

444 units available

Condo Market

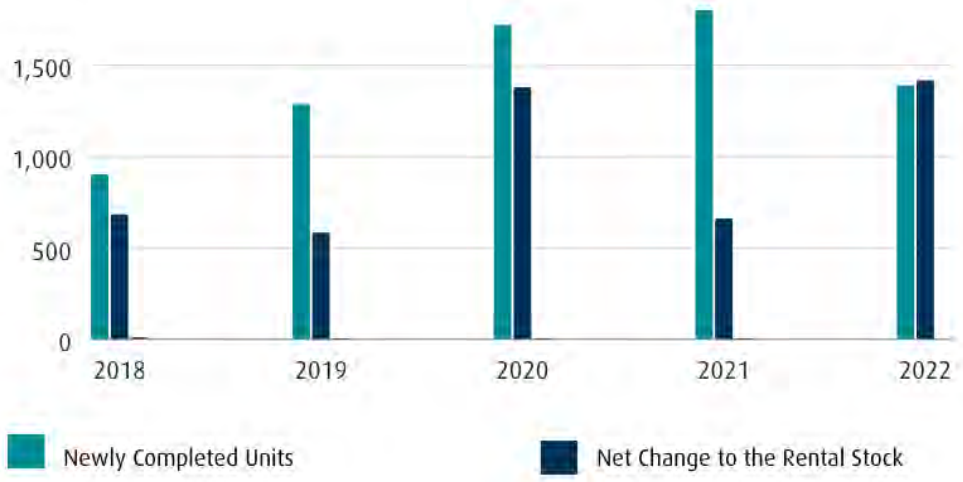
0.2%*

13 units available

Vacancy rates increased slightly from 2021 to 2022, but remained one of the lowest in Canada. This slight increase in vacancy rates is attributed to the expansion in stock in both purpose-built rental and condo units on the rental market.

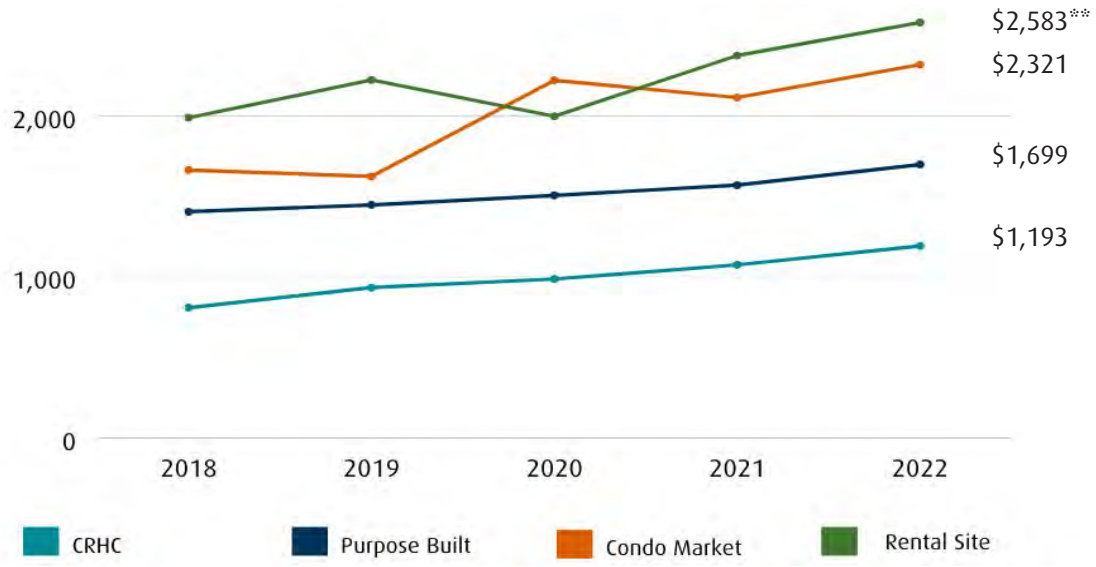
*CMHC Rental Market Report, 2023

Rental Stock



Unlike in 2021, there were fewer purpose-built rental units removed from the housing stock due to demolition, conversions or renovations. In fact, many units that had previously been taken down for renovations returned to the market in 2022. However, as these units are typically priced at higher levels, they contributed to the rapid growth in the cost of rent from 2021 to 2022.

Average Rent for Two Bedroom Apartments



In 2022, the average cost of a CRHC 2-bedroom unit was $1,193/month, which is $506/month less than an existing purpose-built rental unit. When compared to a condo units in the rental market, CRHC 2-bedroom units are $1,128/month less. CRHC units are $1,390/month less than those posted on a rental site.

**Zumper, December 2022



CRHC Staff Profile - Cale McLellan

Operations of the CRHC assures nearly 2,000 units of quality housing are properly maintained and its nearly 4,000 inhabitants' needs are met in a professional and timely manner. Central to these interactions are the Corporation's Caretakers. Caretakers are the central point of contact for tenants and are charged with everything from routine maintenance including emergency and non-emergency work, move-ins and move-outs, and ensuring all Corporation policies and procedures are followed in accordance with the provincial *Residential Tenancy Act*. Caretaker Cale McLellan says the most crucial, interesting and valued part of his day-to-day work is in direct communication with tenants.

"There are many ways to get in touch with us – through e-mails, voicemail – but nothing beats face-to-face contact with the tenant," says Cale. "And that's what we are – we are the personal and public face of the CRHC. That tenant happiness we're trying to achieve is really based on that first point of contact with the caretaker, and that really is a major part of the job, and something I know we all take great pride in." Cale joined the CRHC two years ago after working in private sector housing for five years in Winnipeg, Manitoba. He and his family decided to make the move to not only enjoy the magnificent climate on the west coast, but also to work in social housing.

"I'm a great believer in social housing, so that was a big part of wanting to move to the Island and be part of the CRHC," he says. "We try to be as proactive as possible and replace items before they fail – you're not necessarily going to see that in the private sector," he says. "These are not just assets making someone profits, these are people's homes, and we try to instill a sense of pride and maintain high standards that people expect and appreciate."

Tenant Advisory Committee

The Tenant Advisory Committee (TAC) reports through the CRD's Hospitals and Housing Committee to advise the CRHC Board of Directors on tenant policies and programs and may include up to eight tenant representatives. The purpose of the TAC is to promote effective communication, engagement and collaboration between the CRHC and its tenants, and provide information and advice regarding tenant-related policies and programs to support healthier and more livable communities.

Financial Highlights

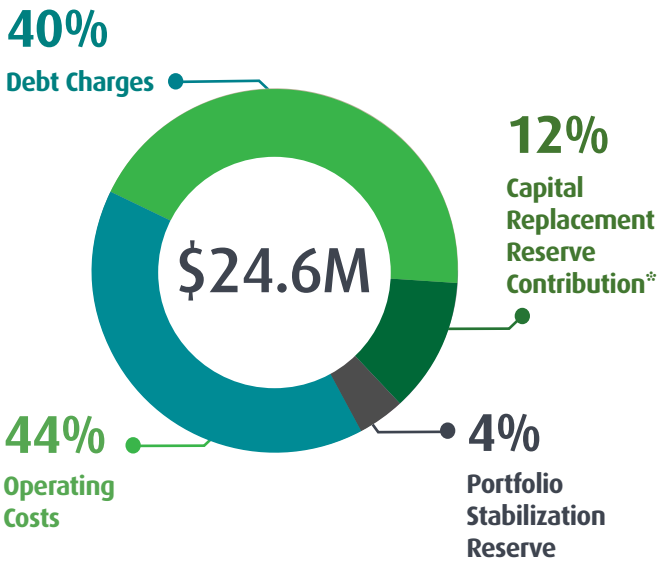
Operating Income



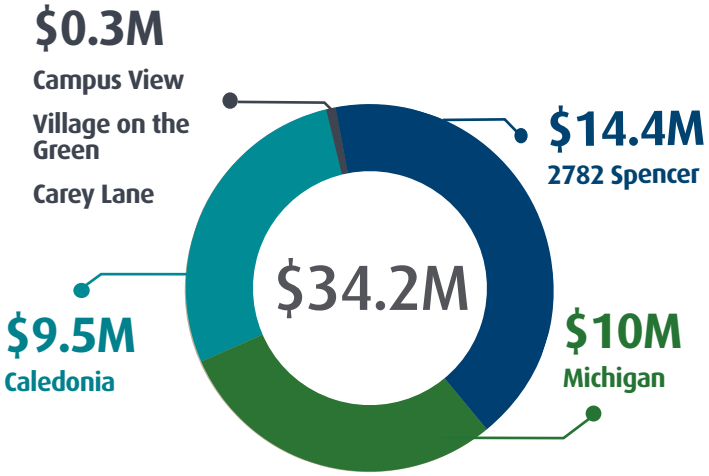
0% Requisition: self-sustaining model

*Based on 2022 Audited Financial Statements .Includes transfers from Corporate Stabalization Reserve and capital project surpluses .

Operating Expenses



Capital Projects



*Includes pre-development and post-construction costs

Routine Capital Improvements



$2.1M

*Routine capital improvements are investments made to replace building components and appliances and may include such items as roof repair, siding replacement, access and egress improvements, paint, windows and specific unit(s) appliance repair/replacement .



CRHC
Capital Region Housing Corporation

631 Fisgard Street
Victoria, BC V8W 1R7
250.388.6422

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

Making a difference...together

EEP 23-25

REPORT TO CAPITAL REGIONAL DISTRICT BOARD
MEETING OF WEDNESDAY, MAY 10, 2023

SUBJECT **Biosolids Update - May 2023**

ISSUE SUMMARY

To update the Capital Regional District (CRD) Board on current contingency short-term biosolids management options.

BACKGROUND

The CRD's primary option for beneficial use of the CRD's Class A biosolids has been incineration as an alternative fuel at LaFarge Canada Inc.'s (LaFarge) cement manufacturing facility in Richmond, BC. However, the facility was unable to receive biosolids for much of 2022 and into 2023. The current shutdown is now estimated to extend to the second or third week of May. The contingency plan to develop biosolids growing medium (BGM) for use as final landfill cover is exhausted and, because of these challenges, the biosolids are currently being landfilled in contravention of provincial regulatory direction.

At its February 8, 2023 meeting, the CRD Board approved an amendment to its policy to allow the application of biosolids to non-agricultural lands and directed staff to find opportunities to achieve this beneficial use for biosolids when the cement manufacturing facility cannot receive the material. Options presented for consideration ranged from forest fertilization, mine reclamation and production of BGM at a forestry site.

The implementation of the land application options associated with the private forest company up-island has slowed, and staff hope to develop contracts and move material later in the year. In the meantime, staff have secured an agreement with LaFarge to provide biosolids to produce biosolids growing medium (BGM) at its quarry in Cassidy, BC within the Regional District of Nanaimo. LaFarge is responsible for a reclamation plan under its Mines Act permit and the biosolids will be mixed with LaFarge-sourced sand, wood chips and organic material in compliance with the BC Organic Matter Recycling Regulation (OMRR) to produce the BGM product and establish new topsoil. The CRD has committed to supplying a minimum of 300 tonnes of Class A biosolids per year.

The CRD is responsible for shipping the material, through its trucking sub-contractor, to the mine site. LaFarge is responsible for receiving, mixing and placing the material, as well as any monitoring of the overall site. LaFarge is also responsible for all stakeholder and First Nation engagement as owner of the property.

The operation will meet the Province's requirement for beneficial use of biosolids, avoid the disposal of the material in Hartland landfill against provincial direction, significantly reduce disposal costs for the core area wastewater service, and provide a valuable resource to remediate disturbed industrial lands.

K'ENES Transportation LLP is prepared and ready to transport the materials from the Residual Treatment Facility (RTF) to the LaFarge quarry up-island. CRD staff have also briefed RDN staff on this plan; staff are working with Lafarge to prepare a written proposal for the RDN, to confirm the material can be used for the intended reclamation under the provincial Mines Act permit.

There is no formal regulatory referral required for this action, as it falls under OMRR and private lands, but a respectful step is to engage with the local First Nation upon whose traditional lands this activity will occur. LaFarge has informed the Snuneymuxw First Nation of the remediation plan. LaFarge has also offered to provide a tour of the site once operations are underway. Staff will keep the Board updated on any concerns or comments that are received.

CONCLUSION

The Board amended its biosolids land application policy associated with the short-term biosolids contingency plan to include direct application to non-agricultural lands. Staff have secured an agreement to transport Class A biosolids to LaFarge's quarry site up-island where the material will be mixed to produce a biosolids growing medium and help reclaim the disturbed, industrial site.

RECOMMENDATION

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

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

Making a difference...together

REPORT TO CAPITAL REGIONAL DISTRICT BOARD
MEETING OF WEDNESDAY, MAY 10, 2023

SUBJECT **UBCM Community Emergency Preparedness Fund: Emergency Operations Centres and Training Grant 2023**

ISSUE SUMMARY

The Capital Regional District (CRD) Protective Services Division applied for a Community Emergency Preparedness Fund (CEPF) Emergency Operations Centres (EOCs) and Training grant, funded by the Union of BC Municipalities (UBCM). UBCM requires that all grant applications be accompanied by a motion of support from the local government.

BACKGROUND

CRD Protective Services division regularly applies for UBCM CEPF grants as they become available. These grants allow Protective Services to undertake additional emergency preparation and training activities beyond what would be possible within the approved budget. As outlined in the attached application form for the 2023 intake (see Appendix A) of the CEPF, the CRD is seeking to increase its emergency operations capacity through additional training and exercising, including operational rhythm/process flows, action plan development, role-specific training and orientation to CRD's enterprise QIT software. The funding application will also support needed upgrades to mutual aid resources and supports to First Nations, municipalities and external partners.

ALTERNATIVES

Alternative 1
That the Capital Regional District Board support the application to the UBCM CEPF Emergency Operations Centres and Training Grant for 2023 and direct staff to provide overall grant management.

Alternative 2
That the Capital Regional District Board direct staff to withdraw the application to the UBCM CEPF Emergency Operations Centres and Training Grant for 2023.

IMPLICATIONS

Intergovernmental Implications
Increasing the capacity of the CRD Corporate EOC will include the development and enhancement of mutual aid resources and supports to adjacent First Nations, municipalities and external partners. The portability of emergency radio communications equipment will ensure it can be deployed throughout the region in the event of an emergency or disaster.

Financial Implications
The CEPF grant request is for $30,000 and would allow the CRD to pursue enhancements to the EOC beyond what would be possible within the current budget.

Service Delivery Implications
Additional capacity funded through this grant would enhance service support capability to the CRD as a whole during an emergency or disaster.

Alignment with Board & Corporate Priorities
Emergency planning and training activity funded by this grant would enhance the CRD ability to prepare for, mitigate, respond to, and recover from an environmental or climate related disaster.

Alignment with Existing Plans & Strategies
Capacity generated by this grant is aligned with existing emergency preparedness and strategies.

CONCLUSION

The CRD is required to maintain an effective emergency management program consistent with legislation. The service enhancements that will be gained through the UBCM CEPF Emergency Operations Centres and Training grant will help ensure that the CRD will continue to meet those regulatory expectations while improving response capability for our citizens and partners.

RECOMMENDATION

That the Capital Regional District Board support the application to the UBCM CEPF Emergency Operations Centres and Training Grant for 2023 and direct staff to provide overall grant management.

Submitted by:	Shawn Carby, CD, 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(S)

Appendix A: CEPF Emergency Operations Centres and Training Grant 2023 Application Form

UBCM

Community Emergency Preparedness Fund

Emergency Operations Centres & Training

2023 Application Form

Please complete and return the application form by **March 31, 2023**. All questions are required to be answered by typing directly in this form. If you have any questions, contact cepf@ubcm.ca or (250) 387-4470.

SECTION 1: Applicant Information	**AP** *(for administrative use only)*
Local Government or First Nation Applicant: Capital Regional District	Date of Application: March 22, 2023
Contact Person*: Alison Poste	Position: Corporate Emergency Coordinator
Phone: 250-360-5680	E-mail: aposte@crd.bc.ca

* *Contact person must be an authorized representative of the applicant (i.e. staff member or elected official).*

SECTION 2: For Regional Projects Only

1. **Identification of Partnering Applicants.** For all regional projects, please list all of the partnering eligible applicants included in this application. Refer to Section 2 in the *Program & Application Guide* for eligibility.

2. **Rationale for Regional Projects.** Please provide a rationale for submitting a regional application and describe how this approach will support cost-efficiencies in the total grant request.

SECTION 3: Project Information

3. **Project Information**
   - A. Project Title: CRD DOC/EOC Capacity Development
   - B. Proposed start and end dates. Start: June 1, 2023 End: May 31, 2024

4. **Project Cost & Grant Request:**
   - A. Total proposed project budget: $30,000.00

B. Total proposed grant request: $30,000.00

C. Have you applied for, or received funding for, this project from other sources? If yes, please indicate the source and the amount of funding received or applied for.

5. Project Summary. Provide a summary of your project in 150 words or less.

An internal exercise to test the CRD's Dam Emergency Plan, conducted in Sep-Oct 2022, highlighted a number of areas where capacity can be strengthened. In their After Action Report (AAR), exercise evaluators noted the need for additional training and exercising, particularly in operational rhythm/process flows and action plan development, role-specific training and further orientation and exposure to CRD's enterprise QIT software.

6. Emergency Plan. Describe the extent to which the proposed project will specifically support recommendations or requirements identified in the local Emergency Plan.

Section 4.9 of the CRD Corporate Emergency Plan (the 'Plan') contemplates a progressive three-year staff training cycle. Objectives in the Plan include increasing the capacity of the CRD's EOC, Departmental Operatons Centres (DOCs) and Electoral Area Emergency Operations Centres (EA-EOCs).

SECTION 4: Detailed Project Information

7. Proposed Activities. What specific activities will be undertaken as part of the proposed project? Refer to Section 6 of the *Program & Application Guide* for eligibility.

The proposed activities include training and exercising to increase EOC capacity, consistent with the recommendations outlined in the AAR. In particular the funding will be used to support training on DOC/EOC fundamentals, including operational rhythm process flows. Additional role-specific training will be developed to ensure continuity of operations. This will be done through a new staff training development plan that will train 'surge' personnel to staff and augment/relieve existing EOC-trained professionals.

Existing radio communications equipment is nearing the end of its service life. The purchase and commissioning of a robust remote radio communications 'go-kit' , will enable communications continuity to EMCR and mutual aid partners in the event of an emergency or disaster.

8. Capacity Building. Describe how the proposed project will increase emergency response capacity (i.e. having the physical resources and the skills to respond to emergencies) in your community.

This project will strengthen emergency repsonse capacity through the CRD by augmenting existing staff capabilities. Training staff will support regional response during an emergency and disaster. Further, strengthening radio communications capacity will enable the CRD to provide a more timely and effective response to emergencies in remote and rural communities throughout the CRD.

9. **Emergency Support Services.** Describe the extent to which the proposed project will consider large scale emergency support services scenarios.

Emergency Support Services (ESS) will be a part of larger activations, and increased capacity at the EOC level will enable further support and resources to the ESS program.

10. **Transferability**. Describe the extent to which the proposed project may offer transferable resources and supplies to other local governments and/or First Nations (e.g. trained staff and/or equipment that will be made available to other communities, training resources, and exercise plans other communities will be invited to utilize, etc.).

Increasing the capacity of the EOC will include the development of mutual aid resources and supports to adjacent First Nations, municipalities and external partners. The portability of radio communications equipment will ensure it can be deployed throughout the region during an emergency or disaster.

11. **Partnerships.** In addition to Question 1, if applicable, identify any partners you will collaborate with on the proposed project and specifically outline how you intend to work together.

N/A

12. **Evaluation.** How will the project be evaluated? How will performance measures and/or benchmarks be used to measure outcomes (i.e. tracking the number of training events and exercises, external evaluators, etc.)?

The CRD Staff Training Plan contains a number of benchmarks to regularly evaluate progress towards staff capacity building. Evaluation of the proposed activities will be done thorugh training, testing and activation of the CRD Corporate Emergency Plan. The project will be evaluated based on the success of the initiatives and their ability to effectively support communities throughout the CRD.

13. **Progress to Date.** If you received funding under the 2018 - 2022 Emergency Operations Centres & Training funding stream intakes, please describe the progress you have made in increasing EOC capacity.

CRD received funding during the 2018 Emergency Operations Centres and Training funding stream, and were successful in procuring equipment to build the response capacity of the CRD EOC located at CRD Headquarters in Victoria.

The 2020 application supported the region by upgarding technological capacity of the EOC in the CRD's three Electoral Areas: Salt Spring Island, the Southern Gulf Islands, and the Juan de Fuca.

The 2021 application enabled the SSI, SGI, JDF Branch Operations Centres to conduct functional exercises to test existing plans, provide invaluable experiences to staff and volunteers, and identify gaps in our processes.

The 2022 application supported functional training exercises that tested the ability of CRD corporate staff to staff and activate the central EOC. These exercises provided experience to staff and helped to identify gaps in corporate emergency response procedures.

14. Additional Information. Please share any other information you think may help support your submission.

N/A

SECTION 5: Required Attachments

Only complete applications will be considered for funding. The following separate attachments are required to be submitted as part of the application:

☒ Local government Council or Board resolution, Band Council resolution, or First Nation resolution, indicating support for the current proposed activities and willingness to provide overall grant management.

☒ Detailed budget for each component identified in the application. This must clearly identify the CEPF funding request, applicant contribution, and/or other grant funding.

☐ For regional projects only: local government Council or Board resolution, Band Council resolution, or First Nation resolution from each partnering applicant that clearly states their approval for the primary applicant to apply for, receive, and manage the grant funding on their behalf.

SECTION 6: Signature.

Applications are required to be signed by an authorized representative of the applicant. Please note all application materials will be shared with the Province of BC.

I certify that: (1) to the best of my knowledge, all information is accurate, (2) the area covered by the proposed project is within the applicant's jurisdiction (or appropriate approvals are in place) and (3) we understand that this project may be subject to a compliance audit under the program.

Name: Alison Poste	Title: Corporate Emergency Coordinator
Signature*: Alison Poste *A certified electronic or original signature is required.*	Date: March 22, 2023

** Signatory must be an authorized representative of the applicant (i.e. staff member or elected official).*

Submit applications to:

Local Government Program Services, Union of BC Municipalities

E-mail: cepf@ubcm.ca

Making a difference...together

REPORT TO ELECTORAL AREAS COMMITTEE
MEETING OF WEDNESDAY, MAY 10, 2023

SUBJECT **Feedback from Local Service Area Committees – Electoral Areas Water Conservation Bylaw No. 1, 2023 (Bylaw No. 4492)**

ISSUE SUMMARY

At its June 8, 2022 meeting, the Electoral Areas Committee referred Bylaw No. 4492 (Appendix A) back to staff for additional information and referred to the water commissions.

BACKGROUND

Staff presented the Electoral Areas Water Conservation Bylaw No. 1, 2023 (Bylaw No. 4492) to the following water committees and commissions to collect feedback:

Salt Spring Island Electoral Area:

- Beddis Water Service Commission
- Cedar Lane Water Service Commission
- Cedars of Tuam Water Service Commission
- Fulford Water Service Commission
- Fernwood and Highland Water Service Commission

Southern Gulf Islands Electoral Area:

- Lyall Harbour/Boot Cove Water Local Service Committee
- Magic Lake Estates Water and Sewer Committee
- Skana Water Service Committee
- Sticks Allison Water Local Service Committee
- Surfside Park Estates Water Service Committee

Juan de Fuca Electoral Area:

- Port Renfrew Utility Services Committee
- Wilderness Mountain Water Service Commission

The feedback was received in a variety of forms ranging from email to commentary provided in public meetings. Due to privacy concerns regarding email feedback, details of feedback have not been included with this report. However, there are some themes that consistently emerged from each of the electoral areas as follows:

1. There was concern that having a bylaw, which had potential fines, was government overreach and that the cost of issuing the fines would exceed the actual fines.

   Staff response: while the bylaw formalizes voluntary best practices the issuing of fines would be done reactively, not proactively, and in response to complaints. Prior to a fine being issued, an attempt to educate the offender would be undertaken first. No fines would be issued without the approval of, and at the discretion of, the General Manager of the Capital Regional District, Integrated Water Services (General Manager).

2. The next major concern was the applicability of the bylaw to different services as each service has different water supplies and circumstances.

   Staff response: the General Manager has the discretion as to how and where restrictions are applied beyond Stage 1.

3. The last major concern was that services wanted input into rewriting the bylaw to suit a variety of their individual concerns.

   Staff response: there is sufficient discretion provided to the General Manager in Sections 4 and 6 of Bylaw No. 4492 to enable independent application of Stage restrictions, subject to individual water supply conditions, of each system. As such, individual bylaws are not required.

Staff are not recommending any changes to the proposed bylaw, as there is not enough merit in the feedback to warrant changes. The flexibility given to the General Manager is sufficient to deal with any concerns an individual service may have.

CONCLUSION

Staff presented Bylaw No. 4492 to the Salt Spring Island, the Southern Gulf Islands and the Juan de Fuca Electoral Areas local water service committees and commissions in February 2023. The water committees and commissions provided their feedback on the Bylaw which staff has considered and commented on with a recommendation not to change the proposed bylaw.

RECOMMENDATION

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

1. That Bylaw No. 4492, “Capital Regional District Electoral Areas Water Conservation Bylaw No. 1, 2023”, be introduced and read a first, second, and third time; and
2. That Bylaw No. 4492 be adopted.
3. That Bylaw No. 4554, “Capital Regional District Ticket Information Authorization Bylaw, 1990, Amendment Bylaw No. 77, 2023”, be introduced and read a first, second and third time; and,
4. That Bylaw No. 4554 be adopted.

Submitted by:	Ian Jesney, P. Eng., Acting General Manager, Integrated Water 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: June 8, 2022 Staff Report to Electoral Areas Committee
Appendix B: Bylaw No. 4492
Appendix C: Bylaw No. 4554

Making a difference...together

REPORT TO ELECTORAL AREAS COMMITTEE
MEETING OF WEDNESDAY, JUNE 8, 2022

SUBJECT **Electoral Areas Water Conservation Bylaw No. 1, 2022 (Bylaw No. 4492)**

ISSUE SUMMARY

Approval of a water conservation bylaw for the Electoral Areas.

BACKGROUND

Over the past several years, the need for water conservation measures in the Electoral Areas' local water services has become more critical due to seasonal drought conditions imposing stress on source water supplies. The Capital Regional District (CRD) Electoral Area water services have adhered to voluntary conservation measures since 2016 when staff and the Local Service Area water committees agreed to measures tailored to each individual service. The basis for the voluntary restrictions were the conservation stages set out in Bylaw No. 4099, "Consolidated Capital Regional District Water Conservation Bylaw No. 1, 2016". However, there is a need to formalize these measures and add an enforcement provision in order to improve the effectiveness and adherence to the restrictions across the local services.

The Electoral Areas Water Conservation Bylaw applies to all of the CRD's electoral area water services, including:

Salt Spring Island Electoral Area:

- Beddis Water System (Bylaw No. 3188)
- Cedar Lane Water System (Bylaw No. 3424)
- Cedars of Tuam Water System (Bylaw No. 3021)
- Fulford Water System (Bylaw No. 3202)
- Highland/Fernwood Water System (Bylaw No. 3753)

Southern Gulf Islands Electoral Area:

- Lyall Harbour/Boot Cove Water System (Bylaw No. 2920)
- Magic Lakes Water System (Bylaw No. 1874)
- Skana Water System (Bylaw No. 3089)
- Sticks Allison Water System (Bylaw No. 2556)
- Surfside Parks Water System (Bylaw No. 3087)

Juan de Fuca Electoral Area:

- Port Renfrew Water System (Bylaw No. 1747)
- Wilderness Mountain Water System (Bylaw No. 3503)

ALTERNATIVES

Alternative 1

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

1. That Bylaw No. 4492, "Capital Regional District Electoral Areas Water Conservation Bylaw No. 1, 2022", be introduced and read a first, second, and third time; and
2. That Bylaw No. 4492 be adopted.
3. That Bylaw No. 4499, "Capital Regional District Ticket Information Authorization Bylaw, 1990, Amendment Bylaw No. 74, 2022", be introduced and read a first, second and third time; and,
4. That Bylaw No. 4499 be adopted.

Alternative 2

That CRD Bylaws No. 4492 and 4499 be referred back to staff for additional information.

IMPLICATIONS

Service Delivery Implications
Similar to the Regional Water Conservation Bylaw, adherence to water conservation measures are best managed through education and proactive communications to increase the chances of voluntary behavioral change. These means have proven effective for a number of years in reducing water demand in the systems in which they are requested. However, the addition of a bylaw will provide formalization and standardization of language as well as provide a venue for enforcement in the event it is required.

Bylaw No. 4492 only applies to the regulation of water use provided under each CRD local service. It does not apply to private wells or water systems provided by other public authorities.

Financial Implications

The costs of promoting and enforcing Bylaw No. 4992 would be borne by the specific service in which the action is taken as an operational expenditure. However, the Electoral Areas will benefit from the Regional approach to education and promotion thereby reducing the costs to more localized education and enforcement as required.

Environmental & Climate Implications
The Electoral Areas Water Conservation Bylaw aligns with the regional water conservation bylaw and is consistent with CRD's strategic goals to provide adequate and long term supply of drinking water to the customers in which each system serves. It forms part of the planning and preparation for future water supply needs to meet demand and consider the impacts of climate change, population growth and per-capita demand trends. It is the foundation of a strategy to reduce per capita water use in order to defer the need for additional water supply and treatment capacity in the supply system, until necessary to support population growth.

CONCLUSION

Bylaw No. 4492, "Capital Regional District Electoral Areas Water Conservation Bylaw No. 1, 2022", is recommended to formalize language and measures already requested voluntarily of the customers of the CRD's water systems in the Electoral Areas. It will allow for standardized water conservation stages, the adherence to which would be primarily through education and proactive communications measures. However, the bylaw also includes a provision for enforcement in the event that is required to drive behavior.

RECOMMENDATION

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

1. That Bylaw No. 4492, "Capital Regional District Electoral Areas Water Conservation Bylaw No. 1, 2022", be introduced and read a first, second, and third time; and
2. That Bylaw No. 4492 be adopted.
3. That Bylaw No. 4499, "Capital Regional District Ticket Information Authorization Bylaw, 1990, Amendment Bylaw No. 74, 2022", be introduced and read a first, second and third time; and,
4. That Bylaw No. 4499 be adopted.

Submitted by:	Matt McCrank, MSc, P.Eng., Senior Manager, Wastewater Infrastructure Operations
Concurrence:	Ted Robbins, B.Sc., C.Tech., General Manager, Integrated Water Services
Concurrence:	Kristen Morley, J.D., General Manager, Corporate Services & Corporate Officer
Concurrence:	Robert Lapham, MCIP, RPP, Chief Administrative Officer

ATTACHMENTS

Appendix A: Bylaw No. 4492, "Electoral Areas Water Conservation Bylaw No. 1, 2022"
Appendix B: Bylaw No. 4499, "Capital Regional District Ticket Information Authorization Bylaw, 1990, Amendment Bylaw No. 74, 2022"

CAPITAL REGIONAL DISTRICT
Bylaw No. 4492

****

ELECTORAL AREAS WATER CONSERVATION BYLAW

****

WHEREAS under Section 335 of the *Local Government Act*, a regional district may regulate in relation to a service;

AND WHEREAS the Capital Regional District ("CRD") has established or continued Water Supply local services providing drinking water in the Southern Gulf Islands, Salt Spring Island, and Juan de Fuca Electoral Areas;

AND WHEREAS the CRD desires to enact regulations to protect local Water System supplies to mitigate the risk of low water storage levels within these Water Systems;

AND WHEREAS this bylaw does not apply to water not provided under a Water System operated by the CRD on behalf of service participants, such as water from private water systems, irrigation wells, or water provided by other public authorities;

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

1. Definitions

In this bylaw, the following terms, whether capitalized or not, have the following meanings:

"Automatic shut-off nozzle" means a nozzle, attached to a water hose, that shuts off the supply of water automatically unless the application of hand pressure allows the supply of water.

"Board" means the Board of the Capital Regional District.

"Boat" means a vessel propelled on water by an engine, oars or sails.

"Boulevard" means that portion of any highway other than the paved, improved or main travelled roadway, driveway or sidewalk and includes any landscaped median.

"Bylaw Enforcement Officer" means a person appointed or contracted by the Board or the Council of a Municipality to enforce this bylaw.

"CRD" means the Capital Regional District.

"Excess Water Use" means to apply or use more Water than is required to provide a service, produce a product or complete a task, and without limitation includes the application of Water to a hardscape, such as a sidewalk, driveway or parking lot, or to exterior windows or exterior building surfaces, through a hose or power-washer to the point that Water runs-off or spreads to surrounding areas.

"Exempted Person" means an Owner or Occupier of property identified in Schedule "A" as exempt or excused from one or more of the regulations under this bylaw.

"Farm" refers to a parcel of land classified as farmland for assessment and taxation purposes.

"Fill" means to completely fill or partially fill with Water an empty or substantially empty hot tub, swimming pool, fountain, wading pool, or similar structure, but for certainty does not include topping up with or adding Water in the normal course of operation, where the hot tub, swimming pool, fountain, wading pool, or similar structure is filled with Water and is in operation at the time Water Use Restrictions come into effect.

"General Manager" means the General Manager of the Capital Regional District Integrated Water Services Department.

"Irrigation System" means an irrigation system that consists of controllers, wiring, and accessories such as climate and soil sensors, piping, and emission devices such as sprinklers, rotors or micro-irrigation components that artificially supplies water to a landscaped area, lawn or garden.

"Lawn" or "Turf" means a cultivated area that surrounds or is adjacent to an institutional, commercial or residential building, and that is covered by grass, turf or other plants used as ground cover, such as but not limited to clover, and that is used for decorative, ornamental or recreational purposes.

"Micro-irrigation or Drip-irrigation System" means a system using irrigation components which consume less than 20 gallons per hour and operate at less than 25 Pounds per square inch to deliver Water to the root zone of the plant material being irrigated, and includes spray emitter systems (Micro-Sprays), point source emitters and linear tape systems as defined in the BC Trickle Irrigation Manual prepared and published by the Irrigation Industry Association of British Columbia (1999), but does not include weeper hoses or soaker hoses.

"Motion-Activated Sprinkler Device" means a water sprinkling device that automatically operates through detection of motion or similar event and is used to deter wildlife and other animals.

"New Lawn" or "New Turf" means a lawn that is newly established either by seeding or the laying of new sod or turf on a property.

"Newspaper" has the same meaning as in the *Community Charter.*

"Notice" means a Notice given under Section 5 of this bylaw.

"Nursery" means a commercial business in which flowers, plants, trees or shrubs are grown or displayed for sale.

"Occupier" has the same meaning as in the *Community Charter*.

"Once-Through Cooling" means to use Water to provide a cooling effect through the transfer of heat to Water that circulates only once through equipment, and is then discharged,

whether to a sewer, stream, other water body, to the ground, or otherwise.

"Over-Water" means to apply Water in a manner that saturates the lawn, Boulevard or landscaped area being watered to the point of saturation and results in Water spreading or running-off to other areas including, but not limited to, municipal storm drains.

"Owner" has the same meaning as in the *Community Charter*.

"Public Authority" has the same meaning as in the *Community Charter*.

"Public, Institutional or Community Playing Field" means grass, sod or turf covered grounds that are owned, maintained or operated by a public authority, or by a private institution such as a private school, and are designed to be played upon, or that are used for sporting or other community events and activities, but for certainty does not include a lawn or turf on private residential property.

"Public Spray Park" means a facility that is open to the public and that that is equipped with water sprays, water jets, sprinklers and similar devices that spray water for recreation and enjoyment of the users.

"Residential Property" means a property which is used primarily for the purpose of residence by persons on a permanent, temporary or seasonal basis.

"Soaker Hose" or "Weeper Hose" means a garden hose or a pipe with small holes that allow water to seep into the ground, to the roots of plants, discharging water through the entire length of its porous surface.

"Sprinkler" means an Irrigation System, a sprinkler system, or a hose connected, water emitting device such as sprinklers, rotors, or sprayer components, that artificially supply water to a landscaped area, lawn or garden, but excludes a Micro-irrigation or Drip-irrigation System.

"Stage" refers to the Stages 1, 2 and 3 of Water Use Restrictions prescribed in Schedule "A" of this bylaw.

"Surface Coating" means one or more coatings such as paint, preservative, or stucco applied to exterior building surfaces.

"Tree Farm" means a commercial operation or business such as a tree plantation, tree nursery, or Christmas tree farm that grows trees for sale, and includes a privately owned forest that is managed for timber production.

"Turf Farm" means a commercial operation or business that grows and sells sod or turf.

"Vehicle" means a device in, on or by which a person or thing is or may be transported or drawn on a highway or other roadway.

"Water", when used as a noun, means drinking water supplied by the CRD from a Water System Supply directly or indirectly to an Owner or Occupier, and when used as a verb means the act of using or applying such Water.

"Water System" or "Water Systems" means the following local services, individually or collectively as applicable, as set out in the below table:

Water System Name	**Establishing Bylaw**
Beddis Water System	Bylaw No. 3188, "Beddis Water Service Establishment Bylaw No. 1, 2004"
Cedar Lane Water System	Bylaw No. 3424, "Cedar Lane Water Service Establishment Bylaw No. 1, 2007"
Cedars of Tuam Water System	Bylaw No. 3021, "Salt Spring Island Cedars of Tuam Water System Service Establishment Bylaw No. 1, 2002"
Fulford Water System	Bylaw No. 3202, "Fulford Water Service Establishment Bylaw No. 1, 2004"
Highland/Fernwood Water System	Bylaw No. 3753, "Highland and Fernwood Water Service Establishment Bylaw No. 1, 2010"
Lyall Harbour/Boot Cove Water System	Bylaw No. 2920, "Lyall Harbour/Boot Cove Water Service Establishment Bylaw No. 1, 2001"
Magic Lake Estates Water System	Bylaw No. 1874, "Outer Gulf Islands Magic Lake Estates Water System Local Service Establishment Bylaw, 1990"
Skana Water System	Bylaw No. 3089, "Skana Water Service Establishment Bylaw No. 1, 2003"
Sticks Allison Water System	Bylaw No. 2556, "Sticks Allison Water Local Service Establishment Bylaw No. 1, 1997"
Surfside Park Water System	Bylaw No. 3087, "Surfside Park Estates Water Service Establishment Bylaw No. 1, 2003"
Port Renfrew Water System	Bylaw No. 1747, "Port Renfrew Water Supply Local Service Establishment Bylaw No. 1, 1989"
Wilderness Mountain Water System	Bylaw No. 3503, "Wilderness Mountain Water Service Establishment Bylaw No. 1, 2008"

"Water System Area" means the area serviced by a Water System, as may be amended by the CRD from time to time.

"Water System Supply" means the CRD drinking water supplies for the Water Systems operated and administered by the CRD under the authority referred to in the Recitals to this bylaw.

"Water Use Restrictions" means the restrictions prescribed in Schedule "A" of this bylaw.

"Wading Pool" means a shallow, artificial pool 600 mm or less in depth, of portable or permanent construction for children to play or wade in.

2. Application

The restrictions and regulations in this bylaw are applicable in each Water System's service area.

3. Inspection

A Bylaw Enforcement Officer has the authority to enter at all reasonable times on any property which is subject to this bylaw to ascertain whether the requirements of this bylaw are being met or the regulations in this bylaw are being observed.

4. Water Use Restriction Stages

(1) The Stage 1 Water Use Restrictions prescribed in Schedule "A" are in effect each year from May 1 to September 30 inclusive, except as provided under subsection (2).

(2) When necessary for the conservation of Water or the preservation of the Water Supply the General Manager may:

(a) amend the effective period of time for Stage 1 for any or all Water Systems, or

(b) terminate or bring into effect a Stage more restrictive than Stage 1 at any time of the year for any period of time for any or all Water Systems.

(3) The Stage determined under subsection (2) and the Water Use Restrictions prescribed under Schedule "A" for that Stage take effect 48 hours after the Notice for that Stage under section 5(1) and remain in effect until that Stage is terminated.

(4) A Stage will remain in effect until it is terminated under this bylaw, or until the commencement of another Stage.

5. Notice

The General Manager must make a public announcement of the activation or termination of any water use restriction stage, other than the automatic activation and termination of the Stage 1 water use restriction on May 1 and September 30 of each calendar year, and may do so by one or more of the following means:

(a) radio or television broadcast;

(b) posting on the CRD website and social media;

(c) posting or delivery of notices; or

(d) publication in a local newspaper.

6. Determining Water Use Restriction Stages

In making a determination under Section 4(2), the General Manager may consider the following factors:

(1) time of year and typical seasonal water demand trends;

(2) precipitation and temperature conditions and forecasts;

(3) current and forecasted storage levels and storage volumes of CRD Reservoirs or Water Systems and draw down rates;

(4) stream flows and inflows into CRD Reservoirs and Water Systems;

(5) water usage, recent consumption and trends, and customer compliance with restrictions on Water use under this bylaw;

(6) Water System performance;

(7) the effects of climate change; and

(8) any other factor the General Manager considers to be relevant for making a determination under Section 4(2).

7. Water Use Restrictions

(1) The Water Use Restrictions for each Stage are prescribed for each Water System in Schedule "A" to this bylaw and must be followed during the period that the applicable Stage is in effect under this bylaw.

(2) For greater clarity, when a Stage is in effect under this bylaw, no person shall perform any of the outdoor watering activities described in Schedule "A" to this bylaw except at the days and times, and in the manner permitted, during that Stage as set out in Schedule "A".

(3) No person shall waste Water by using more Water from a Water System than is required to provide a service, produce a product or complete a task, including but not limited to:

(a) allowing a tap or hose to run Water unnecessarily,

(b) the Over-Watering of plants or lawns,

(c) power-washing, using water from a hose, or otherwise applying or using Water in a manner that constitutes Excess Water Use, or

(d) using a Motion-Activated Sprinkler Device or Sprinkler in such a manner that water spray patterns are not confined to the property on which the device is located, and are allowed to spray onto adjoining public or private property.

(4) No person, being an Owner or Occupier of property in a Water System Area, shall use Water or cause Water from a Water System to be used contrary to the provisions of this bylaw in effect at the time of use.

8. Exemptions to Water Use Restrictions

(1) Nurseries, Farms, Turf Farms and Tree Farms are exempted from all Stage restrictions.

(2) Exempted Persons are exempted from Section 7 to the extent permitted by Schedule "A".

9. Schedules

(1) Schedule "A" of this bylaw forms part of and is enforceable in the same manner as the bylaw.

10. Offences and Penalties

(1) A person who contravenes this bylaw commits an offence and is liable to a fine not less than $100 and not exceeding $10,000.

(2) Where an offence is committed or continues for more than one day, a person shall be deemed to have committed separate offences for each day on or during which an offence occurs or continues, and separate fines, each not less than $100 and not exceeding $10,000, may be imposed for each day on or during which an offence occurs

or continues.

(3) Nothing in this bylaw shall limit the District from pursuing any other remedy that would otherwise be available to the District at law.

(4) A Bylaw Enforcement Officer may, if they have reason to believe an offence has been committed against this bylaw, complete and leave with the alleged offender, or at the address of the alleged offender with someone who appears to be 16 years of age or older, a ticket information pursuant to Bylaw No. 1857, "Capital Regional District Ticket information Authorization Bylaw, 1990", as may be amended or repealed and replaced from time to time, indicating a penalty equal to the amount stipulated for such an offence.

11. Bylaw Citation

This Bylaw may be cited as "Capital Regional District Electoral Areas Water Conservation Bylaw No. 1, 2023".

READ A FIRST TIME THIS	th	day of	2023
READ A SECOND TIME THIS	th	day of	2023
READ A THIRD TIME THIS	th	day of	2023
ADOPTED THIS	th	day of	2023

CHAIR

CORPORATE OFFICER

SCHEDULE "A"
to Bylaw No. 4492

OUTDOOR WATER USE RESTRICTION STAGES

APPLICATION
This schedule does not apply to Nurseries, Farms, Turf Farms and Tree Farms.

1. STAGE 1 Water Restrictions

(1) During Stage 1,

(a) no person shall, by any method, water a lawn growing on a property, including but not limited to a property that is used for residential, commercial, or institutional purposes, on more than one day per week between the hours of 4:00 a.m. to 10:00 a.m. or 7:00 p.m. to 10:00 p.m.

(b) no person shall

(i) water trees, shrubs, flowers and vegetables on any day with a Sprinkler other than during the prescribed hours for Stage 1 lawn watering or on any day at any time if watering is done other than by hand-held container, hand held hose equipped with an automatic shut-off nozzle, or by Micro-irrigation or Drip-irrigation systems;

(ii) water newly planted trees, shrubs, flowers and vegetables by any method referred to in Section 1(1)(b)(i) of this Schedule other than during installation and the following 24 hours;

(iii) outside the prescribed Stage 1 lawn Watering hours, water new sod or newly seeded lawns, other than on new sod installation and during the first 21 days after installation, or for newly seeded lawns, water until growth is established or for 49 days after installation, whichever is less;

(iv) water public, institutional or community playing fields other than between the hours of 1:00 a.m. to 10:00 a.m. or 7:00 p.m. to 10:00 p.m. on any day, unless failure to water will result in a permanent loss of plant material;

(v) wash a Vehicle with Water other than by using a hand held container or a hand held hose equipped with an automatic shut-off nozzle or at car dealerships or commercial car washes; and

(vi) use Water to wash sidewalks, driveways, parking lots, exterior windows or exterior building surfaces, by means of other than a power washer or hand-held hose equipped with a shut-off valve or in a manner that results in Excess Water Use.

(c) a person must not allow a Public Spray Park

(i) to emit Water continuously;

(ii) to be operated other than by either:

1) a motion sensor timer, or

2) manually by the user provided the device that is activated manually by the user is equipped with a timer or automatic shut-off that prevents continuous emission of Water.

(2) As exceptions to the Stage 1 restrictions,

(a) Owners or Occupiers of property who, by reason of physical or mental incapacity, are unable to water their property within the restricted days and times, and whose property is not equipped with an automatic in-ground Irrigation System, with the written approval of the General Manager given under this bylaw, shall not water their lawn or turf on more than two days of the week for a maximum of 9 hours per day;

(b) no Public Authority shall:

(i) water public, institutional or community playing fields, lawns and Boulevards other than during the hours of 1:00 a.m. to 10:00 a.m. or 7:00 p.m. to 10:00 p.m. on more than one day per week; and

(ii) water trees, shrubs, flowers and vegetable gardens other than at the times and in the manner prescribed under Section 1(1)(b)(i) of this Schedule.

(c) owners or operators of golf courses shall not water

(i) fairways on any day, other than during the Stage 1 lawn prescribed times;

(ii) trees, shrubs, flowers and vegetables grown on golf courses other than in accordance with Section 1(1)(b)(i), of this Schedule; and

(iii) golf greens and tees on any day unless failure to water will result in permanent loss of plant material.

2. STAGE 2 Water Restrictions

(1) During Stage 2,

(a) no person shall, by any method, water a lawn growing on a property including but not limited to property that is used for residential, commercial or institutional purposes, on more than one day per two-week period between the hours of 4:00 a.m. to 10:00 a.m. or 7:00 p.m. to 10:00 p.m.

(b) no person shall

(i) use Water to wash sidewalks, driveways or parking lots, exterior windows or exterior building surfaces, except as necessary for applying surface coating, preparing a surface prior to paving or repointing bricks, or if required by law to comply with health or safety regulations;

(ii) utilize a Motion-Activated Sprinkler Device to deter animals or wildlife;

(iii) water a lawn on property used as a cemetery;

(c) a person must not allow a Public Spray Park

(i) to emit Water continuously;

(ii) to be operated other than by either:

1) a motion sensor timer, or

2) manually by the user provided the device activated manually by the user is equipped with a timer or automatic shut off that prevents continuous emission of Water;

(d) a person must not

(i) fill an ornamental fountain with Water, or

(ii) operate an ornamental fountain that uses Water, other than an ornamental fountain that re-circulates continuously and is not replenished or re-Filled with Water from the a Water System Supply; and

(e) no person shall

(i) water trees, shrubs, flowers and vegetables on more than one day per week with a Sprinkler other than during the prescribed morning hours (4:00 a.m. to 10:00 a.m.) for Stage 2 lawn watering or on any day at any time if watering is done other than by hand-held container, hand-held hose equipped with an automatic shut-off nozzle, or by Micro-irrigation or Drip-irrigation system;

(ii) water newly planted trees, shrubs, flowers and vegetables during installation and for the following 24 hours other than by any method referred to in Section 2(1)(e)(i) of this Schedule;

(iii) water public, institutional or community playing fields other than between the hours of 1:00 a.m. to 10:00 a.m. or 7:00 p.m. to 10:00 p.m., on more than one day per week unless failure to water will result in a permanent loss of plant material;

(iv) wash a Vehicle or Boat with Water other than commercial car washes using less than 57 litres of Water per Vehicle wash or using 50% recirculated Water as long as the total amount of Water, excluding recirculated Water, does not exceed 57 litres per Vehicle wash; or

(v) leave water service turned on, at the residential point of connection to the residence, home, or dwelling, when property is uninhabited for more than 30 consecutive days.

(2) As exceptions to Stage 2 restrictions,

(a) Owners or Occupiers of property who, by reason of physical or mental incapacity, are unable to water their property within the restricted days and times, and whose property is not equipped with an automatic in-ground Irrigation System, with the written approval of the General Manager given under this bylaw, shall not water their lawn or turf on more than one day per week for a maximum of 9 hours per day;

(b) no Public Authority shall:

(i) water public, institutional or community playing fields, lawns and Boulevards other than during the hours of 1:00 a.m. to 10:00 a.m. or 7:00 p.m. to 10:00 p.m., on no more than one day per week if failure to water will result in a permanent loss of plant material;

(ii) water trees, shrubs, flowers and vegetable gardens other than at the times and in the manner prescribed under Section 2(1)(e)(i), and (ii) of this Schedule;

(c) owners or operators of golf courses shall not water

(i) fairways more than one day per week during prescribed lawn watering times;

(ii) trees, shrubs, flowers and vegetables grown on golf courses other than in accordance with Section 2(1)(e)(i) and (ii) of this Schedule; and

(iii) golf greens and tees on any day unless failure to water so will result in permanent loss of plant material.

3. STAGE 3 Water Restrictions

(1) During Stage 3,

(a) no person shall

(i) water a lawn, turf or Boulevard;

(ii) fill a wading pool, swimming pool, hot tub or garden pond;

(iii) operate a Public Spray Park;

(iv) operate or fill an ornamental fountain with Water;

(v) wash a Vehicle or a Boat with Water;

(vi) use Water to wash sidewalks, driveways or parking lots, exterior windows or exterior building surfaces, except as necessary for applying a surface coating, preparing a surface prior to paving or repointing bricks, or if required by law to comply with health or safety regulations;

(vii) utilize a Motion-Activated Sprinkler Device to deter animals or wildlife; or

(viii) leave water service turned on when property is uninhabited for more than 30 consecutive days.

(b) no person or Public Authority shall

(i) water trees, shrubs, flowers and vegetables on any day, except where watering only one day per week between the hours of 4:00 a.m. to 10:00 a.m. and when watering is done by hand-held container, a hand held hose equipped with an automatic shut-off nozzle, or by Micro-irrigation or Drip-irrigation systems;

(ii) water newly planted trees, shrubs, flowers and vegetables other than between the

hours of 4:00 a.m. to 10:00 a.m. or 7:00 p.m. to 10:00 p.m. if watering is done by hand-held container or a hand held hose equipped with an automatic shut-off nozzle, during installation and during the following 24 hours after installation is completed;

(iii) water public, institutional or community playing fields other than between the hours of 4:00 a.m. to 10:00 a.m., on no more than one day per week, if failure to water will result in a permanent loss of plant material.

(2) As exceptions to the Stage 3 restrictions,

(a) owners or operators of golf courses shall not water

(i) fairways more than one day per week during the hours of 4:00 a.m. to 10:00 a.m. or 7:00 p.m. to 10:00 p.m.;

(ii) trees, shrubs, flowers and vegetables grown on golf courses other than in accordance with Section 3(1)(b)(i) and (ii) of this Schedule; and

(iii) golf greens and tees on any day unless failure to water will result in permanent loss of plant material;

(b) Vehicles and Boats must not be washed with Water other than at commercial car washes using less than 57 litres of Water per Vehicle wash or using 50% recirculated Water as long as the total amount of Water, excluding recirculated Water, does not exceed 57 litres per Vehicle wash.

CAPITAL REGIONAL DISTRICT
BYLAW NO. 4554

****

A BYLAW TO AMEND BYLAW NO. 1857, CAPITAL REGIONAL DISTRICT TICKET INFORMATION AUTHORIZATION BYLAW, 1990 TO INSERT ELECTORAL AREA WATER CONSERVATION TICKET AMOUNTS

****

WHEREAS:

A. Under Bylaw No. 1857, "Capital Regional District Ticket Information Authorization Bylaw, 1990", the Regional Board established a municipal ticket information scheme for various regional district services;

B. Bylaw No. 4434 reserved Item 19 in Schedule 1, as well as Schedule 20, for future use; and

C. The Board wishes to amend Bylaw No. 1857 to insert a ticketing provision for Bylaw No. 4492, "Capital Regional District Electoral Area Water Conservation Bylaw No. 1, 2023";

NOW THEREFORE, the Capital Regional District Board in open meeting assembled hereby enacts as follows:

1. Bylaw No. 1857, "Capital Regional District Ticket Information Authorization Bylaw, 1990" is hereby amended as follows:

   (a) Schedule 1, Item 19 is amended as follows:

DESIGNATED BYLAW		DESIGNATED BYLAW ENFORCEMENT OFFICER
"19.	Capital Regional District Electoral Area Water Conservation Bylaw No. 1, 2023	Bylaw Enforcement Officer Police Officer Peace Officer"

   (b) Schedule 20 is replaced with Appendix 1 to this Bylaw.

2. This bylaw may be cited for all purposes as "Capital Regional District Ticket Information Authorization Bylaw, 1990, Amendment Bylaw No. 77, 2023".

READ A FIRST TIME THIS th day of 2023

READ A SECOND TIME THIS th day of 2023

READ A THIRD TIME THIS th day of 2023

ADOPTED THIS th day of 2023

CHAIR

CORPORATE OFFICER

APPENDIX 1 TO BYLAW NO. 4554

SCHEDULE 20 TO BYLAW NO. 1857

CAPITAL REGIONAL DISTRICT ELECTORAL AREAS WATER CONSERVATION BYLAW NO. 1, 2023

	WORDS OR EXPRESSIONS DESIGNATING OFFENCE	SECTION	FINE
1.	Hinder/Prevent Inspection	3	$500.00
2.	Wasting water	7.(3)	$200.00
3.	Wasting water during Stage 2	7.(3)	$300.00
4.	Wasting water during Stage 3	7.(3)	$400.00
5.	Use water contrary to bylaw	7.(4)	$200.00
6.	Stage 1 – water lawn contrary to days/times	Sch. A 1.(1)(a)	$200.00
7.	Stage 1 – water contrary to restrictions	Sch. A 1.(1)(b)	$100.00
8.	Stage 1 – operate Public Spray Park contrary to restrictions	Sch. A 1.(1)(c)	$100.00
9.	Stage 1 – Public Authority watering contrary to days/time	Sch. A 1.(2)(b)	$100.00
10.	Stage 1 – watering golf courses contrary to restrictions	Sch. A 1.(2)(c)	$200.00
11.	Stage 2 – water lawn contrary to days/times	Sch. A 2.(1)(a)	$250.00
12.	Stage 2 – wash sidewalks, driveways, parking lots, or exterior surfaces	Sch. A 2.(1)(b)(i)	$250.00
13.	Stage 2 – use motion-activated sprinkler device	Sch. A 2.(1)(b)(ii)	$250.00
14.	Stage 2 – water cemetery lawn	Sch. A 2.(1)(b)(iii)	$250.00
15.	Stage 2 - operate Public Spray Park contrary to restrictions	Sch. A 2.(1)(c)	$250.00
16.	Stage 2 – fill ornamental fountain	Sch. A 2.(1)(d)(i)	$250.00

17.	Stage 2 – operate ornamental fountain	Sch. A 2.(1)(d)(ii)	$250.00
18.	Stage 2 - water contrary to restrictions	Sch. A 2.(1)(e)	$250.00
19.	Stage 2 – Public Authority watering contrary to days/times	Sch. A 2.(2)(b)	$200.00
20.	Stage 2 – watering golf courses contrary to restrictions	Sch. A 2.(2)(c)	$250.00
21.	Stage 3 – water lawn, turf or boulevard	Sch. A 3.(1)(a)(i)	$400.00
22.	Stage 3 – fill pool, hot tub or garden pond	Sch. A 3.(1)(a)(ii)	$400.00
23.	Stage 3 – operate a Public Spray Park	Sch. A 3.(1)(a)(iii)	$400.00
24.	Stage 3 – operate or fill ornamental fountain	Sch. A 3.(1)(a)(iv)	$400.00
25.	Stage 3 – wash vehicle or boat with Water	Sch. A 3.(1)(a)(v)	$400.00
26.	Stage 3 – wash sidewalks, driveways, parking lots or exterior surfaces	Sch. A 3.(1)(a)(vi)	$400.00
27.	Stage 3 – use motion-activated sprinkler device	Sch. A 3.(1)(a)(vii)	$400.00
28.	Stage 3 – leave water service turned on	Sch. A 3.(1)(a)(viii)	$400.00
29.	Stage 3 –water contrary to restrictions	Sch. A 3.(1)(b)	$400.00
30.	Stage 3 – watering golf courses contrary to days/times	Sch. A 3.(2)(a)	$400.00
31.	Stage 3 – washing vehicle or boat contrary to restrictions	Sch. A 3.(2)(b)	$400.00

Making a difference...together

ERM 23-18

REPORT TO ENVIRONMENTAL SERVICES COMMITTEE
MEETING OF WEDNESDAY, APRIL 19, 2023

SUBJECT **Proposed Hartland Bylaw Amendments – Material Stream Diversion**

ISSUE SUMMARY

To seek direction on the implementation of new material stream diversion strategies for Hartland Landfill, in alignment with the Solid Waste Management Plan (SWMP).

BACKGROUND

The SWMP, approved by the Capital Regional District (CRD) Board in May 2021, targets an annual disposal rate of 250 kg per capita by 2031, a reduction of more than one-third from current levels. Other goals include extending the landfill to 2100 and beyond, and engaging and informing citizens while ensuring solid waste services are financially sustainable in support of zero waste and a circular economy.

In response to this direction, the CRD has retained a technical advisor and issued a Request for Expressions of Interest (RFEOI) to understand the processing and marketing capacity for a range of divertible materials. The technical advisor reviewed results of the RFEOI, the CRD's 2022 Solid Waste Stream Composition Study and analyzed the CRD's current system compared to available data from neighbouring jurisdictions. Results of this analysis are included as Appendix A. Based on this work, staff recommend a series of policy changes and corresponding bylaw amendments summarized below.

ALTERNATIVES

Alternative 1

The Environmental Services Committee recommends to the Capital Regional District Board:

1. That the Hartland Landfill Tipping Fee and Regulation Bylaw No. 3881 be amended and come into effect January 1, 2024 to:
    a) Ban wood waste (clean, treated and salvageable), carpet and underlay and asphalt shingles from Hartland's active face, and classify these materials as mandatory recyclable;
    b) Modernize the tipping fee schedule to align with the proposed tipping fee schedule (Appendix B), including increasing the general refuse tipping fee to $150/tonne, and introduce a new 'double charge' category for loads of unsorted renovation and demolition materials that contain mandatory recyclables (including wood waste) to motivate source-separation of these materials;
    c) Introduce hauler incentive rates to promote multi-stream collection, incent voluntary self-reported waste collection data sharing, and minimize the financial impact of increases to the general refuse tipping fees;

2. That the Ticket Information Authorization Bylaw No. 1857 be amended and come into effect January 1, 2024 to:
   a) increase fine rates for various offences;
   b) introduce a graduated ticket structure with higher fines for more egregious infractions and/or repeated infractions from a designated source or waste hauler;
   c) allow for denial of service for chronic repeat offenders;

3. That service levels be adjusted to enhance enforcement capacity resources to implement the new waste diversion policies, to be reflected in the 2024 preliminary budget; and

4. That staff return with the amended bylaws for Board approval in the fall.

Alternative 2

The Environmental Services Committee recommends to the Capital Regional District Board:
That staff bring back alternative policy based on committee direction.

IMPLICATIONS

Environmental & Climate Implications

Implementation of the proposed recommendations has the potential to divert up to 40,500 tonnes of waste per year from Hartland's active face (equivalent to 22% of all waste received at Hartland in 2022), complementing other current and future CRD waste reduction and diversion programs and initiatives, in support of meeting the 2031 waste disposal target of 250 kg per capita. Solid waste contributed approximately 3.7% of the CRD's greenhouse gas emissions (2020 CRD Community Greenhouse Gas Emissions Inventory Report). Implementing the strategies of the SWMP to reuse, recycle or recover materials will encourage diversion from the landfill, reducing the landfill's contribution to greenhouse gas emissions.

Financial Implications

The Hartland general refuse tipping fee has remained between $107 and $110/tonne since 2011, significantly lower than neighbouring jurisdictions (Cowichan Valley Regional District - $192/tonne; Comox Valley Regional District - $145/tonne; and Regional District of Nanaimo - $145/tonne, as of April 2023).

Under the policy framework recommended by the CRD's technical advisor (Appendix A), the Hartland tipping fee schedule would be modernized to promote diversion of material from the landfill, and provide better alignment with neighbouring jurisdictions and market conditions. The full proposed tipping fee schedule is included as Appendix B. Key changes recommended by staff are summarized below.

Rate Category	Current Rate (per tonne)	Proposed Rate (per tonne)	Description
General Refuse	$110	$150	General refuse rate is increased to align with neighbouring jurisdictions, and fund increased processing costs for mandatory recyclable materials.

Rate Category	Current Rate (per tonne)	Proposed Rate (per tonne)	Description
2024* General Refuse Hauler Incentive Rate	N/A	$125	Private and municipal haulers are eligible for a reduced rate if they have programs in place to ensure that organics and recyclable materials aren't going into the general refuse stream and voluntarily self-report waste collection data. This time-limited rate will minimize the financial impact of the general refuse rate increase.
2025* General Refuse Hauler Incentive Rate	N/A	$135	Private and municipal haulers are eligible for a reduced incentive rate if they have programs in place to ensure that organics and recyclable materials aren't going into the general refuse stream and voluntarily self-report waste collection data. This time-limited rate will minimize the financial impact of the general refuse rate increase.
Mandatory Recyclables: treated wood, asphalt shingles, carpet and underlay	N/A	$110	These materials are currently accepted as general refuse at $110/tonne. Under the proposed fee structure, source-separated mandatory recyclable materials will be accepted at $110/tonne to incent source separation of these materials. When these materials arrive at Hartland under the mandatory recyclable category, they will be reused, recycled or recovered through contracts with the private sector.
Mandatory Recyclables: clean wood	N/A	$80	These materials are currently accepted as general refuse at $110/tonne. They include wood products that are untreated, unstained and unpainted, such as dimensional lumber, pallets, crating, wood fencing, wood shingles and wooden doors
Mandatory Recyclables: salvageable wood	N/A	$0	Salvageable wood will be processed off-site for reuse and accepted at the Hartland depot free of charge.
Clean Renovation and Demolition Waste	$110	$150	Renovation and demolition material is currently accepted at the general refuse rate of $110. Clean renovation and demolition, that does not include mandatory recyclable materials, will be accepted at the new general refuse rate of $150/tonne.
Unsorted Renovation and Demolition Waste (double charge)	$110	$300	Renovation and demolition material that includes mandatory recyclable materials (wood, asphalt shingles and carpet and backing) will be subject to a 'double charge' rate of $300/tonne. The rate will help offset the increased processing costs for mandatory recyclable materials and incent source separation of these materials in support of the Solid Waste Management Plan targets.

* Incentive rates beyond 2025 will be evaluated by the CRD Board and may be extended.

Potential financial impacts are challenging to predict prior to observing actual market response based on the new tipping fee schedule and will ultimately depend on the volume of waste received at Hartland. CRD staff have analyzed the potential financial impact of the proposed Hartland tipping fee schedule under a range of scenarios and in all cases the proposed fee schedule sufficiently addresses risk to quantity and total revenue while still ensuring the landfill remains financially viable.

Staff recommend monitoring the effect of policies on solid waste tonnage and revenue over time and returning to the committee on a quarterly basis for information and/or any recommended policy modifications, as needed, to align with the market conditions and ensure financial sustainability of the solid waste system. If the policies do not achieve the desired diversion, or if waste appears to be migrating out of the region, staff will return to the committee for consideration of flow control policies.

Service Delivery Implications

Appendix A also evaluates Ticket Information Authorization Bylaw No. 1857. Based on this analysis, staff recommend revisions to Schedule 19 of the bylaw. Proposed amendments for additional enforcement measures include:

- increased fine rates from $50-$200 to $100-$500 for various offences
- a graduated ticket structure with higher fines for more egregious infractions and/or repeated infractions from a designated source or waste hauler
- denial of service for chronic repeat offenders

Implementation of the new policies may require improvements and updates to scale house data collection and equipment, and additional staff will be required to support site operations and bylaw enforcement. Depending on how traffic flow at the site is modified to accommodate drop off of mandatory recyclables, residential quantities of all materials in this classification may need to be accepted at a flat rate, or no charge, at the Hartland depot. If the proposed policies are approved by the Board, the additional resource requirements will be identified through the 2024 budget process, and funded through tipping fee revenues. Staff will also issue a Request for Proposals for the processing of newly-banned materials.

As a consequence of the increased tipping fees for general refuse and mixed material streams, and fines for non-compliance under certain volume scenarios, additional revenue may be generated with the potential to support new and enhanced waste diversion and reduction programs, infrastructure and initiatives that align with the SWMP. These could include investments into recycling depots and infrastructure, enhancements to the rethink waste grant program, and support for increasing diversion from the industrial, commercial and institutional sector. Staff will monitor the effect of policies, and if additional revenues are generated, will recommend programming aligned with the SWMP in future budget years.

Results of the 2022 Solid Waste Stream Composition Study indicate that organic waste makes up the second-largest category of waste being received at Hartland Landfill (16.7%), second only to wood and wood products (18.9%). Addressing organic waste will be critical to meeting the SWMP target. While this report indirectly addresses organic waste through the proposed hauler incentives for multi-stream collection and enhanced enforcement capabilities, it does not directly address organic waste. Staff will return to committee in the future with proposed policies to address organic waste, in line with the SWMP.

In July 2022, the Board endorsed an increase to the tipping fee for international high-risk cruise ship waste to $500 per tonne, effective January 1, 2024. The fee increase for high-risk waste may incentivize the cruise ship industry to find alternative disposal methods, as well as enhance recycling and waste diversion efforts.

Social Implications

The CRD's technical advisor has indicated that modernization of Hartland's tipping fee schedule is necessary to incent diversion to achieve the targets within the SWMP and to fund the increased costs associated with processing source-separated mandatory recyclable materials. By bringing the new tipping fee schedule into effect January 1, 2024, Hartland customers will have time to prepare for the changes. A communications plan and education campaign will be initiated to educate Hartland customers of the new tipping fee schedule. As the new rates roll out, customers will first be provided with a warning before being issued a ticket or double charge.

To minimize the short-term impact of rate increases on the public, it is proposed that a hauler incentive reduced rate would be available, at a minimum, for the first two years. This rate would be eligible to private and municipal haulers that have programs in place to require multi-stream collection (e.g., curbside collection of organics and recyclables, in addition to general refuse) and voluntarily self-report waste collection data. The incentive program will be available for waste coming from the single-family, multi-family and industrial, commercial and industrial sectors, and will be designed to allow customers to obtain multi-stream collection from more than one hauler, and to recognize backyard composting as a form of multi-stream collection.

CONCLUSION

Capital Regional District staff are working to advance the goals and strategies of the Solid Waste Management Plan. Working with a technical advisor, staff have identified a series of proposed policy changes and corresponding bylaw amendments to incent diversion of materials from Hartland Landfill that could be otherwise recycled, reused or recovered. Recommended changes include modernizing the Hartland tipping fee schedule, classifying wood waste, carpet and asphalt shingles as mandatory recyclable materials and enhancing bylaw enforcement capacity and capability. If directed, staff will amend the Hartland Landfill Tipping Fee and Regulation Bylaw No. 3881. The policy changes are expected to divert up to 40,500 tonnes of waste per year from Hartland's active face.

RECOMMENDATION

The Environmental Services Committee recommends to the Capital Regional District Board:

1. That the Hartland Landfill Tipping Fee and Regulation Bylaw No. 3881 be amended and come into effect January 1, 2024 to:
    a) Ban wood waste (clean, treated and salvageable), carpet and underlay and asphalt shingles from Hartland's active face, and classify these materials as mandatory recyclable;
    b) Modernize the tipping fee schedule to align with the proposed tipping fee schedule (Appendix B), including increasing the general refuse tipping fee to $150/tonne, and introduce a new 'double charge' category for loads of unsorted renovation and demolition materials that contain mandatory recyclables (including wood waste) to motivate source-separation of these materials;
    c) Introduce hauler incentive rates to promote multi-stream collection, incent voluntary self-reported waste collection data sharing, and minimize the financial impact of increases to the general refuse tipping fees;

2. That the Ticket Information Authorization Bylaw No. 1857 be amended and come into effect January 1, 2024 to:
   a) increase fine rates for various offences;
   b) introduce a graduated ticket structure with higher fines for more egregious infractions and/or repeated infractions from a designated source or waste hauler;
   c) allow for denial of service for chronic repeat offenders;

3. That service levels be adjusted to enhance enforcement capacity resources to implement the new waste diversion policies, to be reflected in the 2024 preliminary budget; and

4. That staff return with the amended bylaws for Board approval in the fall.

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

ATTACHMENTS

Appendix A: Waste Diversion Framework Memo – GHD (April 4, 2023)
Appendix B: Proposed Hartland Landfill Tipping Fee Schedule

APPENDIX A

Technical Memorandum

April 4, 2023

To	Liz Ferris	**Contact No.**	
Copy to	Deacon Liddy	**Email**	
From	Riley Kieser, Laura Hnatiuk/ra/1	**Project No.**	12590255
Project Name	Technical Advisor - Biosolids Beneficial Use and Resource Recovery Strategies		
Subject	CRD Framework Memo		

1. Introduction

The Capital Regional District (CRD) has requested a framework proposing an approach to waste management that is aligned with the waste reduction hierarchy, modernized with current market conditions and supported by best practices throughout BC and neighbouring jurisdictions. This approach will support increasing processing costs, preserve landfill airspace, and support the CRD's Solid Waste Management Plan (SWMP) commitment to increasing waste reduction and diversion.

The framework includes recommended amendments to the Hartland Tipping Fee and Regulation Bylaw No. 3881 (Bylaw) that will promote waste reduction and diversion. Recommendations include updates to the current tipping fee schedule, increased enforcement capacity, and a series of waste reduction and diversion initiatives and policies. The framework outlines the associated high level financial and operational implications as well as next steps for the CRD and the Hartland Landfill (Landfill) should the proposed approach be taken.

2. Background

The SWMP, approved by the CRD Board in May 2021, targets an annual disposal rate of 250 kg per capita by 2031. Other goals include extending the Landfill past the year 2100 while ensuring solid waste services are financially sustainable. In 2022, the Landfill accepted approximately 180,000 tonnes of solid waste for disposal and diverted over 16,640 tonnes of materials at the Hartland Public Drop-off Depot. The 2022 disposal rate was 409 kg per capita.

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

An updated Bylaw that encourages increased waste reduction and diversion aligns with the goals and objectives set forth in the 2021 CRD SWMP. The Bylaw was last amended in 2016 to address out-of-region asbestos and kitchen scraps, and tipping fees to garbage has not been updated since 2015. The Bylaw requires updates to promote the source separation of materials, bans, and tipping fee structures that align with current market conditions and best practices throughout BC, as demonstrated by neighbouring jurisdictions.

This Technical Memorandum is provided as an interim output under our agreement with Capital Regional District. It is provided to foster discussion in relation to technical matters associated with the project and should not be relied upon in any way.

The proposed approach within this framework includes amendments to the current Bylaw, tipping fee schedule and implementation of additional service delivery programs. The framework provides an overview of the impacts should this approach not be taken (status quo), which focuses on maintaining financial sustainability of the CRD's waste management infrastructure by updating the tipping fee schedule to align with rising inflation only.

3. Current System

The CRD currently accepts general refuse, including renovation and demolition (R&D) materials, for landfill disposal at $110, a rate that has not been increased since 2015 (Bylaw 3917). The CRD's landfill disposal rates for garbage and R&D materials are currently the lowest on Vancouver Island. Neighbouring jurisdictions of Cowichan Valley Regional District (CVRD) and Comox Valley Regional District (Comox) have updated their tipping fees as of January 1, 2023, and charge $192 per tonne and $145 per tonne for general refuse respectively. The Regional District of Nanaimo (RDN) currently charges $140 per tonne with rates increasing to $145 in April 2023. See Table 2 for jurisdictional benchmarking. The CRD has landfill bans in place for some materials but can expand these categories and update tipping fee structures to incentivize source separation and increase diversion.

Figure 1 below shows the CRD's general refuse tipping fee for the past 20-years compared to available historic data for CVRD, Comox, and RDN. Table 1 shows that the CRD consistently increased their fee from 2004 to 2011, and there have been no changes since 2015. Comox and the CVRD have increased their garbage tipping fee on a consistent basis dating back to 2013 and 2019 respectively, as demonstrated below.

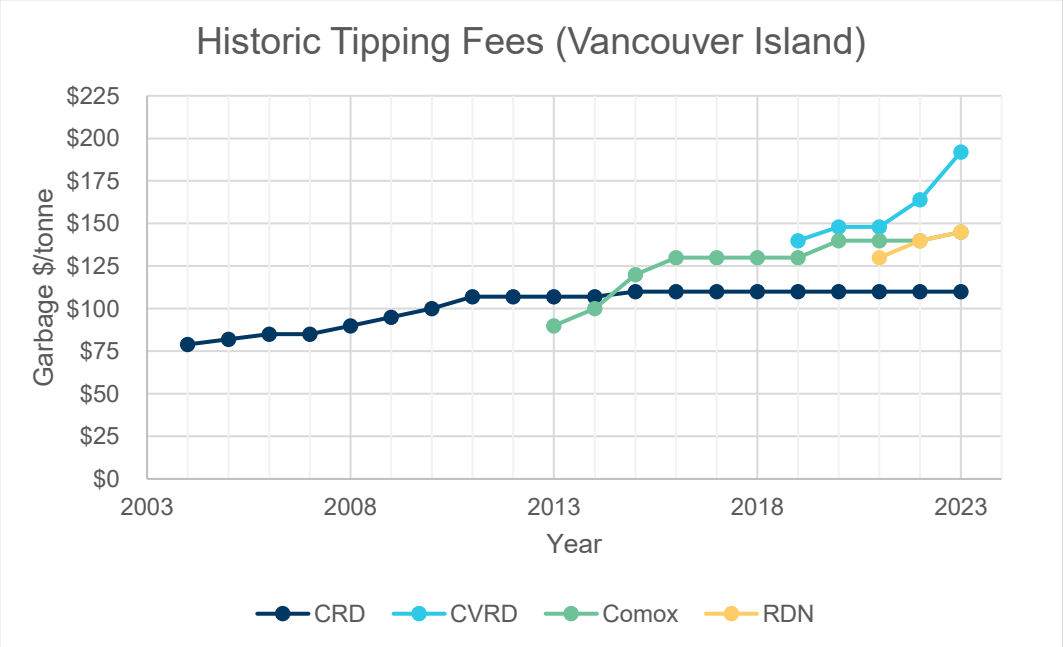


Figure 1 *General Refuse Tipping Fee Increases on Vancouver Island*

Table 1 *CRD General Refuse Tipping Fee History*

Year	2004	2005	2006-2007	2008	2009	2010	2011-2014	2015-2023
General Refuse Tipping Fee Rate	$79	$82	$85	$90	$95	$100	$107	$110

This Technical Memorandum is provided as an interim output under our agreement with Capital Regional District. It is provided to foster discussion in relation to technical matters associated with the project and should not be relied upon in any way.

The combination of low landfill tipping fees along with the absence of incentives for source separation of materials promotes landfill disposal as a convenient and affordable option, which includes a variety of materials that are suitable for reuse, recycling and recovery options.

The CRD Board acknowledges the potential for increased waste reduction and diversion as they endorsed the CRD report titled *Meeting the Solid Waste Management Plan Targets through Material Stream Diversion*. CRD staff are actively exploring programs, policies and initiatives to understand the feasibility of implementation, impact on diversion rates, and the associated legislative, operational and financial impacts:

– Since 2021, the CRD has been undertaking a wood waste shredding pilot in which shredded materials are beneficially reused locally as HOG fuel.
– A R&D shredding pilot has been underway since 2022, in effort to reduce bulk and increase landfill airspace. Studies to explore the feasibility to thermally recover this material is currently underway.
– In 2022-2023 the CRD undertook a waste audit and feedstock analysis to understand the types and quantities of divertible materials currently going to landfill.
– The CRD is currently engaging businesses in an RFP process for the beneficial reuse and recovery of various highly divertible materials identified within the feedstock analysis (e.g., R&D materials).
– Exploration of Waste-to-Energy systems for post-recycled Municipal Solid Waste.
– Review and analysis of current tipping fee rates and structure, landfill bans, and jurisdictional benchmarking to identify areas of opportunity for increased waste reduction and diversion.

It is proposed that the CRD align their policies with B.C. best practices and modernize their tipping fee structure to achieve the targets set out in the revised SWMP. By implementing policies to reduce waste and increase diversion, the region's annual disposal rate will continue to lower which in turn extends the lifespan of the Landfill.

3.1 Tipping Fee Benchmarking

Tipping fees for general refuse and R&D waste has been evaluated against the CRD's neighbouring jurisdictions of the CVRD, RDN and Comox:

– CVRD charges $192 per tonne of general refuse and does not accept R&D waste.
– Comox and RDN charge $145 per tonne of municipal solid waste and $145 per tonne of R&D waste without recyclable/prohibited materials.
– Comox charges a fee of $330 per tonne for R&D waste containing recyclables/prohibited materials.
– The RDN applies a 20% surcharge for R&D waste containing recyclables/prohibited materials.

Tipping fees and costs of processing R&D materials from the private sector were evaluated from the Request for Expression of Interest process undertaken by the CRD in 2023. On a per material basis, the costs ranged from:

– Clean and Treated Wood - $90-$160 per tonne for processing through waste-to-energy
– Carpet and Underlay - $90-$300 per tonne depending on waste-to-energy or recycling
– Asphalt Shingles - $90-$300 per tonne for processing through recycling
– Salvaged Wood - $0 - $200 per tonne for reclaimation/reuse.

GHD has proposed tipping fees in Section 5 that reflect private processing costs but are currently incentivized to increase program participation.

This Technical Memorandum is provided as an interim output under our agreement with Capital Regional District. It is provided to foster discussion in relation to technical matters associated with the project and should not be relied upon in any way.

A tipping fee database was compiled to reference tipping fees in other B.C. jurisdictions and is provided in Table 2 below.

Table 2 Jurisdictional Tipping Fee Benchmarking

Municipality	Site Name	Waste Material	Tipping Fee ($/tonne)	Additional Notes
Vancouver Island				
CRD	Hartland Landfill	Garbage, Renovation & Demolition Waste	$110	$254 (bulky waste) Out-of-region waste is prohibited.
RDN	Nanaimo	Garbage, Renovation & Demolition Waste	$145	Increasing to $145 on April 1, 2023 from $140. Out-of-region waste is prohibited.
CVRD	Cowichan Valley Transfer Stations	Garbage	$192	Increased as of January 1, 2023 from $164. Out-of-region waste is prohibited, with the exception of manager approval at a tipping fee of $500/tonne.
Comox Valley Regional District	Comox Strathcona Waste Management Landfills	Garbage, Renovation & Demolition Waste	$145 (regional) $290 (out of region)	Increased as of January 1, 2023 from $140. Out-of-region MSW from regional districts is only accepted upon request from their respective Board, and authorized by the Comox Strathcona Waste Management Board at a rate of $290/tonne.
Lower Mainland				
City of Vancouver	Vancouver Landfill	Solid Waste, other than municipal garbage Garbage (municipal) Renovation & Demolition Waste	$113 – 161 $127 $150	Solid waste, other than municipal garbage: $161 (under 1 tonnes) $139 (1-8 tonnes) $113 (8+ tonnes) Increase as of January 3, 2023. Does not accept out-of-region waste.
Private	Eco Waste	Renovation & Demolition Waste	$163	
Metro Vancouver	Metro Vancouver Recycling and Waste Centers	Solid Waste, other than municipal garbage Garbage (municipal) Renovation & Demolition Waste	$113 – 161 $127 $150	Solid waste, other than municipal garbage: $161 (under 1 tonnes) $139 (1-8 tonnes) $113 (8+ tonnes) Increase as of January 3, 2023. Does not accept out-of-region waste.

This Technical Memorandum is provided as an interim output under our agreement with Capital Regional District. It is provided to foster discussion in relation to technical matters associated with the project and should not be relied upon in any way.

Okanagan				
City of Kelowna	Glenmore	Garbage, Renovation & Demolition Waste	$104	No out-of-region restrictions.
RDOS	Campbell Mountain	Garbage Renovation & Demolition Waste	$110 $110 - 700	Renovation & Demolition Waste varies based on mixed load assessment. Out-of-region materials are charged two times the rate for refuse, or two times the highest rate for any solid waste contained in the load, (whichever is greater) with a $20 minimum charge.

4. Impact on Diversion

The proposed framework focuses on divertible materials currently being sent to the Landfill. These materials are largely found in ICI and R&D bins and the current Bylaw and tipping fee schedule does not incentivize separation but rather mixed disposal. The actions within the proposed framework will complement other current and future CRD waste reduction and diversion programs and initiatives, and in conjunction, supports meeting the 2031 waste disposal target of 250 kg per capita. Should the CRD's disposal per capita goals be achieved, the Landfill can expect to receive approximately 118,000 tonnes of waste per year, down from 180,000 tonnes per year disposed in 2022. This represents a decrease of approximately 62,000 tonnes of waste per year, or 34% from 2022 levels.

Through the actions proposed within this framework, it is expected that banning carpet and underlay, clean wood, treated wood, and asphalt shingles, the CRD has the potential to divert up to 40,500 tonnes of materials per year, approximately 22% of the current mixed waste stream going to Landfill:

– Carpet and underlay – up to 4,000 tonnes
– Clean wood – up to 5,500 tonnes
– Treated wood – up to 22,000 tonnes
– Asphalt shingles – up to 9,000 tonnes

5. Modernization of Tipping Fee Schedule

Of the proposed action items and initiatives, the main driver will be amending the Bylaw to include landfill bans and update the tipping fee schedule to promote waste reduction and diversion. Updates to the Bylaw will systematically divert additional materials from Landfill and a revised tipping fee schedule will generate additional revenue from incoming waste, all with considerations to mitigate waste migration out of the region. The CRD should review and implement Bylaw amendments in 2023.

This Technical Memorandum is provided as an interim output under our agreement with Capital Regional District. It is provided to foster discussion in relation to technical matters associated with the project and should not be relied upon in any way.

5.1 Bylaw Amendments & Tipping Fee Revisions

The first phase in the framework is to amend the Bylaw to include updated material definitions, landfill bans and tipping fee rates to align with 2023 market conditions and other regional districts throughout BC. Proposed amendments to the Bylaw include:

Updated tipping fees and definitions for the following waste materials (see Table 4):

- General Refuse
- Clean Renovation and Demolition Waste (not containing mandatory recyclable materials)
- Unsorted Renovation and Demolition Waste (containing mandatory recyclable materials)
- Clean Wood Waste
- Kitchen Scraps
- Salvaged Wood Waste
- Mattresses and Boxsprings

Updated definitions for the following waste materials (see Table 4):

- Asphalt Roofing Shingles
- Carpet and Underlay
- Treated Wood and Wood Products
- Engineered Wood Products
- Large Rigid Plastics

Inclusion of the following materials within SCHEDULE F "Mandatory Recyclable Material" category:

- Asphalt Roofing Shingles
- Carpet and Underlay
- Clean Wood
- Treated Wood and Wood Products

The practice of banning the disposal of specific wastes from the Landfill when viable recycling alternatives are in place, has been used by the CRD since 1991, shown in Table 3 below[Error! Bookmark not defined.]. In support of the updated Bylaw and potential Landfill bans, the CRD is undertaking a Request for Proposal process to explore new and expanded material diversion and recovery options available within the region to ensure that banned materials end up in alternative processing streams or end markets. Proposed Bylaw amendments required to enforceme the additional measures are included in the bylaw enforcement capacity section.

Table 3 Materials Banned from Landfill

Year Banned	1991	1993	1995	1998	2006	2011	2015
Material	Drywall	Cardboard Directories Large appliances Tires	Scrap metal Fill Aggregate Concrete Asphalt Rubble Clean soil	Paper fibres	Yard and garden waste	EPR materials (current and future)	Kitchen scraps

This Technical Memorandum is provided as an interim output under our agreement with Capital Regional District. It is provided to foster discussion in relation to technical matters associated with the project and should not be relied upon in any way.

Hauler Incentive Rates

An incentive rate is proposed for haulers who are undertaking three stream collection, and reporting data to the CRD. It is proposed that the CRD apply a two-year discounted tipping fee rate on general refuse for eligible haulers:

– Year 1: $25/tonne discount on the $150 per tonne rate
– Year 2: $15/tonne discount on the $150 per tonne rate

These specialized rates will be available to private and municipal haulers within the region who can attest that their collection program requires three stream collection from their customers (e.g. garbage, organics and recycling) andself-report waste collection data requested by the CRD. More information on the hauler incentive programs is provided in Section 6.3.

The key updates to the tipping fee schedule are as follows:

– Increase the General Refuse fee of $110 per tonne to $150 per tonne, aligning with neighbouring jurisdictions.
– Introduction of differential tipping fees and surcharges
– Surcharge for loads containing Mandatory Recyclable Materials
– Preferential rates/discounts for sorted materials

This Technical Memorandum is provided as an interim output under our agreement with Capital Regional District. It is provided to foster discussion in relation to technical matters associated with the project and should not be relied upon in any way.

Table 4 Proposed Landfill Tipping Fee

Material Categories	Current Waste Type	Proposed Waste Type	Currently Banned Material	Proposed Banned Material	Current Tipping Fee ($/tonne)	Proposed Tipping Fee ($/tonne)	Hauler Incentive Rate Year 1 ($25/tonne discount)	Hauler Incentive Rate Year 2 ($15/tonne discount)	Considerations
Clean wood: Clean wood includes wood products that are untreated, unstained and unpainted such as pallets, crating, wood fencing, wood shingles, wooden doors, and clean renovation and demolition wood waste	Recyclable	Recyclable	Voluntary Recyclable	Mandatory Recyclable	$110.00	$80.00	-	-	As a mandatory recyclable, the incentive of source separation will be higher with the lower tipping fee. Neighbouring municipalities accept clean wood for $95-100 per tonne.
Treated wood and wood products: Treated wood includes engineered wood products or pressure treated, stained, or painted wood and wooden furniture that may or may not contain nails or other metal fasteners.	Recyclable (under clean wood)	Recyclable	Voluntary Recyclable	Mandatory Recyclable	$110.00	$110.00	-	-	Treated wood waste is expected to be a large volume of material and will require a higher tipping fee compared to clean wood waste (difference in processing). CVRD accepts treated wood under pilot at $192/tonne at Bings Creek Recycling Centre only.
Asphalt roofing shingles: Roofing shingles composed of a felt mat saturated with asphalt, with small rock granules added.	General	Recyclable	No	Mandatory Recyclable	$110.00	$110.00	-	-	Currently material would be considered under clean demolition waste. Propose to create separate category for asphalt shingles under mandatory recyclable. CVRD accepts for $120/tonne and CSWM for $145/tonne. Cost will need to incentivize separation.
Carpet and underlay: Flooring material made of woven wool or synthetic fibres and foam padding underlayment where tack stripping material has been removed.	General	Recyclable	No	Mandatory Recyclable	$110.00	$110.00	-	-	RFEOI identified the opportunity for 50% of this material to be recyclable. Other 50% may be used as WTE. Propose to make specific recyclable carpets mandatory and charge rate of $110/tonne. Other carpet types would go to WTE (or all could go to WTE).
Salvaged wood: Clean dimensional lumber greater than 4 feet in length. Unpainted.	Recyclable	Recyclable	Voluntary Recyclable	Mandatory Recyclable	$110.00	$0.00	-	-	A new category within clean wood, only for larger timbers and lumber. Charge $10 scale fee at $0/tonne for drop-off. Contractors may remove from site for a small fee.

This Technical Memorandum is provided as an interim output under our agreement with Capital Regional District. It is provided to foster discussion in relation to technical matters associated with the project and should not be relied upon in any way.

Material Categories	Current Waste Type	Proposed Waste Type	Currently Banned Material	Proposed Banned Material	Current Tipping Fee ($/tonne)	Proposed Tipping Fee ($/tonne)	Hauler Incentive Rate Year 1 ($25/tonne discount)	Hauler Incentive Rate Year 2 ($15/tonne discount)	Considerations
Clean renovation, and demolition waste (not containing Mandatory Recyclable materials): Material that results from the demolition of all or part of a building that does not contain Surface Coating Waste, Hazardous Waste, Prohibited Waste, Mandatory Recyclable Materials or an Extended Producer Responsibility Product.	General	General	No	No	$110.00	$150.00	-	-	The clean renovation and demolition waste that does not include recyclable materials will be charged at the general lower rate to incentivize material separation. CSWM charges $145 for general refuse and clean R&D waste. CVRD does not accept R&D.
Unsorted renovation, and demolition waste (Containing Mandatory Recyclable materials): Material that results from the demolition/renovation of all or part of a building that contains Hazardous Waste, Prohibited Waste, Mandatory Recyclable Materials or an Extended Producer Responsibility Products.	General	General	No	No	$110.00	$300.00	-	-	The unsorted renovation and demolition waste that includes mandatory recyclable materials will be charged at the higher rate to increase material separation. CSWM charges $330 for R&D waste with recyclable material.
General Refuse	General	General	No	No	$110.00	$150.00	$125.00	$135.00	The general refuse rate at the CVRD is $192/tonne and CSWM is $145. The CRD rate should increase to align with the clean renovation and demolition waste.
Mattresses and Box springs	Recyclable	Recyclable	Yes	Yes	$110.00	$20 per unit	-	-	Changing the tip fee to a per unit basis is in line with best practises. The RDN charges $20/unit, Metro Vancouver charges $15/unit with a maximum of 4 units. The SCRD charges $25/piece and $30 for wet.

This Technical Memorandum is provided as an interim output under our agreement with Capital Regional District. It is provided to foster discussion in relation to technical matters associated with the project and should not be relied upon in any way.

5.2 Mitigation of Waste Migration

Waste migration may be a potential consequence of the increased tipping fees and additional policies. The CRD must remain competitive with the current market conditions (public and private) to ensure financial viability of operations. As stated above, the CVRD charges $192 per tonne and Comox and RDN charge $145 per tonne for municipal solid waste.

The GFL Victoria commercial recycling facility accepts mixed commercial, renovation and demolition (CR&D) materials at a rate of $292 per tonne, and the CRD proposes rates of $300 for contaminated CR&D materials.

The CRD estimates the cost of transporting and disposing waste off Vancouver Island is approximately $190 (i.e. CVRD tipping fees represent full cost recovery of waste export). Landfills within neighboring jurisdicitons, such as the RDN and Metro Vancouver, do not accept out-of-region waste, or accept out-of-region materials only with Manager or Board approval at high rates, such as the CVRD and Comox Valley Regional District.

The proposed increased General Refuse tipping fee will remain competitive for the CRD to continue as a cost-effective disposal option for the region. The CRD will monitor the impacts of the new tipping fees after implementation, and should it be required, explore the potential of flow control mechanisms and/or change tipping fees to respond to market conditions.

6. Potential Updates to Service Delivery

As a consequence of increased tipping fees for general refuse and mixed material streams, and fines for non-compliance, additional revenue will be generated with the potential to support new and enhanced waste diversion and reduction programs, infrastructure and initiatives. The following proposed actions will work in conjunction to target various waste streams and sectors. These include enhanced systems and equipment for improved data collection and enforcement, increased access to recycling depots, increased Bylaw enforcement capacity, partnerships with local non-profits to target the commercial sector, and waste hauler incentive programs for multi-stream collection and data reporting.

The potential proposed actions are detailed further in the following sections. The actions proposed below may be implemented in a phased approach over time, and the CRD may elect to proceed with all, or a select number proposed actions.

6.1 Improvements to Scale House Data Collection and Equipment

The CRD will likely require improvements and software updates to their Landfill scale house to ensure data collection is detailed and accurate. It is proposed the existing scale house software be updated to include additional waste material categories such as asphalt roofing shingles, carpet and underlay, etc. and variable rates, such as surcharges applied to contaminated R&D loads containing recyclable materials or discounts for specific waste haulers.

The collection of accurate data will be integral to tracking disposal and diversion metrics for specific waste haulers and the region. This data will enable the CRD to improve their ability to monitor progress against their performance metrics by increasing the quality and quantity of key data. With detailed classification of waste going to landfill, potential patterns for generators or materials might emerge allowing for new diversion opportunities.

It is recommended that scale house staff undergo a training session to understand the newly implemented definitions and the application of variable tipping fees.

Scale house cameras should be installed for staff to confirm incoming loads are consistent with descriptions provided by residents and commercial haulers. Camera screenshots can be attached to scale tickets as a confirmation if surcharges have been applied.

This Technical Memorandum is provided as an interim output under our agreement with Capital Regional District. It is provided to foster discussion in relation to technical matters associated with the project and should not be relied upon in any way.

Key next steps to consider in undertaking this initiative include:

– Confirm new categories as per amended Bylaw and develop codes to be tracked
– Update existing software with new categories and codes
– Purchase and install new equipment (e.g., cameras)
– Undergo staff training program, including a guidance document

6.2 Zero Waste Coaching for Businesses

Non-profit organizations have great potential to make significant change. Hiring community-based, non-profit, social enterprise organizations is an effective and unique approach to supplement the CRD's resources and capacity and reach a wider and more diverse range of sectors in a meaningful way. Engaging non-profits to support and facilitate waste reduction and diversion within the ICI sector aligns with Action A within the CRD's SWMP Strategy # 9: to Increase Industrial, Commercial and Institutional Diversion, to "allocate resources to increase ICI diversion for example a business waste reduction liaison"**Error! Bookmark not defined.**.

Non-profits have the expertise and the ability to provide targeted services and support in an innovative and creative manner, with the time and capacity to thoroughly engage, consult, and empower the community, and support the ongoing development of new programs and services.

In 2022, the CRD piloted the "Rethink Waste Community Grant Program which provides up to $50,000 in funding annually, for the development and implementation of community-based projects aligned with the 5R pollution prevention hierarchy[1]. The CRD may be interested in expanding this program to develop a separate stream targeting the ICI sector specifically. Non-profits such as the Synergy Foundation provides waste reduction educational services and support throughout BC, and within the CRD, through their Circular Economy Business Consulting program[2]. The CRD may wish to partner with the Synergy Foundation by providing annual funding to support the expansion of this program to the ICI sector, or in the development of a new program.

Ocean Ambassadors Canada is a non-profit that works with local business communities to launch a variety of single-use plastics reduction initiatives, with the financial support from local municipalities. Their Zero Waste Coaching for Small Businesses program offers free zero waste coaching for small businesses in BC residing within the sponsoring municipality[3]. Representatives from the program will meet with businesses on site to review materials used and operations and provide suggestions to decrease volumes of single-use items, and increase recycling and organics diversion. The program will offer alterative suggestions and solutions to single-use materials, provide educational support for staff and customers, and help solve problems and challenges through research and expert consultation.

Non-profit business liaison services may include the following support to local small businesses on their pathway to zero waste:

– Waste reduction and diversion assessments and recommendations for improvement
– Guidance in reducing waste generation, reuse, recycling and composting
– Waste audits
– Procurement and sourcing
– New revenue from waste
– Staff and customer education and training
– New program and initiative implementation
– Marketing, media and promotional materials, strategies

[1] Capital Regional District. 2022. Rethink Waste Community Grant. Accessed online from https://www.crd.bc.ca/service/waste-recycling/reduce-reuse/waste-reduction-grant
[2] Synergy Foundation. 2022. Our Services. Accessed online from https://www.synergyfoundation.ca/services
[3] Ocean Ambassadors Canada. 2022. Zero Waste Coaching for Small Businesses. Accessed online from https://oceanambassadorscanada.org/zero-waste-programming/

This Technical Memorandum is provided as an interim output under our agreement with Capital Regional District. It is provided to foster discussion in relation to technical matters associated with the project and should not be relied upon in any way.

– Launches and public events
– Ongoing program monitoring and troubleshooting
– Data collection, performance monitoring and reporting
– Program recognition (e.g. decals, logos, etc.)

Financial support for a non-profit business liaison program may be administered on a term basis (e.g., $1 million per year for a 5-10 year term). Non-profits have the ability to leverage funding to secure commitment for other funding sources, extending their impact even further.

The CRD may wish to expand the Rethink Waste Community Grant to increase annual funds and target the ICI sector, or develop a new CRD ICI zero-waste business coaching program and contract non-profits for program delivery. The CRD also has the opportunity to partner in an existing program, such as the Circular Economy Business Consulting as a funding partner.

Key next steps to consider in undertaking this initiative include:

– Determine approach (i.e. in-house program or enrolling in existing program)
– Develop Terms of Reference
– Market sounding exercise with existing non-profits
– Develop Request For Proposal
– Enter into an agreement

6.3 Hauler Incentives

The CRD has an opportunity to provide financial incentives to waste haulers to promote participation in new programs that will assist the CRD in gaining detailed waste generation and disposal location data and information, and increase multi-stream collection region wide. By providing voluntary incentivized programs, the CRD can prepare haulers before long term, mandatory programs are considered.

6.3.1 Short-Term Programs

Multi-Stream Collection Incentives

Providing financial incentives to haulers through discounted tipping fee rates to promote three-stream collection (organics, recycling and garbage) to their residential and commercial customers is motivation to increase multi-stream collection region wide, filling in gaps where organics may not currently be collected. The CRD proposes to provide incentives in the form of a two-year tipping fee reduction ($25/tonne in year one and $15/tonne in year two), to haulers who collect multi-stream from customers and self report data. Haulers may have to provide the CRD with the number of locations in which they provide three-stream collection, which will be applied to the companies account, and the discount then applied at the scale when disposing general refuse. The hauler will have to attest that the information is current and true and notify the CRD of any changes to number of locations.

Backyard composting has added benefits such as the production of a usable product for home gardening or landscaping and is currently being used by households throughout the region. Should a household opt out of curbside organics collection for this reason, haulers may still include these addresses in their report to the CRD. For a hauler or municipality to gain this information, a survey or form may be sent out to households within the collection program offering the new collection service (if not already in place), with an option to opt out of the curbside organics collection. If a household chooses to opt out, a reason must be provided, with an option to select their participation in backyard composting.

Additional funding or tipping fee deductions may be provided to haulers for the production and distribution of educational materials to promote organics collection, or in the development of additional waste reduction and diversion services (e.g., curbside textile collection). By incentivizing education, recycling and organics programs, the CRD empowers waste haulers to raise awareness and increase source separation for businesses, multi-family units and institutions.

This Technical Memorandum is provided as an interim output under our agreement with Capital Regional District. It is provided to foster discussion in relation to technical matters associated with the project and should not be relied upon in any way.

Data Collection to Support Potential Flow Control Program

Flow control is a policy in which local governments can use to manage the disposal location of waste generated both in and outside of the region, through restrictions and surcharges. The implementation of flow control would require Bylaw amendments to include a new category for out-of-region waste, at a rate higher than general refuse to discourage disposal, and could include restrictions on the exportation of regional waste for disposal out of region. This process would require an amendment to the CRD's SWMP to include flow control, and SWMP approval by the Ministry of Environment and Climate Change Strategy prior to flow control implementation.

As a first step in the pre-design of a flow control policy, the CRD may wish to collect data and information from haulers on a voluntary basis, such as the address and waste type, to understand the original location from which the waste is generated from. Haulers who choose to self-report will be eligible for the two-year hauler discounted tipping fee rate.

To gain a comprehensive understanding of where waste is generated and where it is managed, the CRD may consider implementing a waste hauler licensing program over the next 3-4 years. This would require haulers to report detailed location and waste type information. The voluntary submission of information in the short term will prepare haulers for the upcoming waste hauler licencing program, which will require all haulers to report information.

The voluntary program may involve the development of a self-reported, waste data collection system in which waste haulers can enrol to receive the tipping fee discount in exchange for location information. Incentives may also include other privileges such as access to automated scale lanes.

The information and data collected has potential to be used in mapping exercises, financial modelling of flow control surcharges and restrictions, and the associated impacts.

Potential information and data be included in the voluntary program that may improve the CRD's understanding of waste origin and type may include the following:

– Location of generation (e.g., addresses material is collected from)
– Generating sector (e.g. residential, commercial, etc.)
– Material category
– Quantity

6.3.2 Long-term Programs

Waste Hauler Licensing

Waste hauler licensing is a mechanism of flow control that works to shift the economic incentive away from landfill disposal and disposal out-of-region, mandates collection of recycling or organics alongside garbage, and requires the submission of hauler data and information. Licensed haulers may receive discounted tipping fees for waste that excludes recyclables or divertible materials. The policy can incorporate disposal levies on waste that is landfilled, sent for waste-to-energy or disposed out of region, encouraging haulers to increase source separation, and manage materials within the region. The requirement to report the origin and destination of loads not delivered to regional disposal facilities allows for increased visibility into regional waste flow, and assist in the collection of a generator or disposal levy, which may apply to waste loads disposed of out-of-region.

In 2022, the RDN submitted an update to their Waste Stream Management Licensing bylaw for waste hauler licensing and mandatory commercial recycling and organics source separation for approval from the BC Ministry of Environment and Climate Change, to achieve their goal of 90% diversion as set out in the RDN's SWMP and improve data collection and waste flow visibility. The licensing bylaw will require for-profit waste haulers to apply for a license that requires them to report monthly on[4]:

[4] Regional District of Nanaimo. 2022. Mandatory Waste Source Separation and Waste Hauler Licensing Bylaws. Accessed from https://www.getinvolved.rdn.ca/solid-waste-

This Technical Memorandum is provided as an interim output under our agreement with Capital Regional District. It is provided to foster discussion in relation to technical matters associated with the project and should not be relied upon in any way.

– Total tonnage of Mixed MSW deposited at RDN Facilities,
– Total tonnage of Mixed MSW deposited at non-RDN Facilities including destination details (name and address of the disposal, waste-to-energy or material recovery facility),
– Amount of the Disposal Levy owed to the District for the calendar month.

The RDN's updated bylaw will also require that all businesses, multi-family buildings and institutions have both separate recycling and organics collection alongside garbage and require that licensed waste haulers assist their commercial customers in complying with the mandated recycling and organics collection.

Another function of waste hauler licensing is to allow for the collection of a levy to offset the loss of revenue from out-of-region waste disposal. This is proposed by the RDN within their new bylaw and is currently in place within Metro Vancouver. Metro Vancouver's Generator Levy is set at $59/tonne and is built into the garbage tipping fee at regional facilities[5]. Should a waste hauler dispose of garbage at an out-of-region facility, or a facility within the region that is not owned and operated by Metro Vancouver, the waste haulers delivering garbage to those facilities would collect the Generator Levy from waste generators and remit it to Metro Vancouver. In 2017 and 2019, Metro Vancouver proposed a waste hauler licensing bylaw, in which all waste haulers collecting more than 10 tonnes per month of MSW using mechanically unloaded vehicles are required to register for licenses at $100, with an annual renewal fee. The bylaw would require approximately 50 licensed haulers to provide recycling containers alongside garbage.

Waste hauler licensing allows the region to track the flow of waste, provides data to inform on waste diversion metrics, and allows for the collection of levies. To implement waste hauler licensing or a generator levy, the CRD would first need to gain Board approval and proceed to update their SWMP to include the waste hauler licensing program and levies, which would then require a public consultation process. Once the consultation process has been undertaken, the amended SWMP must be submitted for approval from BC Ministry of Environment and Climate Change. Once approved, the bylaws could be put forth and adopted by CRD Board.

The proposed Bylaws should undergo a stakeholder consultation process to gain feedback from the public and industry. In 2017, Metro Vancouver's proposed waste hauler licensing and generator levy bylaws were met with opposition from the Waste Management Association of BC, siting inadequate consultation, concerns over competitive disadvantage, and economic burden on taxpayers. The RDN held their open consultation period from March through November of 2021 to ensure all feedback was received prior to the review process.

Key next steps to consider in undertaking the short-term initiatives include:

– Survey and interviews to private haulers, residential and commercial customers to gain feedback to inform voluntary multi-stream incentive and data reporting program design.
– Draft hauler incentive program for both multi-stream collection and data collection.
– Create information upload template or form to be used for reporting by haulers.
– Inform haulers of new program.
– Undertake trend analysis every 6-12 months to monitor performance, determine data needs and gaps, and potential program adjustments.
– Begin public and stakeholder consultation process for waste hauler licensing program.

6.4 Decentralized Regional Recycling Depots

Key factors influencing the participation of waste diversion programs are user convenience and accessibility. Various regions throughout BC such as Metro Vancouver and the Cariboo Regional District operate a network of decentralized facilities across the region to provide residents access to a wide range of recycling and waste services within a reasonable distance to their locale.

bylaws#:~:text=Waste%20Hauler%20Licensing%20%E2%80%93%20Businesses%20that%20haul%20waste,for%20separating%20and%20collecting%20organics%2C%20recycling%20and%20garbage.

[5] Metro Vancouver. 2023. Generator Levy. Accessed online from http://www.metrovancouver.org/services/Permits-regulations-enforcement/solid-waste/generator-levy/Pages/default.aspx

This Technical Memorandum is provided as an interim output under our agreement with Capital Regional District. It is provided to foster discussion in relation to technical matters associated with the project and should not be relied upon in any way.

Metro Vancouver and the City of Vancouver run a network of Recycling and Waste Centres throughout the region, providing residents, municipalities, and haulers throughout the region with access to recycling and waste services within a 30-minute drive time. There are eight Recycling and Waste Centres located throughout Metro Vancouver, six which are owned and operated by Metro Vancouver, and two which are owned and operated by the City of Vancouver. By 2025, each Recycling and Waste Centre will have a dedicated recycling depot located ahead of the scales. Metro Vancouver works collaboratively with the host municipalities in the procurement of land, design and development of these facilities.

In 2021, Metro Vancouver updated their funding model to support the development of the new Metro Vancouver recycling depots, as well as municipalities operating depots within the region. The funding strategy distributes the full costs associated with building, operating and maintaining a recycling depot across users by incorporating these costs into the garbage tipping fee, at an increase of $4.00[6]. The model also provides municipalities that fund their own municipal recycling depots with an annual garbage tipping fee credit on a per population basis, or per volume of recyclables collected, to reduce the costs on the municipality, and further encourage waste diversion. More information on Metro Vancouver's updated funding model in support of regional recycling depots can be found in **Attachment 1**.

The CRD may wish to establish a series of CRD owned and operated recycling depots located throughout the region, and/or explore potential partnerships with municipalities in which the CRD provides annual funding or tipping fee credits for municipalities operating recycling depots. To adopt the user pay approach, an analysis of the revenue, direct costs and indirect costs of a recycling depot should be determined, and the Bylaw amended to include the cost in an updated general refuse tipping fee.

The CRD may wish to relocate the current recycling depot located at the Landfill to another more accessible area, which creates space on site at the Landfill for other diversion or recovery purposes. To determine the most optimal locations for regional accessibility, a recycling service level mapping exercise should be undertaken.

There may be challenges to the acquisition of land within the region for this purpose and should be considered when exploring this initiative. As an alternative program, there is potential to explore the feasibility of establishing CRD recycling collection services at existing private or member municipality recycling collection sites, or providing funding or annual tipping fee credits to private or member municipalities to collect additional materials for diversion at their sites.

Overall, this approach works together with existing regional programs and services provided by member municipalities, extended producer responsibility programs, non-profits, and the private sector to increase access to recycling services.

Key next steps to consider in undertaking this initiative include:

– Understand the full costs associated with building, operating and maintaining a recycling depot.
– Financial modelling to determine the annual funding or tipping fee credits to be distributed to municipalities operating recycling depots.
– Mapping of existing services and identification of general locations (e.g. 10 km^2) where the development of a depot would result in optimal access across the CRD.
– Identify conceptual area needed (e.g. m^2).
– For each area, identify development options. This could be the CRD, member municipality, or private company already operating a waste facility.
– Engagement with member municipalities and private waste facilities to gauge interest and gain feedback.
– Amend Bylaw to update tipping fee to include cost of recycling depot.
– Report back to the Board for feedback on potential collaboration opportunities, or CRD development.

[6] Metro Vancouver. 2021. Recycling Depot Funding Strategy. Accessed online from http://www.metrovancouver.org/boards/ZeroWaste/ZWA_2021-Apr-16_AGE.pdf

This Technical Memorandum is provided as an interim output under our agreement with Capital Regional District. It is provided to foster discussion in relation to technical matters associated with the project and should not be relied upon in any way.

6.5 Increased Enforcement Capacity

As the Bylaw amendments introduce banned materials and differentiated tip fee structures for mixed and source separated materials, there will be a need for enhanced, consistent Bylaw enforcement and training. The Landfill currently has one Bylaw Enforcement Officer who is on site Monday to Saturday. To meet the objectives of the Bylaw, the CRD will require increased enforcement capacity through the hiring of additional Bylaw officers. This likely will require one to two full-time officers present at the Landfill's active face and public bins , with another for general enforcement.

The officers will be required to provide public education and guidance at the Landfill recycling depot to support residents in understanding the new categories and sorting requirements. Additional officers will also be required to monitor for activities such as disposal of banned materials and identify mixed loads and take appropriate measures for enforcement.

Revisions to Schedule 19 of the CRD's Ticket information Authorization Bylaw 1857 will be required. Proposed amendments for additional enforcement measures include:

– Increased fine rates from $50 - $200 to $100 - $500 for the various offences, detailed in Table 5, to further reinforce diversion behaviour and align with inflation.
– A graduated ticket structure with higher fines for more egregious infractions and/or repeated infractions from a designated source or waste hauler.
– Denial of service until CRD fines have been payed.
– Denial of service for chronic repeat offenders.
– Restrictions on visitors use of photography or videography on site.
– After 30 days, late payments wll be charged an interest penalty fee of 1.5% per month thereafter to be consistent with unpaid fees as stated in Schedule C.

Table 5 Proposed Updates to Fines

Offence #	Offence	Current Fine	Proposed Fine
3.	Non-district waste[1]	$100.00	$500.00
8.	Deposit recyclable material	$100.00	$200.00 (first offence) $300.00 (second offence) $500.00 (third offence)
9.	Improper deposit mandatory recyclable	$50.00	$200.00
10.	Improper deposit voluntary recyclable	$50.00	$200.00
13.	Improper deposit EPR material	$50.00	$200.00
17.	Deposit unsorted renovation and demolition waste	$200.00	$300.00
18.	Improper deposit sorted renovation and demolition waste	$100.00	$200.00
20.	Fail to source separate solid waste[2]	$100.00	$200.00 (first offence) $300.00 (second offence)

This Technical Memorandum is provided as an interim output under our agreement with Capital Regional District. It is provided to foster discussion in relation to technical matters associated with the project and should not be relied upon in any way.

			$500.00 (third offence)
(new)	Failure to pay fine[3]	N/A	Ban from site until fines are paid
(new)	Unauthorized use of photography or filming[4]	N/A	$100.00

1. Out-of-region waste is currently banned, increase fine to discourage disposal.
2. Fines remain at $500 for 4+ offences.
3. Banned from Landfill until payment has been made.
4. To protect privacy on site.

To support Bylaw enforcement capacity, the Landfill will require improvements to equipment and technology at the scale house, such as cameras to observe and photograph incoming loads, as described in Section 6.1.

A Bylaw guidance document should be developed to educate and assist officers on the required steps of enforcement (e.g., public education, warnings, tickets, etc.) and an updated threshold for tickets for consistency in applying the enforcement measures of the Bylaw amendments.

6.6 Summary of Actions

The following table summarizes the benefits, outcomes and proposed timelines for the key actions outlined above.

This Technical Memorandum is provided as an interim output under our agreement with Capital Regional District. It is provided to foster discussion in relation to technical matters associated with the project and should not be relied upon in any way.

Table 6 Summary of Proposed Actions

Program / Initiative	Goals	Key Actions	Proposed Timeline
Improvements to Scale House Data Collection and Equipment	Allow implementation of the updated tipping fee schedule. Track detailed information on categories, quantities, and sources.	Define categories codes Update software with categories and codes Train staff Purchase equipment (cameras)	Short term (0-3 years)
Zero Waste Coaching for Businesses	Increased waste reduction and diversion from businesses, institutions, and commercial sectors. Enhanced community engagement, education and awareness. Reduces reliance on CRD staff resources and capacity while developing green jobs.	Engage with non-profits in zero waste coaching for businesses. Understand opportunities through market sounding exercise. Determine approach (expanding the Rethink Waste Community Grant program or use of existing non-profit program). Enter into agreement.	Short – Long Term (0-10 years)
Hauler Incentives	Increased waste diversion from municipalities, businesses, institutions, and commercial sectors. Prepare hauler for waste hauler licensing. Informs out-of-region waste flow and future flow control.	Incentive program for multi-stream collection. Incentive program for voluntary data reporting (flow control light). Stakeholder consultation on waste hauler licencing with multi-stream collection and data reporting. Draft waste hauler licensing bylaw. Draft generator levy bylaw. Amendment to SWMP. SWMP submission to Ministry of Environment and Climate Change for approval.	Short term (0-3 years) Short term (0-3 years) Medium term (3-4 years) Medium term (3-4 years)
Decentralized Regional Recycling Depots	Increased usable space at Hartland Landfill. Increased recycling system access and capacity.	Relocation of the Hartland Recycling Depot. Construction of distributed CRD owned recycling depots.	0-3 years 1-2 recycling depots (0-5 years), 2-4 recycling depots (5-10 years)

This Technical Memorandum is provided as an interim output under our agreement with Capital Regional District. It is provided to foster discussion in relation to technical matters associated with the project and should not be relied upon in any way.

Program / Initiative	Goals	Key Actions	Proposed Timeline
	Increased waste diversion. Financial incentive for municipal recycling depots.	Partnerships with member municipalities or private sector depots. Bylaw amendments to reflect user pay funding model. Subsidies provided to member municipalities to support recycling depots.	0-3 years 0-3 years 0-10 years
Increased Enforcement Capacity	Increased source separation and diversion. Public education and awareness. Effective enforcement of Bylaw. Increased revenue. Behaviour change.	Deployment of 2-3 additional Bylaw officers for on-site education and enforcement. Bylaw enforcement guidance document on new categories. Officer training.	Short term (0-3 years)

7. Status Quo

The CRD may elect to not proceed with the proposed framework to modernize the tipping fee schedule and align with BC best practices. In this case, Landfill disposal will continue as a convenient and affordable option but will not reflect the increasing cost of processing and disposal and remain the lowest cost disposal option on Vancouver Island. Without incentives to source separate, materials within the mixed general refuse stream that are suitable for reuse, recycling or recovery will continue to be landfilled.

Financial Implications

The CRD's tipping fee has remained constant since 2015. A constant tipping fee structure does not reflect the increasing processing, fuel and disposal costs of the Landfill. At a minimum, tipping fees should align with inflation. The annual CPI increase in 2022 was 6.8%, however typical inflation is around 2-3%.

Service Delivery Implications

There will be no service disruptions to CRD operations as the current material categories of prohibited waste, controlled waste, and recyclable materials will remain the same.

EPR in BC is continually expanding which may allow for new materials to be diverted within the next 5-years, such as mattresses and foundations, and exploring the introduction of commercial and institutional paper and packaging products[7]. However, it is unlikely for this to result in the significant reduction of bulky wastes such as the R&D materials that the CRD is targeting.

[7] Ministry of Environment and Climate Change Canada. 2021. Advancing Recycling in B.C. Extended Producer Responsibility Five-Year Action Plan 2021-2026. Accessed online from https://www2.gov.bc.ca/assets/gov/environment/waste-management/recycling/recycle/extended_producer_five_year_action_plan.pdf

This Technical Memorandum is provided as an interim output under our agreement with Capital Regional District. It is provided to foster discussion in relation to technical matters associated with the project and should not be relied upon in any way.

Should the CRD choose to continue with the current system, the disposal rate per capita is likely to remain constant, and the CRD will have difficulty achieving their landfill life extension, and waste reduction and diversion goals outlined within the SWMP.

8. Closing

It is proposed that the CRD align their policies with BC best practices and modernize their tipping fee structure to achieve the targets set out in the revised SWMP. The CRD SWMP is aligned with the Ministry of Environment's Waste Reduction Hierarchy, to manage materials first through reduction, reuse and recycling, prior to considering landfill disposal, an approach that is mirrored by the actions proposed within this framework.

The CRD has an opportunity to reduce waste to Landfill, generate revenue, and explore a variety of actions to further enhance the understanding of solid waste generation within the region, while engaging in partnerships with the private sector, non-profit sector and wider community.

This technical memorandum has been prepared by GHD for Capital Regional District. It is not prepared as, and is not represented to be, a deliverable suitable for reliance by any person for any purpose. It is not intended for circulation or incorporation into other documents. The matters discussed in this memorandum are limited to those specifically detailed in the memorandum and are subject to any limitations or assumptions specially set out.

This Technical Memorandum is provided as an interim output under our agreement with Capital Regional District. It is provided to foster discussion in relation to technical matters associated with the project and should not be relied upon in any way.

APPENDIX B

PROPOSED HARTLAND LANDFILL TIPPING FEE SCHEDULE

April 2023

Material Categories[1]	Current Waste Type	Proposed Waste Type	Currently Banned Material	Proposed Banned Material	Current Tipping Fee ($/tonne)	Proposed Tipping Fee ($/tonne)
Clean wood: (Clean wood includes wood products that are untreated, unstained and unpainted, such as dimensional lumber, pallets, crating, wood fencing, wood shingles, wooden doors, and clean construction, renovation and demolition wood waste)	Recyclable	Recyclable	Voluntary Recyclable	Mandatory Recyclable	$110	$80
Treated wood and wood products: (Treated wood includes engineered wood products or pressure-treated, stained, or painted wood and wooden furniture that may or may not contain nails or other metal fasteners)	Recyclable (under clean wood)	Recyclable	Voluntary Recyclable	Mandatory Recyclable	$110	$110
Asphalt roofing shingles: (means roofing shingles composed of a felt mat saturated with asphalt, with small rock granules added)	General	Recyclable	No	Mandatory Recyclable	$110	$110
Carpet and underlay: (means flooring material made of woven wool or synthetic fibers and foam padding underlayment where tack stripping material has been removed)	General	Recyclable	No	Mandatory Recyclable	$110	$110
Salvaged wood: (means clean dimensional lumber greater than 4 feet in length. Unpainted, free of nails.)	Recyclable	Recyclable	Voluntary Recyclable	Mandatory Recyclable	$110	$0
Clean renovation and demolition waste (Not containing Mandatory Recyclable materials) means material that results from the construction, renovation or demolition of all or part of a building that does not contain surface coating waste, hazardous waste, prohibited waste, mandatory recyclable materials or an extended producer responsibility product.	General	General	No	No	$110	$150

[1] Material categories and definitions subject to minor modification in the final bylaw amendment.

Material Categories[1]	Current Waste Type	Proposed Waste Type	Currently Banned Material	Proposed Banned Material	Current Tipping Fee ($/tonne)	Proposed Tipping Fee ($/tonne)
Unsorted renovation and demolition waste (Containing Mandatory Recyclable materials) means material that results from the demolition of all or part of a building that contains hazardous waste, prohibited waste, mandatory recyclable materials or an extended producer responsibility product	General	General	No	No	$110	$300
2024 General Refuse- Hauler Incentive Incentive rate available to private and municipal haulers collecting **general refuse** originating from residential, commercial or institutional sources, who attest they have a program in place to ensure that organics and recyclable materials aren't going into the general refuse stream and voluntarily self-report waste collection data.	General	No	No	No	$110	$125
2025 General Refuse- Hauler Incentive Rate Incentive rate available to private and municipal haulers collecting **general refuse** originating from residential, commercial or institutional sources, who attest they have a program in place to ensure that organics and recyclable materials aren't going into the general refuse stream and voluntarily self-report waste collection data.	General	No	No	No	$110	$135
General Refuse Refuse originating from residential, commercial and institutional sources, but does not include renovation or demolition waste, yard and garden, hazardous/liquid, controlled wastes, prohibited, kitchen scraps, mandatory recyclable materials or extended producer responsibility products as defined by this Bylaw.	General	No	No	No	$110	$150

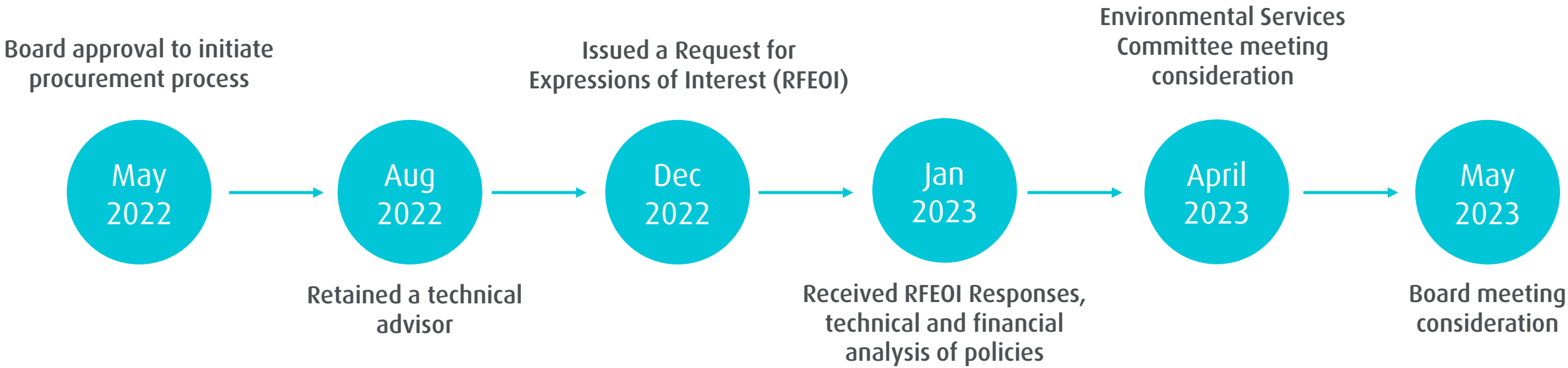


Proposed Hartland Bylaw Amendments – Material Stream Diversion

Environmental Services Committee

April 19, 2023

Background

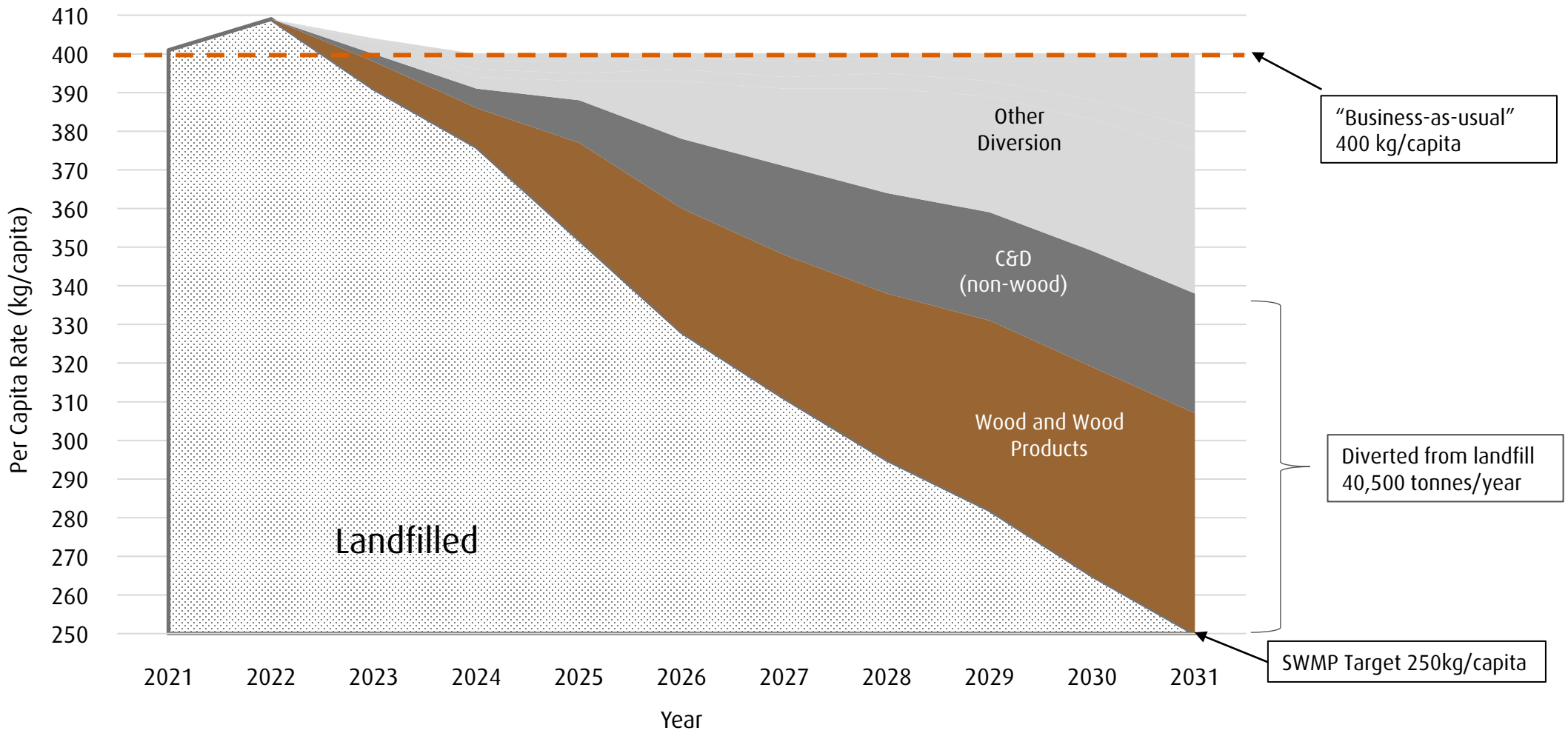

Board approval to initiate procurement process
May 2022
Aug 2022
Retained a technical advisor
Issued a Request for Expressions of Interest (RFEOI)
Dec 2022
Jan 2023
Received RFEOI Responses, technical and financial analysis of policies
Environmental Services Committee meeting consideration
April 2023
May 2023
Board meeting consideration

Proposed Bylaw Amendments

1. Active face material bans
2. Modernization of tipping fee schedule
3. Hauler incentive program
4. Enhanced bylaw enforcement capacity

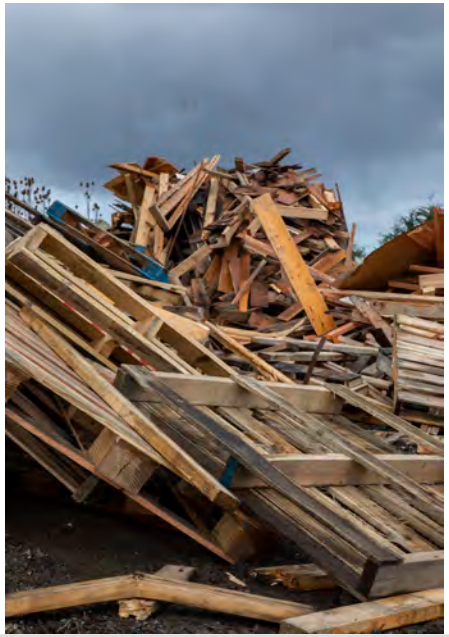


Diversion Potential



Active Face Material Bans

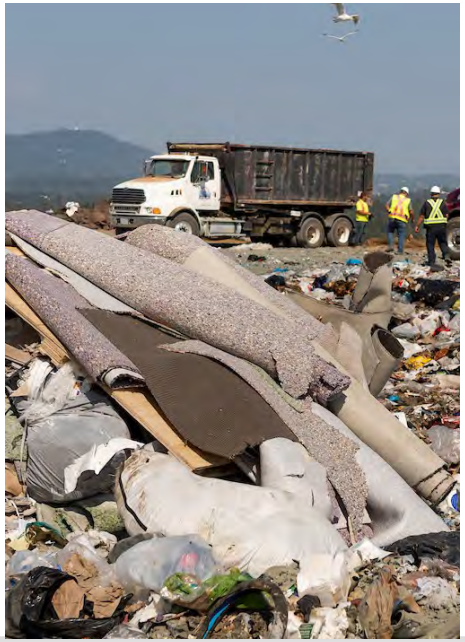
Wood (clean, treated and salvageable)



Asphalt roofing shingles



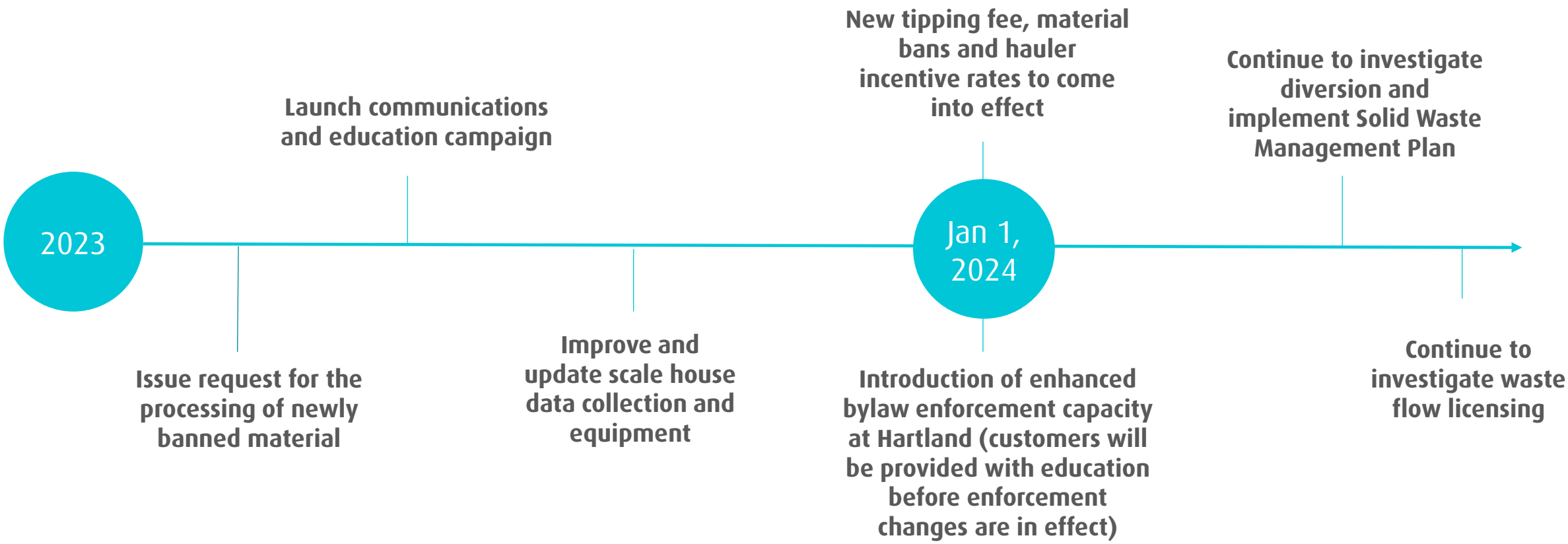
Carpet and backing



Proposed Tipping Fee Schedule

Rate Category	Current Rate (per tonne)	Proposed Rate (per tonne)
General Refuse	$110	$150
2024 General Refuse Hauler Incentive Rate	N/A	$125
2025 General Refuse Hauler Incentive Rate	N/A	$135
Mandatory Recyclables: treated wood, asphalt shingles, carpet and underlay	N/A	$110
Mandatory Recyclables: clean wood	N/A	$80
Mandatory Recyclable: salvageable wood	N/A	$0
Clean Renovation and Demolition Waste	$110	$150
Unsorted Renovation and Demolition Waste (double charge)	$110	$300

Looking Ahead (subject to Board direction)





Thank you

rsmith@crd.bc.ca | 250.360.3080

@crdvictoria

Capital Regional District

CRDVictoria

crd.bc.ca

Making a difference...together

EEP 23-19

REPORT TO ENVIRONMENTAL SERVICES COMMITTEE
MEETING OF WEDNESDAY, APRIL 19, 2023

SUBJECT **Healthy Waters Project for Tod Creek on the Saanich Peninsula**

ISSUE SUMMARY

To provide the Committee with information related to resources, service mandate and regulatory framework related to the Healthy Waters project proposal for Tod Creek on the Saanich Peninsula.

BACKGROUND

At the February 15, 2023 Environmental Services Committee meeting, directors requested feedback on an unsolicited proposal from the Raincoast Conservation Foundation to monitor the Tod Creek watershed (Appendix A). The objectives of this proposed monitoring program are "to conduct a risk-based evaluation of contaminants of concern in Tod Creek watershed in support of healthy fish habitat" and "to document possible sources of contaminants of concern in the Tod Creek watershed, including Hartland Landfill and local land use."

Well documented by community groups and other sources, the Tod Creek watershed has experienced historical impacts from development and agricultural practices, including the draining of Tod Creek flats and the movement of the physical creek bed itself. Present day pressures continue, and the cumulative effects of these activities have impacted water quality and flow and continue to diminish the potential of the watershed to support fish and other aquatic life.

Under the Capital Regional District's (CRD) current service mandate, there are two monitoring programs in the Tod Creek watershed:

1. **Hartland Landfill Compliance** – Staff monitor groundwater at multiple locations throughout and around the landfill to confirm leachate is not leaving the site. Surface water quality is also monitored quarterly in the creeks to the north and south of the landfill, including Heal and Durrance creeks, Durrance Lake and Tod Creek, and various tributaries to confirm the quality of surface water and performance of onsite leachate containment systems. Surface water samples are analyzed for a broad suite of parameters, including nutrients and metals, and leachate surrogates, such as chloride, conductivity and ammonia. This monitoring is undertaken and submitted to the Province to satisfy regulatory requirements imposed as a condition of landfill operation. The CRD monitoring began in 1983, and it was this monitoring that confirmed legacy impacts to the Tod Creek watershed, and ultimately led to the installation of the engineered leachate control systems that are in place today.

2. **Stormwater Quality** – Staff measure water quality at the mouth of Tod Creek twice per year, and more intensively throughout the watershed every five to six years, to provide information about watershed health. This monitoring (last done in 2017 and planned for 2023) includes measurement of a broad suite of water quality parameters, as well as collection of sediment and benthic invertebrates. The stormwater monitoring is undertaken to satisfy commitments in the CRD's Liquid Waste Management Plans.

In addition, The Friends of Tod Creek Watershed, a local community organization, measure conventional water quality parameters monthly at eight sites within the watershed and conduct restoration activities. Restoration activities are most often done in conjunction with The Peninsula Streams Society, another non-profit community group committed to watershed protection and restoration. The CRD regularly coordinates and shares data with both groups. A figure illustrating CRD and The Friends of Tod Creek Watershed sampling locations can be found in Appendix B.

The Healthy Waters proposal includes assessment of a broader suite of potential environmental contaminants of concern, many of which are already assessed in landfill leachate directly. Environmental risk can be inferred from the leachate data and indicator parameters that are already measured in the watershed by the CRD. While there may be scientific interest in characterizing these contaminants in the environment, their analysis comes at significant expense and staff anticipate challenges with attributing contaminant sources to low-level concentrations under the proposed project design. In addition, existing CRD and community-based monitoring programs have already identified the most significant issues affecting the watershed's ability to support fish and other aquatic life: primarily low oxygen, elevated nutrients, alterations to watershed structure and variable stormwater flow.

ALTERNATIVES

Alternative 1
The Environmental Services Committee recommends to the Capital Regional District Board:
That the Capital Regional District not support the Healthy Waters project proposal for Tod Creek on the Saanich Peninsula.

Alternative 2
The Environmental Services Committee recommends to the Capital Regional District Board:
That staff be directed to identify a source of funding and support the Healthy Waters project proposal for Tod Creek on the Saanich Peninsula.

IMPLICATIONS

Environmental Implications

The CRD and The Friends of Tod Creek monitoring confirm that, in general, the mouth of the creek is healthy (with very few exceedances of water quality guidelines), but at upstream sites, particularly near Farmington Road, impacts to aquatic life are anticipated. At these upstream locations, dissolved oxygen levels were below guidelines for protection of aquatic life, and elevated phosphorus, turbidity, iron and zinc were also observed. However, none of these exceedances are associated with landfill leachate parameters, supporting the conclusion that engineered landfill controls are functioning as designed and there are no complete pathways offsite from the landfill.

Financial Implications

Current program budgets (e.g., landfill monitoring, stormwater monitoring, wastewater monitoring) are insufficient to support the Healthy Waters project. As proposed, the project would extend for more than a year with a budget of approximately $145,000. Funding would be required, and some staff resources would need to be reallocated, to support the project.

Social Implications

While staff anticipate the project will have limited additional scientific or technical value, it may provide value to the community in the form of reassurance that the CRD and community-based monitoring programs are adequate to confirm that current and future landfill activities are not linked to any offsite concerns in the watershed.

CONCLUSION

Monitoring programs through CRD service delivery and local community groups confirm that Hartland Landfill operations are not adversely impacting the Tod Creek watershed. This monitoring has indicated, however, that water quality in parts of the watershed is impacted by other stressors and in some areas is likely insufficient to support aquatic life for reasons unrelated to landfill activities. Existing monitoring program budgets and staff capacity are insufficient to support the Healthy Waters project, as proposed. Staff anticipate the project would be of interest to the community but would add minimal additional scientific technical or regulatory value to the current monitoring programs.

RECOMMENDATION

The Environmental Services Committee recommends to the Capital Regional District Board:
That the Capital Regional District not support the Healthy Waters project proposal for Tod Creek on the Saanich Peninsula.

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: Original Project Proposal
Appendix B: Map – CRD and The Friends of Tod Creek Watershed – Sampling Locations

ORIGINAL PROJECT PROPOSAL

A '*Healthy Waters*' project for Tod Creek on the Saanich Peninsula for CRD consideration

A community-oriented project to deliver comprehensive water quality testing in support of healthy waters and healthy fish habitat

Project concept submitted by Peter S. Ross, Raincoast Conservation Foundation (Sidney BC)*

Objective: To conduct a risk-based evaluation of contaminants of concern in the Tod Creek watershed (Saanich Peninsula) in support of healthy fish habitat. Secondary objective: To document possible sources of contaminants of concern in the Tod Creek watershed, including Hartland landfill and local land use.

Background:
The health of fish habitat in British Columbia is impacted by a complex mixture of pollutants originating from many land-based sources, including municipal wastewater, landfill leachate, industrial discharges, agro-forestry operations and nonpoint source pollutants. Monitoring, deliberation and action have been the subject of long-standing discussions on the liquid and solid waste management file in the Capital Regional District (CRD) of Victoria. The completion of the new McLoughlin Point wastewater treatment plant in 2020 effectively reduced the release of contaminants of concern to the marine receiving environment, but led to new concerns about persistent contaminants found in retained biosolids. Some of these biosolids are being deposited at the Hartland Landfill site, where community concerns linger that they may leach into local waterways.

The intent of this project is to bring the expertise of the new Raincoast *Healthy Waters* (https://www.raincoast.org/waters/) program to the Saanich Peninsula, build on the strength of place-based WSANEC Indigenous Knowledge, and deliver high resolution data on a wide range of Contaminants of Emerging Concern (CoC). Raincoast applied a different version of this model following the catastrophic floods of late 2021, with the report available (Floodwater contaminants report | Raincoast Conservation Foundation). A near-term objective also exists for Raincoast to build a mobile lab to bring contaminant measurements to the community (Mobile lab | Raincoast Conservation Foundation). This effort has potential to inform land use practices, riparian protections, and stewardship initiatives in the Tod Creek watershed. This project also has strong potential to generate goodwill and trust with multiple members of the CRD community and Indigenous Nations.

The team:
Scientific staff: Raincoast Conservation Foundation will oversee the core study design, sampling protocols, analytical (lab) protocols, service lab selection, statistical evaluation, data interpretation and comparative evaluation (against other watersheds). Dr. Peter Ross, Senior Scientist and Director of *Healthy Waters*, will oversee the sampling, analysis and interpretation in this study. Dr Ross has published over 160 scientific articles and book chapters on topics in ecotoxicology and aquatic pollution. Raincoast will deliver an interim data summary report and a final report, as well as build a comparative web-based tool to share high level findings.

Community Advisory Team (CAT): Membership to be determined after invitation, with the following candidates:

- Tsartlip First Nation
- WSANEC Leadership Council
- Friends of Tod Creek
- Peninsula Streams
- Mt Work Coalition
- Willis Point Community Association
- Peninsula Biosolids Coalition
- Saanich Inlet Protection Society
- Butchart Gardens

The CAT will provide input into site selection, watershed features of cultural or ecological value, and land use concerns. All data, findings, and reports will be shared with the CAT.

Funder: Funding for this project is sought from CRD. CRD will have the opportunity to provide input into final study design, sample size and analyte list. Comparability of these data with relevant datasets from RCD programs is an important consideration. Raincoast will deliver data and reports to CRD.

Proposed study
We submit here a two-step proposal to allow for rapid initial ('snapshot') evaluation, followed by a one-year seasonal ('Healthy Waters') study. Findings will be summarized in two reports reflecting this two-tiered approach, and will inform the design of subsequent monitoring designs.

This project entails

i) the co-design of a watershed-based approach to sampling and analysing samples of surface water (and possibly biosolids and sediments) from a Saanich watershed of interest,
ii) the generation of CoC data in conjunction with risk-based evaluations of findings using pan-Canadian Environmental Quality Guidelines and the scientific literature,
iii) a comparative evaluation as measured against the findings from up to 10 other flagship watersheds across southern BC, and
iv) the participation of community champions and Indigenous Nations.

Samples will be analysed using the best available laboratories and instrumental protocols, thereby providing high quality data with the best opportunity for forensic exploration. This essentially allows for a good opportunity to discern source or source sector, and delivers insights into priorities, land use, and the formulation of any additional research designs. Data generated using proposed instrumental protocols at dedicated service labs will be used to generate signatures in support of source identification. Data interpretation will inform environmental risks. Overall results are expected to deliver a blend of answers and questions, with the latter serving to help guide the design of any more focused research questions and follow up monitoring plans.

Our principal objective is to improve water quality in and around fish habitat in coastal BC through the following deliverables:

1. The design and application of a monitoring program for community members and Indigenous partners in the selected Saanich Peninsula watershed. This training platform will offer a focal means of generating community and Indigenous technical capacity for water monitoring through training for i) water sampling techniques; ii) water analysis; and iii) solution-oriented water pollution prioritization using Canadian Environmental Quality Guidelines;
2. The preparation of a proposed list of priority water properties and contaminant analytes that captures local concerns, scientific topics of current interest, and emerging wastewater management concerns;
3. The co-design of a regimented water sampling and analysis program with protocols (safety, methods, equipment, frequency, analytes, and Quality Assurance/Quality Control [QA/QC]) that will enable a ranking of threats to the health of fish habitat;
4. *Snapshot assessment*

Community science project entailing YSI data (pH, T, DO, conductivity) and flow from selected watershed:

   a. *One-time* Tier 1: community data on temperature, salinity, pH, dissolved oxygen, and select metals using a YSI meter;
      i. microplastic concentrations and types in partnership with Ocean Diagnostics
   b. *One-time* Tier 2: Basic water quality data from partnering lab (CARO Analytical Services):
      i. Coliform
      ii. nutrients
      iii. metals
   c. *One-time* Tier 3: High resolution contaminant data at partnering labs (SGS AXYS):
      i. Pharmaceuticals and personal care products
      ii. Pesticides
      iii. Perfluoro-alkyl substances (PFAS)
      iv. high resolution hydrocarbons
      v. wastewater tracers (sucralose)

vi. tire-related chemicals (6-PPD Quinone)
vii. alkylphenol ethoxylates
viii. Microplastics

5. *Healthy Waters year*

New, high value data on contaminants in fish habitat:

a. *Weekly* Tier 1: community data on temperature, salinity, pH, dissolved oxygen, and select metals using a YSI meter and microplastics
b. *Quarterly* Tier 2: Basic water quality data from partnering lab (CARO Analytical Services)
c. *Quarterly* Tier 3: High resolution contaminant data at partnering labs (SGS AXYS)

6. A report interpreting findings in the context or Ecological risks, local land use and source identification;
7. A comparative web-based tool that enables a relative understanding of the health of Tod Creek alongside other watersheds in southern BC;
8. Expert support and interpretative data for community-based stewardship initiatives and relevant policies and practices for local, BC and federal agencies.

Backgrounder (*Healthy Waters*):

Healthy Waters is a program of the Raincoast Conservation Foundation. *Healthy Waters* is building on existing partnerships with, among others, the 30-member Indigenous-led Lower Fraser Fisheries Alliance (LFFA), the 16-member S'ólh Téméxw Stewardship Alliance (STSA), Parks Canada, Metro Vancouver, and DFO. We can therefore leverage this project across similar initiatives, with people, activities and data from the wider Healthy Waters team that add depth and breadth to the Saanich Peninsula findings.

The intent of *Healthy Waters* is to be transparent, to build a shareable dataset that allows communities to compare lessons learned, and to advance conservation and stewardship actions that are informed by water quality findings. Each place-based partnership will be built on trust, and will entail a close working relationship that provides data, advice and support to that community. We plan on building a data visualization tool akin to that of *PollutionTracker.org* which displays summary data for sediments and mussels along the coast of BC, whereby each site is sponsored by a single funder.

With this project, Tod Creek findings will benefit from outcomes at other Raincoast *Healthy Waters* watersheds in southern BC.

Candidate partnershipsfor *Healthy Waters* in 2023

False Creek, Vancouver	Cowichan River VI	Pitt River LFV
Squamish River	Fulford Harbour SSI	Terminal Creek Watershed BI
Quibble Creek, Surrey	Sumas Lake watershed LFV	Somass watershed VI



While *Healthy Waters* aims at an assessment of contaminants in water, concerns about contaminants that are more likely to attach to particles argues in favour of additional analysis of sediment and biosolids samples. This may include the analysis of PCBs, PBDEs, organochlorine pesticides, Dioxins / Furans, and HBCDD.

A) **Proposed budget for *Snapshot* assessment**

	Per sample	Total
Senior Scientist		0
Technician		0
Research & Communications		2,200
Safety gear		300
Data mgt & interpretation		1,200
Travel costs		600
Material & Supplies		550
Shipping		300
Tier 1 costs[1]		5,500
Tier 2 costs[2]	235 (seasonally x 5 sites)	1,175
Tier 3 costs[3]	5,400 (seasonally x 5 sites)	27,000
Sediments & Biosolids	3,850 (1)	3,850
Subtotal		42,675
Administration		4,268
Total		**46,943**

B) Proposed budget for a one-year *Healthy Waters* project – building from the Snapshot Assessment

	Per sample	Total
Senior Scientist		0
Technician		0
Research & Communications		5,500
Safety gear		600
Data mgt & interpretation		4,000
Travel costs		2,400
Material & Supplies		1,200
Shipping		800

Tier 1 costs[1]		6,000
Tier 2 costs[2]	235 (seasonally x 5 sites)	4,700
Tier 3 costs[3]	5,400 (seasonally x 5 sites)	108,000
Sediments & Biosolids	3,850 (12)	46,200
Subtotal		179,400
Administration		17,940
Total		**197,340**

[1]*Tier 1*: acquisition and deployment of YSI meter for community science use (T, pH, Dissolved oxygen and conductivity). Field protocols and safety gear will be included. Raincoast team will attend / oversee where needed.

[2]*Tier 2*: analysis of basic contaminants of concern – Fecal coliform nutrients and metals. Raincoast team will attend.

[3]*Tier 3*: advanced high-resolution analysis of contaminants of concern – pharmaceuticals and personal care products, polycyclic aromatic hydrocarbons, perfluoro-alkyl substances (PFAS), pesticides, tire chemicals, sucralose and alkyl phenol ethoxylates. Tier 3 includes a total of 379 analytes per sample. Raincoast team will attend.

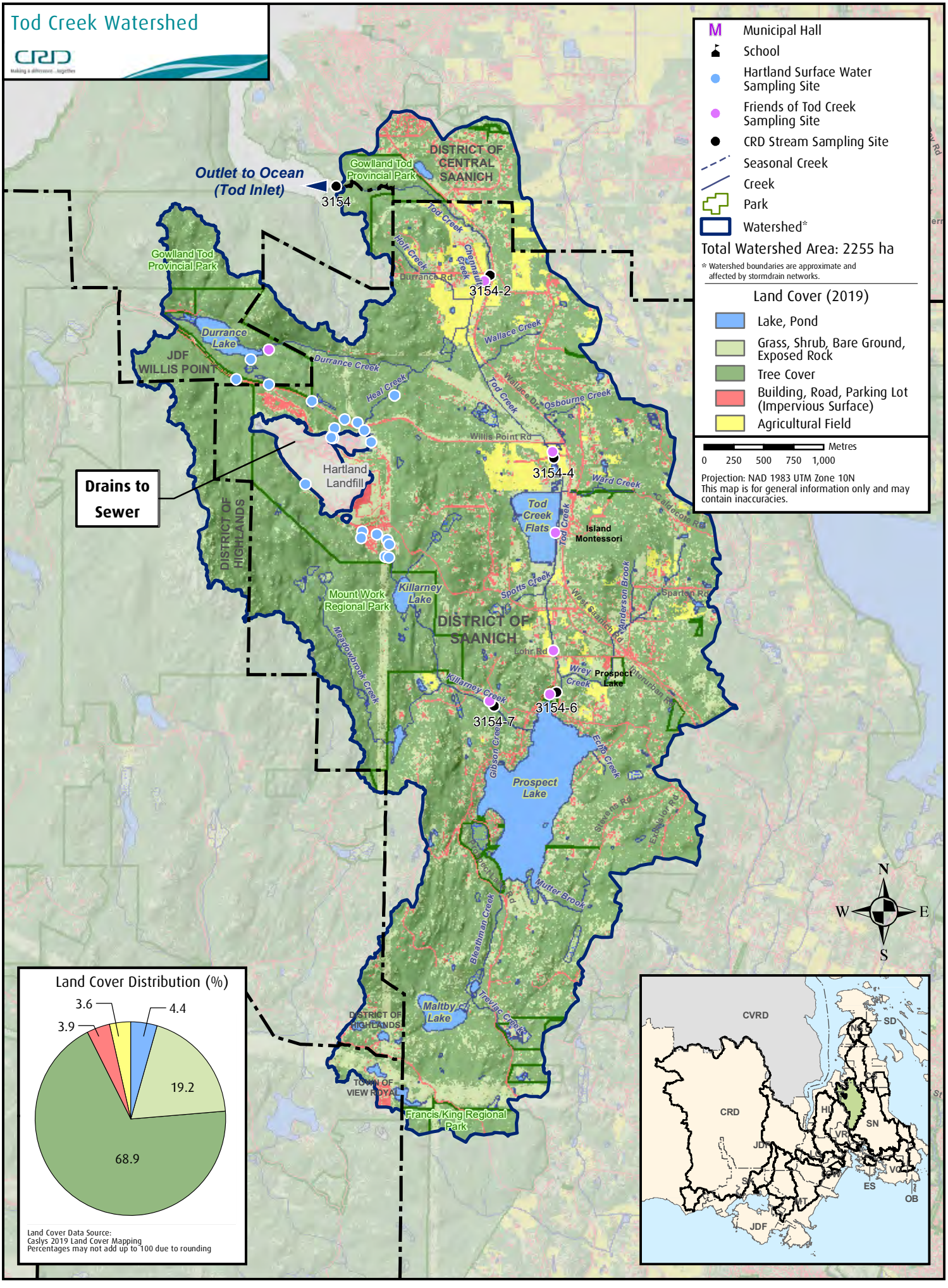
Contact Peter S. Ross at peter@raincoast.org

[*]Raincoast (Raincoast Conservation Foundation | Informed advocacy) *is a team of scientists and conservationists empowered by our research to safeguard the land, waters, and wildlife of coastal British Columbia. We investigate to understand coastal species and processes. We inform by bringing science to decision-makers and communities. We inspire action to protect wildlife and wildlife habitats.*

CRD - Facilities Management & Engineering Services - Mar 08, 2023 - Technologist: jpbezeau - Map Document: HATWatershedSeriesTodck2022.mxd

Tod Creek Watershed

CRD



Making a difference...together

REPORT TO THE FINANCE COMMITTEE
MEETING OF WEDNESDAY, MAY 03, 2023

SUBJECT **2024 Service and Financial Planning Guidelines**

ISSUE SUMMARY

This report outlines the service and financial planning process for 2024 including key budget drivers for consideration.

BACKGROUND

The Capital Regional District (CRD) 2024 service and financial planning processes have begun. Board Priorities, Corporate Plan initiatives and core service delivery form the foundation of the 2024–2028 five-year financial plan. Appendix A highlights the overall corporate planning process while Appendix B details the timeline specific to the planning cycle.

The 2024 planning cycle marks the first year of the implementation of the Board approved 2023-2026 CRD Corporate Plan. The Corporate Plan identifies the initiatives that will progress service delivery in alignment with the Board Priorities. The Corporate Plan also 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.

Impacts for initiatives will be summarized and presented with the 2024 service plans, known as Community Need Summaries, and the provisional budget will be presented at the Committee of the Whole meeting scheduled for October 25, 2023. As in prior years, to proactively influence the planning process, this report recommends planning guidelines in the context of observed trends, assumptions and drivers impacting the organization.

ALTERNATIVES

Alternative 1
The Finance Committee recommends to the CRD Board:
That the service and financial planning guidelines as presented be approved and that staff be directed to prepare the draft financial plan review based on the timeline presented.

Alternative 2
That this report be referred back to staff for additional information.

IMPLICATIONS

The guidelines are the policies and assumptions by which CRD Board and staff determine the most appropriate allocation of resources to deliver the Corporate Plan. Additionally, the guidelines inform decision making in consideration of the macro-economic environment and financial health of the organization.

Governance Implications

Alignment of the financial plan with strategic priorities and financial management strategies supports efficient and effective service delivery. The 2024 financial planning process will reflect feedback from various Commissions.

In 2024, staff will prioritize programs and initiatives that:
- Advance Board priorities or Corporate Plan initiatives;
- Operationalize capital investments; and/or
- Are necessary to maintain a core service level following a regulatory change or where there is a safety risk to customers, communities, or staff.

As in prior years, the public will continue to be engaged throughout the process with the established communications and feedback strategy. There are also ongoing opportunities for public input through committee, commission and CRD Board meetings. New for 2024, there will be a review of service and financial plans by committees for services with annual operating plans greater than $5 million ahead of provisional budget approval scheduled for October 25, 2023. Plans presented to committees will total nearly two thirds of the operating budget.

Financial Implications

Financial Planning Guidelines

The financial planning guidelines advise the organization on internal and external drivers to influence management practices with respect to surpluses, reserves, debt and cost containment measures. This will enable the organization to optimize revenue requirements and minimize requisition increases. Analysis of the following areas influence the guidelines:

1) Economic Conditions
2) Core Service Levels and Infrastructure Investment
3) Financial Management Strategies

1) Economic Conditions

The financial plan relies on ongoing analysis and monitoring by staff of economic drivers and assumptions, with a focus on understanding their impact on both service delivery and financial performance. In the past year, three key interrelated economic indicators that remain under watch for their impact on service delivery are inflation, unemployment and interest rates.

Since the start of 2022, borrowing rates have undergone significant changes. Due to low unemployment rates and supply chain disruptions, inflation reached a 30-year high, prompting national policymakers to act. In response, the Bank of Canada (BOC) has increased the key overnight lending rate eight times between March 2022 and January 2023 in an effort to slow inflation and attain their 2% target. The overnight lending rate now sits at to 4.5%[1], increasing short- and long-term borrowing costs significantly higher than the year before. Despite the rate increase, inflation remains above BOC target currently. Rate increases do have a lagging affect on inflation, reducing economic activity over time as more business and consumers are exposed to higher rates. Market expectations are that inflation will decline nationally in the coming months

[1] https://www.bankofcanada.ca/2023/04/fad-press-release-2023-04-12/

however, other factors like unemployment levels also influence inflation. The BOC will continually re-assess the adequacy of its existing measures and is willing to further raise the rate if necessary.

Rising market rates have increased the long-term borrowing rates offered by the Municipal Finance Authority of BC, causing local governments across British Columbia to reevaluate and increase project budgets. The CRD is addressing these challenges through cost containment within the financial planning process and through effective use of financing strategies aimed at optimizing value for money by lowering overall borrowing costs.

Inflation in Canada has decreased since last summer's peak of 8.1%, with annual national Consumer Price Index inflation falling to 5.2% in February[2]. Core inflation was just below 5%, due to a drop in the price of goods, energy prices and decreased spending brought about through monetary policy on the overnight rate. However, inflation remains higher in most provinces and regions, including 6.2% in British Columbia, 6.0% in Victoria, and 5.9% in Vancouver as of February 2023[3]. Although the British Columbia (BC) provincial budget, which was recently approved, assumes an inflation rate of 3.9% for forecasting, the Executive Leadership Team is setting a service planning cap of 3.5%.

Meanwhile, Victoria has the lowest unemployment rate in BC, and the second-lowest rate among Canadian urban centers. According to Statistics Canada, the city's jobless rate fell slightly to 3.2% last month, from 4.5%[4] in August 2022, while Vancouver's unemployment rate rose slightly to 4.9%[5]. The provincial and national rates were 4.5% and 5.0% respectively. The tight conditions of the local employment market pose ongoing recruitment and retention challenges for CRD.

Service delivery and infrastructure investment will be affected by pricing and labor pressures. The increased utilization of CRD services, driven by population growth and local economic activity, leads to higher volumes and costs of delivery. To ensure optimal levels of service, the staff continuously monitors these costs. In response to increased uncertainty, conservative planning assumptions are recommended.

2) Core Service Levels and Infrastructure Funding

The CRD Board's 2023-2026 strategic priorities formed the basis of the Corporate Plan. These priorities are foundational to each service's work plans. The rolling five-year financial plan will reflect updated assumptions in timing, scope and cost estimates.

The most significant costs of service delivery are costs of capital and operating expenses such as salaries and benefits, debt servicing, materials and equipment. Changes in these expenditures will be influenced to a greater degree by uncontrollable economic conditions such as unemployment rates, supply and demand, surcharges and contractual agreements.

The organization has experienced growth in many core services within the past five years driven by community need and guided by the Corporate Plan. Service delivery review is an effective tool to evaluate efficacy of existing service delivery while priorities continue to evolve. The

[2] https://www2.gov.bc.ca/gov/content/data/statistics/economy/consumer-price-index
[3] https://www2.gov.bc.ca/gov/content/data/statistics/economy/consumer-price-index
[4] https://www150.statcan.gc.ca/t1/tbl1/en/tv.action?pid=1410038001
[5] https://vancouverisland.ctvnews.ca/b-c-adds-14-000-jobs-with-second-lowest-unemployment-rate-in-canada-1.6345791

organization's approach has been and will continue to include annual Board reviews to prioritize existing services and advance essential initiatives directly identified in the Corporate Plan.

Prioritization will focus on mitigating cost impacts where possible while still balancing essential services and initiatives. To exercise constraint and cost containment, the core inflationary adjustment will be kept to 3.5% in the planning process. Mitigation of inflationary pressures through retraction of auxiliary, delayed staffing and optimal levels of resourcing can aid the organization in absorbing cost pressures.

Also supporting the response to growth, more informed infrastructure investment planning has proceeded through the Board approved corporate asset management policy and strategy. Operationalized initiatives including reserve fund policies, maintenance intervention and a risk-based approach to asset renewal, have contributed to operating and capital cost reductions.

Additional asset management financial based initiatives include development and completion of:

- Sustainable Service Delivery plans to maintain and replace existing assets in short, medium and long-term horizons;
- Lifecycle Costing Framework integrating quantitative, qualitative, social, environmental and economic measures such as climate action and risk management; and
- Library of Financial Guidelines aimed at optimizing financial position, reserves and borrowing capacity while lowering current costs and current revenue.

3) Financial Management Strategies

Financial management strategies ensure critical financial objectives are integrated into organizational decision making and operations. The following outlines the financial management strategies that will generally guide financial planning:

- Optimize fees for service revenues and stabilize tax rates to fund operations, maintenance, growth and asset utilization
- Limit transfers to/from operating reserves, transferring only to fund one-time projects or to stabilize revenue requirements
- Levels of transfers to/from capital reserves supported through development of life cycle funding requirements and optimal levels of debt and debt terms
- One-time variances resulting in surplus transferred to reserve in order to fund future capital liabilities or reduce future revenue requirements and only applied to reduce tax rates in rare circumstances where the offset is sustainable and stable

Board approved financial policies and guidelines such as the asset management policy, capital reserve guideline and debt term guideline inform financial planning in a standard way at a service level whereas the strategies given above provide general corporate direction. Additional service level guidelines are under development including operating reserve guidelines and utility rate model guidelines.

CONCLUSION

Board Priorities, Corporate Plan initiatives and core service delivery form the foundation of the 2024–2028 five-year financial plan. To proactively influence the planning process, this report recommends planning guidelines in the context of observed trends, assumptions and drivers impacting the organization. The guidelines are the policies and assumptions by which CRD Board and staff determine the most appropriate allocation of resources to deliver the Corporate Plan. In response to a high degree of economic uncertainty, more conservative planning assumptions are recommended. Prioritization will focus on balancing cost pressures with ensuring essential service delivery.

RECOMMENDATION

The Finance Committee recommends to the CRD Board:
That the service and financial planning guidelines as presented be approved and that staff be directed to prepare the draft financial plan review based on the timeline presented.

Submitted by:	Rianna Lachance, BCom, CPA, CA, Senior Manager, Financial Services
Concurrence:	Nelson Chan, MBA, FCPA, FCMA, Chief Financial Officer
Concurrence:	Kevin Lorette, P. Eng., MBA, General Manager, Planning & Protective Services
Concurrence:	Ted Robbins, B. Sc., C. Tech., Chief Administrative Officer

ATTACHMENTS

Appendix A: CRD Corporate Planning Framework
Appendix B: 2024 CRD Financial Planning Timetable

Corporate Planning Framework

Appendix A



Every four years, the Board sets the strategic priorities, policy and direction that guide the activities of the organization. Board members, other elected officials and, in some cases, First Nations and ratepayers sit on various committees and commissions that receive public input.

Public input happens throughout the planning cycle, through customer satisfaction surveys, financial plan consulting, user statistics, advisory body reports and other public engagement activities. This input drives the Board's strategic priorities.

Making a difference...together

Financial Planning Timetable

Appendix B

Service and Financial Planning Guidelines

CRD Timetable for 2024-2028 Financial Plan	
Month	Description
June	Executive Leadership Team - Review and Prioritize initiative Business Cases Financial Plan Guidelines
June - August	Staff - Service Planning and Budget Preparation
September - October	Executive Leadership Team, Committees & Commissions - Review of Budgets, including Initiative Business Cases
October	Electoral Area Committee - Budgets and Intiative Business Cases (Oct 23) Committee of the Whole - Financial Plan and Intiative Business Cases (Oct 25) Board - Approval Provisional Financial Plan (Oct 25)
January	Surplus/Deficits - Budget Recast
March	Board - Final Bylaw Approval
April	Requisition

Making a difference...together

REPORT TO FINANCE COMMITTEE
MEETING OF WEDNESDAY, MAY 03, 2023

SUBJECT Bylaw No. 4547: Saanich Peninsula Recreation Services (Panorama Heat Recovery System) Loan Authorization Bylaw No. 1, 2023

ISSUE SUMMARY

Pursuant to the Capital Regional District (CRD) Bylaw No. 4537, "2023 to 2027 Financial Plan Bylaw, 2023", this report brings forward the loan authorization Bylaw No. 4547 for the purpose of financing the construction of the Panorama Heat Recovery System.

BACKGROUND

On March 29, 2023, the Board approved Bylaw No. 4537, "2023 to 2027 Financial Plan Bylaw, 2023". The plan sets out capital expenditure for each service, including planned borrowings. As is the case each year following plan approval, staff prepare necessary loan authorization bylaws and security issuing bylaws. Borrowing for the Saanich Peninsula Recreation Services for the Panorama Heat Recovery System was identified in the approved financial plan for up to $2.453 million.

Loan authorization bylaws expire after five years, so bylaws are most commonly drafted to cover the five-year financial plan for services requiring borrowing to fund capital. The loan authorization bylaw will specify the maximum amount, the restricted use and the debt repayment amortization period.

The Saanich Peninsula Recreation Services capital plan (the "Capital Plan") includes the construction of the Panorama Heat Recovery System that will require borrowing up to $2.453 million from the Municipal Finance Authority of British Columbia (MFABC). Requests for funds to be drawn against the loan authorization bylaw will only be authorized upon Board approval of a subsequent security issuing bylaw. The security issuing bylaws are prepared twice annually and include only those borrowings for which there is a cash flow need as determined by the approved financial plan.

The following bylaw is proposed:

Service Area	Action	Purpose	Bylaw
Saanich Peninsula Recreation Services	Loan Authorization Bylaw	To create a loan authorization bylaw to permit long-term borrowing related to the capital plan for this service	4547

ALTERNATIVES

Alternative 1
The Finance Commission recommends to the Capital Regional District Board:

1. That Bylaw No. 4547, "Saanich Peninsula Recreation Services (Panorama Heat Recovery System) Loan Authorization Bylaw No. 1, 2023", be introduced and read a first, second and third time;
2. That approval on behalf of the participating areas for Bylaw No. 4547 be obtained through the municipal consent process, according to sections 346 of the Local Government Act, and if successful, that Bylaw No. 4547 be referred to the Inspector of Municipalities for approval.

Alternative 2
That the proposed bylaw be referred back to staff for further information.

IMPLICATIONS

Legislative & Financial Implications

Section 24 of the *Municipal Finance Authority Act*, RSBC 1996 c 325 states that a regional district security issuing bylaw may only be enacted and financed if the long-term borrowing is arranged through the Municipal Finance Authority of British Columbia (MFABC). The loan authorization required is up to $2.453 million and will support the planned five-year capital plan expenditures commencing in January 2023. The estimated debt servicing costs for the borrowing are included in the approved in the 2023-2027 Financial Plan Bylaw. Borrowing for construction of the Panorama Heat Recovery System is planned to allow the efficient execution of the project.

Where MFABC's indicative interest rate as of March 6, 2023 was 4.57%, the estimated annual debt servicing cost is approximately $0.239 million with an amortization term of 15 years. The total cost of financing is expected to be $3.588 million. Debt servicing costs within the plan are funded by requisition. Actual borrowings in each of the next five years will be based on the cash flow requirements for the year.

Long-term borrowing (i.e., loans with a term of more than five years) cannot be undertaken without the loan authorization bylaw being approved and, subsequently and separately, a security issuing bylaw being approved, in accordance with the *Local Government Act*.

As part of the loan authorization bylaw approval process, the bylaw requires elector approval. Elector approval can be obtained through consent on behalf of municipal participants and electoral participating areas (by sub-regional AAP), a referendum, or by a regional alternative approval process (AAP) for the entire service area. Consent on behalf of municipal participants is initiated when the loan authorization bylaw has received third reading by the Board and approval by the Inspector of Municipalities and is the preferred method administratively in this instance.

To ensure optimization of interest and timing of long-term debt, issuance of a temporary borrowing will be proposed if Ministerial approval is obtained and the AAP proves successful. The timing of the debt issuance will be based on the timing of expenditures and will be dependent on prevailing interest rates at the time. Before long-term debt issuance can be exercised, a security issuing bylaw will be brought forward for approval. The term of debt issuance under the loan authorization will be 15 years.

CONCLUSION

The Board-approved Bylaw No. 4537, "2023 to 2027 Financial Plan Bylaw, 2023", sets out capital expenditure for each service, including planned borrowings. Borrowing for the Saanich Peninsula Recreation Services was identified in the approved financial plan of up to $2.453 million. Bylaw No. 4547, "Saanich Peninsula Recreation Services (Panorama Heat Recovery System) Loan Authorization Bylaw No. 1, 2023", is presented now in preparation for future borrowing to enable the construction of the Panorama Heat Recovery System included in the Service's five-year (2023-2027) capital plan.

RECOMMENDATION

The Finance Committee recommends to the Capital Regional District Board:

1. That Bylaw No. 4547, "Saanich Peninsula Recreation Services (Panorama Heat Recovery System) Loan Authorization Bylaw No. 1, 2023", be introduced and read a first, second and third time;
2. That approval on behalf of the participating areas for Bylaw No. 4547 be obtained through the municipal consent process, according to sections 346 of the Local Government Act, and if successful, that Bylaw No. 4547 be referred to the Inspector of Municipalities for approval.

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:	Larisa Hutcheson, P. Eng., General Manager, Parks & Environmental Services
Concurrence:	Ted Robbins, B. Sc., C. Tech., Chief Administrative Officer

ATTACHMENT

Appendix A: Bylaw No. 4547, "Saanich Peninsula Recreation Services (Panorama Heat Recovery System) Loan Authorization Bylaw No. 1, 2023"

APPENDIX A

CAPITAL REGIONAL DISTRICT

BYLAW NO. 4547

****

A BYLAW TO AUTHORIZE THE BORROWING OF TWO MILLION FOUR HUNDERED FIFTY-THREE THOUSAND DOLLARS ($2,453,000) FOR THE PURPOSE OF CONSTRUCTION OF A HEAT RECOVERY SYSTEM FOR THE PANORAMA RECREATION CENTRE

****

WHEREAS:

A. Under Bylaw No. 3008, "Saanich Peninsula Recreation Services Combination Bylaw No. 1, 2002", the Capital Regional District established a service for recreational and related community programs, equipment, and facilities for the municipal participating areas of the District of North Saanich, the Town of Sidney, and the District of Central Saanich;

B. The Board of the Capital Regional District wishes to construct a Heat Recovery System for the Panorama Recreation Centre as included in the service's capital plan;

C. The estimated cost of the Project, including expenses incidental thereto to be funded by debt servicing, the sum of Two Million Four Hundred Fifty-Three Thousand Dollars ($2,453,000); which is the amount of debt intended to be authorized by this bylaw;

D. Pursuant to Section 407(3)(c) of the Local Government Act, elector approval is required, and pursuant to Section 346, elector consent is to be obtained on behalf of the municipal participating areas;

E. The approval of the Inspector of Municipalities is required under Section 342 of the Local Government Act; and

F. Financing is proposed to be undertaken by the Municipal Finance Authority of British Columbia pursuant to agreements between it and the Capital Regional District;

NOW THEREFORE the Capital Regional District Board in open meeting assembled hereby enacts as follows:

1. The Board is hereby empowered and authorized to undertake and carry out or cause to be carried out the planning, study, design and construction of works for the Project in connection with the service and to do all things necessary in connection with the Project and without limiting the generality of the foregoing:

    a) to borrow upon the credit of the Capital Regional District a sum not exceeding Two Million Four Hundred Fifty-Three Thousand Dollars ($2,453,000); and

    b) to acquire all such real property, easements, rights-of-way, leases, licenses, rights or authorities as may be requisite or desirable for or in connection with the Project.

2. The maximum term for which debentures may be issued to secure the debt intended to be created by this bylaw is fifteen (15) years.

3. This Bylaw may be cited as "Saanich Peninsula Recreation Services (Panorama Heat Recovery System) Loan Authorization Bylaw No. 1, 2023".

READ A FIRST TIME THIS	day of	2023
READ A SECOND TIME THIS	day of	2023
READ A THIRD TIME THIS	day of	2023
APPROVED BY MUNICIPAL COUNCIL CONSENT PROCESS PER S.346 and S.347 OF THE *LOCAL GOVERNMENT* ACT THIS	day of	2023
APPROVED BY THE INSPECTOR OF MUNICIPALITIES THIS	day of	2023
ADOPTED THIS	day of	2023

CHAIR

CORPORATE OFFICER

FILED WITH THE INSPECTOR OF MUNICIPALITIES THIS day of

Making a difference...together

REPORT TO FINANCE COMMITTEE
MEETING OF WEDNESDAY, MAY 03, 2023

SUBJECT Bylaw No. 4546: Saanich Peninsula Recreation Services (Centennial Park Multi-Sport Box) Loan Authorization Bylaw No. 1, 2023

ISSUE SUMMARY

Pursuant to the Capital Regional District (CRD) Bylaw No. 4537, "2023 to 2027 Financial Plan Bylaw, 2023", this report brings forward the loan authorization Bylaw No. 4546 for the purpose of financing the construction of the Centennial Park Multi-Sport Box.

BACKGROUND

On March 29, 2023, the Board approved Bylaw No. 4537, "2023 to 2027 Financial Plan Bylaw, 2023". The plan sets out capital expenditure for each service, including planned borrowings. As is the case each year following plan approval, staff prepare necessary loan authorization bylaws and security issuing bylaws. Borrowing for the Saanich Peninsula Recreation Services for the Centennial Park Multi-Sport Box was identified in the approved financial plan for up to $2.9 million.

Loan authorization bylaws expire after five years, so bylaws are most commonly drafted to cover the five-year financial plan for services requiring borrowing to fund capital. The loan authorization bylaw will specify the maximum amount, the restricted use and the debt repayment amortization period.

The Saanich Peninsula Recreation Services capital plan (the "Capital Plan") includes the construction of the Centennial Park Multi-Sport Box that will require borrowing up to $2.9 million from the Municipal Finance Authority of British Columbia (MFABC). Requests for funds to be drawn against the loan authorization bylaw will only be authorized upon Board approval of a subsequent security issuing bylaw. The security issuing bylaws are prepared twice annually and include only those borrowings for which there is a cash flow need as determined by the approved financial plan.

The following bylaw is proposed:

Service Area	Action	Purpose	Bylaw
Saanich Peninsula Recreation Services	Loan Authorization Bylaw	To create a loan authorization bylaw to permit long-term borrowing related to the capital plan for this service	4546

ALTERNATIVES

Alternative 1
The Finance Committee recommends to the Capital Regional District Board:
1. That Bylaw No. 4546, "Saanich Peninsula Recreation Services (Centennial Park Multi-Sport

Box) Loan Authorization Bylaw No. 1, 2023", be introduced and read a first, second and third time;
2. That approval on behalf of the participating areas for Bylaw No. 4546 be obtained through the municipal consent process, according to sections 346 of the Local Government Act, and if successful, that Bylaw No. 4546 be referred to the Inspector of Municipalities for approval.

Alternative 2
That the proposed bylaw be referred back to staff for further information.

IMPLICATIONS

Legislative & Financial Implications

Section 24 of the *Municipal Finance Authority Act*, RSBC 1996 c 325 states that a regional district security issuing bylaw may only be enacted and financed if the long-term borrowing is arranged through the Municipal Finance Authority of British Columbia (MFABC). The loan authorization required is up to $2.9 million and will support the planned five-year capital plan expenditures commencing in January 2023. The estimated debt servicing costs for the borrowing are included in the approved in the 2023-2027 Financial Plan Bylaw. Borrowing for construction of the Centennial Park Multi-Sport Box is planned to allow the efficient execution of the project within the time frame anticipated by the grant funding from the Investing in Canada Infrastructure Program, 2026.

Where MFABC's indicative interest rate as of March 6, 2023 was 4.57%, the estimated annual debt servicing cost is approximately $0.282 million with an amortization term of 15 years. The total cost of financing is expected to be $4.242 million. Debt servicing costs within the plan are funded by requisition. Actual borrowings in each of the next five years will be based on the cash flow requirements for the year.

Long-term borrowing (i.e., loans with a term of more than five years) cannot be undertaken without the loan authorization bylaw being approved and, subsequently and separately, a security issuing bylaw being approved, in accordance with the *Local Government Act*.

As part of the loan authorization bylaw approval process, the bylaw requires elector approval. Elector approval can be obtained through consent on behalf of municipal participants and electoral participating areas (by sub-regional AAP), a referendum, or by a regional alternative approval process (AAP) for the entire service area. Consent on behalf of municipal participants is initiated when the loan authorization bylaw has received third reading by the Board and approval by the Inspector of Municipalities and is the preferred method administratively in this instance.

To ensure optimization of interest and timing of long-term debt, issuance of a temporary borrowing will be proposed if Ministerial approval is obtained and the municipal consent process proves successful. The timing of the debt issuance will be based on the timing of expenditures and will be dependent on prevailing interest rates at the time. Before long-term debt issuance can be exercised, a security issuing bylaw will be brought forward for approval. The term of debt issuance under the loan authorization will be 15 years.

CONCLUSION

The Board-approved Bylaw No. 4537, "2023 to 2027 Financial Plan Bylaw, 2023", sets out capital expenditure for each service, including planned borrowings. Borrowing for the Saanich Peninsula Recreation Services was identified in the approved financial plan of up to $2.9 million. Bylaw No. 4546, "Saanich Peninsula Recreation Services (Centennial Park Multi-Sport Box) Loan Authorization Bylaw No. 1, 2023", is presented now in preparation for future borrowing to enable the construction of the Centennial Park Multi-Sport Box included in the Service's five-year (2023-2027) capital plan.

RECOMMENDATION

The Finance Committee recommends to the Capital Regional District Board:

1. That Bylaw No. 4546, "Saanich Peninsula Recreation Services (Centennial Park Multi-Sport Box) Loan Authorization Bylaw No. 1, 2023", be introduced and read a first, second and third time;
2. That approval on behalf of the participating areas for Bylaw No. 4546 be obtained through the municipal consent process, according to sections 346 of the Local Government Act, and if successful, that Bylaw No. 4546 be referred to the Inspector of Municipalities for approval.

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:	Larisa Hutcheson, P. Eng., General Manager, Parks & Environmental Services
Concurrence:	Ted Robbins, B. Sc., C. Tech., Chief Administrative Officer

ATTACHMENT

Appendix A: Bylaw No. 4546, "Saanich Peninsula Recreation Services (Centennial Park Multi-Sport Box) Loan Authorization Bylaw No. 1, 2023"

CAPITAL REGIONAL DISTRICT

BYLAW NO. 4546

****

A BYLAW TO AUTHORIZE THE BORROWING OF TWO MILLION NINE HUNDERED THOUSAND DOLLARS ($2,900,000) FOR THE PURPOSE OF CONSTRUCTION OF THE CENTENNIAL PARK MULTI-SPORT BOX

****

WHEREAS:

A. Under Bylaw No. 3008, "Saanich Peninsula Recreation Services Combination Bylaw No. 1, 2002", the Capital Regional District established a service for recreational and related community programs, equipment, and facilities for the municipal participating areas of the District of North Saanich, the Town of Sidney, and the District of Central Saanich;

B. The Board of the Capital Regional District wishes to construct the Centennial Park Multi-Sport Box as included in the service's capital plan;

C. The estimated cost of the Project, including expenses incidental thereto to be funded by debt servicing, is the sum of Two Million Nine Hundred Thousand Dollars ($2,900,000); which is the amount of debt intended to be authorized by this bylaw;

D. Pursuant to Section 407(3)(c) of the Local Government Act, elector approval is required, and pursuant to Section 346, elector consent is to be obtained on behalf of the municipal participating areas;

E. The approval of the Inspector of Municipalities is required under Section 342 of the Local Government Act; and

F. Financing is proposed to be undertaken by the Municipal Finance Authority of British Columbia pursuant to agreements between it and the Capital Regional District;

NOW THEREFORE the Capital Regional District Board in open meeting assembled hereby enacts as follows:

1. The Board is hereby empowered and authorized to undertake and carry out or cause to be carried out the planning, study, design and construction of works for the Project in connection with the service and to do all things necessary in connection with the Project and without limiting the generality of the foregoing:

    a) to borrow upon the credit of the Capital Regional District a sum not exceeding Two Million Nine Hundred Thousand Dollars ($2,900,000); and

    b) to acquire all such real property, easements, rights-of-way, leases, licenses, rights or authorities as may be requisite or desirable for or in connection with the Project.

2. The maximum term for which debentures may be issued to secure the debt intended to be created by this bylaw is fifteen (15) years.

3. This Bylaw may be cited as "Saanich Peninsula Recreation Services (Centennial Park Multi-Sport Box) Loan Authorization Bylaw No. 1, 2023".

READ A FIRST TIME THIS	day of	2023
READ A SECOND TIME THIS	day of	2023
READ A THIRD TIME THIS	day of	2023
APPROVED BY MUNICIPAL COUNCIL CONSENT PROCESS PER S.346 and S.347 OF THE *LOCAL GOVERNMENT* ACT THIS	day of	2023
APPROVED BY THE INSPECTOR OF MUNICIPALITIES THIS	day of	2023
ADOPTED THIS	day of	2023

CHAIR

CORPORATE OFFICER

FILED WITH THE INSPECTOR OF MUNICIPALITIES THIS day of

Making a difference...together

REPORT TO HOSPITALS AND HOUSING COMMITTEE
MEETING OF WEDNESDAY, MAY 03, 2023

SUBJECT **Future Housing Partnerships Alternative Approval Process and Bylaw Amendments**

ISSUE SUMMARY

To permit the borrowing of up to $85 million (M) through the Land Assembly, Housing and Land Banking service in support of partnership opportunities related to increasing the supply of affordable, inclusive, and adequate housing in the region.

BACKGROUND

In September 2019, the Capital Regional District (CRD) Board authorized staff to amend Bylaw No. 3712, "Land Assembly, Housing and Land Banking Service Establishment Bylaw No. 1, 2010" (Appendix A – showing track changes from proposed Bylaw No. 4551 amendment) to remove a borrowing maximum of $25M under the service as well as remove a 25-year limit on the length of time a housing agreement could be entered into. At the same meeting, the CRD Board also authorized staff to proceed with obtaining elector assent for Loan Authorization Bylaw No. 4327 to permit the borrowing of $10M in support of the Regional Housing First Program (RHFP). The amendment bylaw and the loan authorization bylaw were adopted in March 2020.

As the RHFP was moving toward full program build out, staff advanced a white paper, *Future Housing Priorities and Partnerships* (FHPP), in July 2022. The white paper identified three areas of focus including:

- **Acquisition fund** to increase and preserve the supply of affordable rental and create future redevelopment opportunities, purchase of shovel-ready developments or acquire land for development of affordable housing;
- **Rural Housing Strategy** to increase, preserve and broaden the supply of affordable housing in small and rural communities, recognizing the need to approach housing solutions in rural communities with different assumptions than those used for conventional housing interventions in growing urban regions; and,
- Increase the supply of **housing with supports for people with complex needs** currently not adequately supported by the traditional model as a compliment to new provincial Complex Care Housing initiative.

The Board endorsed the FHPP and directed staff to develop a program framework and identification of funding partnership contributions to address unmet housing needs in the capital region based on the priorities identified in the white paper. The Board included a fourth area of focus which is to ensure the rapid and ongoing expansion of newly built publicly owned affordable housing in the CRD. Staff will report out on the program framework in Q4 2023.

On September 21, 2022, as part of provisional budget review, the Board directed staff to report back on options for increasing funding for land acquisition for housing. This report was received at the Hospitals and Housing Committee (HHC) as an information report on March 1, 2023 (Appendix B). The HHC passed a referral motion directing staff to report back on the implications of amending Bylaw No. 3712, which was received by the Board on April 12, 2023, where the Board then passed the following motions:

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.*

Due to recent changes in interest rates as well as assessed property values, the estimated annual requisition to support $85 million in borrowing now stands at $5.3M. As a result, the proposed amendment of $0.062 per $1,000 of assessed value equates approximately to a new maximum requisition of $11.5M instead of the $10.0M referenced in the Board motion.

Bylaw No. 4551, "Land Assembly, Housing and Land Banking Service Establishment Bylaw No. 1, 2010, Amendment Bylaw No. 2, 2023" is attached as Appendix C and the Bylaw No. 4552, "Land Assembly, Housing and Land Banking Loan Authorization Bylaw No. 3, 2023" is attached as Appendix D to this staff report.

ALTERNATIVES

Alternative 1
The Hospitals and Housing Committee recommends to the Capital Regional District Board:

1. That Bylaw No. 4551, "Land Assembly, Housing and Land Banking Service Establishment Bylaw No. 1, 2010, Amendment Bylaw No. 2, 2023", be introduced, read a first, second, and third time;
2. That Bylaw No. 4552, "Land Assembly, Housing and Land Banking Loan Authorization Bylaw No. 3, 2023", be introduced, read a first, second, and third time; and,
3. That participating area approval for Bylaws No. 4551 and No. 4552 in the municipalities be obtained via council consent on behalf of electors, and by alternative approval process in the electoral areas, and if successful, that staff provide the bylaws to the Inspector of Municipalities for approval.

Alternative 2
That the Future Housing Partnerships Alternative Approval Process and Bylaw Amendments report be referred to staff for additional information based on Hospitals and Housing Committee direction.

IMPLICATIONS

Intergovernmental Implications
On January 12, 2023, the Province announced the creation of a $500M fund administered by a newly created Rental Protection Fund Society (RPFS) to enable non-profits to purchase buildings and protect affordability for current and future tenants. Though there remain key details that have yet to be announced, staff have engaged BC Non-Profit Housing Association (BCNPHA), who is actively working with other stakeholders to develop the RPFS.

Preliminary discussions have identified a viable path toward a possible partnership between the CRD and the RPFS to acquire and protect existing Naturally Occurring Affordable Housing (NOAH) within the capital region. However, as the RPFS is a newly formed society, more extensive discussions are on hold until it has a Chief Executive Officer (CEO) in place, which is

expected by the midway point of 2023 and the CRD has a demonstrated capacity to consider investment into a potential partnership.

Focusing more broadly on general land acquisition and potential partnerships, the province recently released its 2023 provincial budget, which included the following:

- $394M over three years in new capital funds to acquire lands for future affordable and market housing development along main transit corridors. Full details on how these funds are to be deployed and the constraints/targets informing this investment have yet to be released. Forthcoming information will inform ongoing work related to FHPP.
- $4.2 billion (B) over three years with $2.2B in operating and $2B in capital funding to support Building BC programs. It is important to note that this $4.2B includes the previously mentioned $394M to support land acquisition along transit corridors as well as a range of other investments. Budget 2023 identifies $260M as new capital investment over three years to support Building BC and BC Housing programs, such as the Community Housing Fund (CHF).
- $169M over three-years in capital funding to help create additional complex-care beds to support individuals with complex mental-health and substance-use challenges and whose needs are not being met through the current intervention landscape. Budget 2023 also includes $97M in operating funding to provide clients of this intervention with health-focused supports and services.

Building on the funding commitments made through Budget 2023, the province released Homes for People: An action plan to meet the challenges of today and deliver more homes for people, faster. A summary overview of the four pillars of the action plan, action items and potential connections to current or future CRD initiatives is attached as Appendix E.

On April 12, 2023, the province and the Metro Vancouver Regional District (MVRD) announced a Memorandum of Understanding (MOU) that will help to advance 2,000 units of rental housing over 10-years under the new Homes for People program. Phase 1 of this partnership includes an investment of $158M over three-years from the provincial government and is expected to support 660 new units at five sites identified by MVRD. Foundational to this partnership is a commitment from MVRD of land and cash equity totaling $217M over 10-years.

Though still in the early stages, staff are actively engaging a range of key stakeholders to explore partnership opportunities in the following areas:

- Protect and preserve NOAH in partnership with the RPFS;
- Acquire lands for future affordable housing development along transit corridors;
- Working through the Capital Region Housing Corporation (CRHC), apply for any funding programs as available to advance the acquisition of lands and/or fund the capital costs associated with developing new affordable rental units;
- Develop scoping and feasibility for a Rural Housing Program, including advancing partnerships with other agencies and pursuing funding opportunities;
- Working in partnership with the Capital Regional Hospital District (CRHD), collaborate with Island Health (IH) and the Ministry of Mental Health and Addictions to explore partnerships related to complex-care housing; and,
- Look to the model of MVRD to consider a longer-term MOU that could leverage CRD-investment, if available.

Service Delivery Implications
As the current capacity under Bylaw No. 3712 is fully committed to already approved initiatives, consideration of any additional projects will require new resourcing. The recent announcements from the provincial government provide several areas of opportunity that staff are actively exploring. Should the CRD create the capacity to invest into potential partnerships, it will demonstrate an enhanced commitment to addressing key regional challenges and will also provide staff with the ability to signal to prospective partners the opportunity to leverage and layer funds to achieve a greater impact than would otherwise be possible.

It is also important to note that any efforts to advance work related to FHPP involved two related, but distinct steps. The first is to create the capacity, which involves an amendment to Bylaw No. 3712 and a new loan authorization bylaw. The second step will be to authorize debt on a project-by-project basis or as a part of the annual financial plan approval process.

Alignment with Board & Corporate Priorities
On April 12, 2023 the CRD Board approved the 2023-2026 Corporate Plan. The following initiatives under the Housing Priority are directly related to advancing the recommendations contained within this staff report:

5a-1 Increase supply of affordable, inclusive and adequate housing across the region;
5a-2 Pursue funding opportunities and matching funds to deliver more housing;
5b-1 Support continued investment into existing housing stock to preserve and enhance the quality of the buildings and units; and,
5b-2 Protect existing market rental housing to preserve affordability.

Financial Implications
To access additional funds under this service, the amendment to Bylaw No. 3712 along with the new loan authorization bylaw require approval and adoption.

Upon adoption of both bylaws and before any funds can be expended, the financial plan will need to be updated to include revenue, expenses and borrowings. In addition, before any funds can be borrowed against the loan authorization, the board will be asked to approve a Security Issuing Bylaw.

Bylaw No. 3712 currently has a maximum requisition limit (based on property assessment values) and an existing loan authorization bylaw. The borrowing limit currently authorized is $35M and is entirely committed in support of approved RHFP projects, after which the bylaws will no longer be active.

To establish the capacity to borrow up to an additional $85M, the maximum requisition will need to increase to accommodate the estimated cost of the annual debt repayment. Given recent shifts in interest rates and assessed property values, the estimated annual requisition to support $85 million in borrowing is $5.3M. Based on this estimate and for certainty, the amended maximum acquisition proposed is $11.5M or $0.062/$1,000 of assessed value. The estimated debt servicing costs will be based on the specific future projects and related borrowings, as approved within future Financial Plan Bylaws. For example, if the full $85M were borrowed at the MFA's current indicative interest rate of 4.4% (as of April 24, 2023), the estimated annual debt servicing cost would be approximately $5.3M, with an amortization term of 30 years. Debt servicing costs are funded by requisition, and actual borrowings in each of the next five years will depend on that year's cash flow requirements.

Legislative Implications
To borrow funds long-term (i.e., beyond five years), the approval of a loan authorization bylaw and subsequently, and separately, a security issuing bylaw are required under the *Local Government Act*. As part of the loan authorization bylaw approval process, the bylaw requires elector approval. Elector approval can be obtained through consent on behalf of municipal participants and electoral participating areas (by sub-regional AAP), a referendum, or by a regional alternative approval process (AAP) for the entire service area. Consent on behalf of municipal participants, and by alternative approval process in the electoral areas, is initiated when the loan authorization bylaw has received third reading by the Board and approval by the Inspector of Municipalities and are the preferred methods administratively in this instance. These processes will be undertaken concurrently, and are expected to take six months, including the eight weeks of waiting on provincial approval of the assent method and the approval of the service amendment and loan authorization bylaws.

To ensure optimization of interest and timing of long-term debt, issuance of a temporary borrowing will be proposed if Ministerial approval is obtained, and the elector approval process proves successful. The timing of the debt issuance will be based on the timing of expenditures and will be dependent on prevailing interest rates at the time. Before long-term debt issuance can be exercised, a security issuing bylaw will be brought forward for approval. The term of debt issuance under the loan authorization will be 30 years.

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 new loan authorization bylaw. Both bylaws require Inspector of Municipalities approval and elector assent. If the recommendations within this staff report are approved, staff will seek consent on behalf of electors in the municipalities and will undertake an AAP for the electoral areas.

As part of continuing to advance efforts related to the FHPP, staff have been actively exploring a range of partnerships related to acquiring and preserving NOAH, acquiring lands on or near transit corridors, working through the CRHC to acquire and/or advance affordable housing projects, scoping a rural housing program, working in partnership with the CRHD on complex-care housing, and looking to longer-term partnership opportunities with senior levels of government.

The ability of the CRD to demonstrate a willingness to invest into prospective partnerships will significantly advance these exploratory discussions. Debt will not be incurred, nor requisition increased, until approved on a specific project or through the annual service planning and financial planning processes.

RECOMMENDATION

The Hospitals and Housing Committee recommends to the Capital Regional District Board:

1. That Bylaw No. 4551, “Land Assembly, Housing and Land Banking Service Establishment Bylaw No. 1, 2010, Amendment Bylaw No. 2, 2023”, be introduced, read a first, second, and third time;
2. That Bylaw No. 4552, “Land Assembly, Housing and Land Banking Loan Authorization Bylaw No. 3, 2023”, be introduced, read a first, second, and third time; and,

3. That participating area approval for Bylaws No. 4551 and No. 4552 in the municipalities be obtained via council consent on behalf of electors, and by alternative approval process in the electoral areas, and if successful, that staff provide the bylaws to the Inspector of Municipalities for approval.

Submitted by:	Don Elliott, MUP, BA, Senior Manager, Regional Housing
Concurrence:	Kevin Lorette, P. Eng., MBA, General Manager, Planning & Protective Services
Concurrence:	Kristen Morley, J.D., General Manager, Corporate Services & Corporate Officer
Concurrence:	Nelson Chan, MBA, FCPA, FCMA, Chief Financial Officer
Concurrence:	Ted Robbins, B. Sc., C. Tech., Chief Administrative Officer

ATTACHMENTS:

Appendix A: Bylaw No. 3712, "Land Assembly, Housing and Land Banking Service Establishment Bylaw No. 1, 2010"
Appendix B: Staff Report: Capital Regional District Land Banking and Housing Land Acquisition Financing, March 1, 2023
Appendix C: Bylaw No. 4551, "Land Assembly, Housing and Land Banking Service Establishment Bylaw No. 1, 2010, Amendment Bylaw No. 2, 2023"
Appendix D: Bylaw No. 4552, " Land Assembly, Housing and Land Banking Loan Authorization Bylaw No. 3, 2023"
Appendix E: Summary: Homes for People: An action plan to meet the challenges of today and deliver more homes for people, faster

CAPITAL REGIONAL DISTRICT
BYLAW NO. 3712

A BYLAW TO CONVERT THE AUTHORITY FOR LAND ASSEMBLY, HOUSING AND LAND BANKING TO AN ESTABLISHING BYLAW FOR LAND ASSEMBLY, HOUSING AND LAND BANKING

WHEREAS:

A. By Supplementary Letters Patent, Division XII dated July 25, 1974, as amended by further Supplementary Letters Patent, the Capital Regional District was granted the function of Land Assembly, Housing and Land Banking which included the power to undertake land assembly for the purpose of housing, either public or private and, public housing, pursuant to the provisions of the National Housing Act, the Municipal Act of the Province of British Columbia, the Housing Act of British Columbia, and other legislations of the Province of British Columbia pertaining to land assembly and, public housing, as if the regional district were a municipality;

B. The Board of the Capital Regional District wished to exercise the function granted to it by the Letters Patent in accordance with Part 24 of the Local Government Act subject to all of the terms and conditions contained in the Letters Patent and including all the powers granted by the Letters Patent within all member municipalities and electoral areas.

C. The Board of the Capital Regional District wished to proceed under section 774.2 of the Local Government Act and convert the service to a service exercised under the authority of a bylaw for the Regional District by bylaw under sections 774.2(3) and 796 of the Local Government Act;

D. The Board of the Capital Regional District has obtained the consent on behalf of the electors under section 801.4 and 801.5 of the Local Government Act.

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

1. Service

a) The service established by this Bylaw is the conversion of the Authority for Land Assembly, Housing and Land Banking to an Establishment Bylaw for Land Assembly, Housing and Land Banking and includes:

i) The power to undertake land assembly for the purpose of housing, either public or private, and public housing;
ii) Authorizing the Regional Board to create one or more corporations to undertake land assembly for the purpose of housing, either public or private and, public housing;
iii) Authorizing the Regional Board to act as a guarantor for one or more corporations established under ii) above;
iv) Authorizing the Regional Board to borrow on behalf of the service or for corporations established under ii) above;
v) Authorizing the Regional Board to participate in any Provincial or Federal government or related agencies' housing program as if the Capital Regional District were a municipality;
vi) Authorizing the Regional Board to enter into housing-related agreements and housing agreements for any duration, pursuant to the provisions of the Local Government Act;

(BL 4326)

2. Boundaries

The boundaries of the service are the boundaries of the Capital Regional District.

3. Participating Area

The participating areas of the service include all municipalities and electoral areas of the Capital Regional District.

4. Cost Recovery and Apportionment of Costs

The annual costs for the service may be recovered by one or more of the following:

a) Property value taxes imposed in accordance with Division 4.3 or Part 24 of the Local Government Act;
b) Fees and charges imposed under section 363 of the Local Government Act;
c) Revenues raised by other means authorized by the Local Government Act or another Act;
d) Revenues received by agreement, enterprise, gift, grant or otherwise.

5. Reporting

The Regional Board shall establish operating and financing reporting requirements for any and all corporations as established under Section 1 of this bylaw.

6. Maximum Requisition

~~In accordance with 800.1(1)(e) of the Local Government Act, the maximum amount that may be requisitioned for the cost of the Service is the greater of:~~

~~a) Two million four hundred twenty-three dollars ($2,423,000);~~
~~b) A property value tax rate of $.031 per one thousand ($1,000) dollars that, when applied to the net taxable value of land and improvements in the Service Area, will yield the maximum amount that may be requisitioned for the Service.~~

In accordance with Section 339(1)(e) of the *Local Government Act,* the maximum amount that may be requisitioned for the cost of the Service is the greater of:

a) Eleven million five hundred thousand dollars ($11,500,000); or
b) A property value tax rate of $0.062 per one thousand ($1,000) dollars that, when applied to the net taxable value of land and improvements in the Service Area, will yield the maximum amount that may be requisitioned for the Service.

(BL 4551)

7. Citation

This Bylaw may be cited as the “Land Assembly, Housing and Land Banking Service Establishment Bylaw No. 1, 2010”.

CONSENTED TO by two/thirds of the councils of the Municipalities of Victoria, Saanich, Esquimalt, Oak Bay, Sidney, North Saanich, Central Saanich, View Royal, Highlands, Colwood, Langford, Metchosin, Sooke, and the Directors of the Electoral Areas of Juan de Fuca, Salt Spring Island and the Southern Gulf Islands.

READ A FIRST TIME THIS	14th	day of	July	2010
READ A SECOND TIME THIS	14th	day of	July	2010
READ A THIRD TIME THIS	14th	day of	July	2010
APPROVED BY THE INSPECTOR OF MUNCIPALITIES	27th	day of	October	2010
ADOPTED THIS	10th	day of	November	2010

Original signed by Geoff Young
CHAIR

Original signed by Sheila Norton
CORPORATE OFFICER

FILED WITH THE INSPECTOR OF MUNICIPALITIES THIS 17th day of November 2010

Making a difference...together

REPORT TO HOSPITALS AND HOUSING COMMITTEE
MEETING OF WEDNESDAY, MARCH 01, 2023

SUBJECT **Capital Regional District Land Banking and Housing Land Acquisition Financing**

ISSUE SUMMARY

To report on options to fund land acquisitions for affordable housing.

BACKGROUND

On September 21, 2022, the Capital Regional District (CRD) Board passed a motion directing staff *to report back on options for increasing funding for land acquisition for housing*.

On July 13, 2022, the Board directed staff to proceed on priorities identified in the *Future Housing Priorities and Partnerships* report, which included land acquisition for affordable housing.

Land values in the capital region continue to appreciate annually, increasing economic barriers to develop affordable housing. Front loading land acquisition can mitigate downstream costs by leveraging the time value of land, enabling greater flexibility to deliver more affordable housing.

Since receiving Board direction, staff have begun exploring the possibility of establishing an acquisition fund with the intention of working collaboratively with other levels of government to preserve existing Naturally Occurring Affordable Housing (NOAH). Staff are also seeking to acquire land that provide “shovel ready” development opportunities or could be held for future residential development.

Through the remainder of 2023, staff will continue to advance a range of activities including the exploration of funding alternatives, business cases, eligibility criteria, roles and responsibilities of potential funding partners and plans for monitoring and reporting as well as other related activities. Once complete, staff will report back to the Hospital and Housing Committee for direction.

This information report focuses on options to fund land acquisition for housing purposes and is intended to support continued exploration of a potential acquisition fund that is still under development.

IMPLICATIONS

Analysis

Authority

Under Bylaw No. 3712, the Land Banking and Housing (LBH) Service (Service No. 1.310) has authority to acquire and assemble land for the purpose of housing. The existing service establishment bylaw currently has a maximum requisition limit (based on property assessment values) and has an existing loan authorization bylaw. The borrowing limit currently authorized is $35 million and is entirely committed to the existing program approved in the service and financial

plans. Incremental commitments would require service establishment amendments and a new loan authorization bylaw. Regional cost apportionment for this service is based on property assessments.

Under Bylaw No. 3266, the Regional Housing and Trust (RHTF) Service (Service No. 1.311) has authority to raise up to $1 million and contribute those funds to projects that include funds from other partners. The existing cost apportionment is 50% property assessments and 50% population. Additionally, there is an option for a participant to voluntarily increase their contribution. The service currently has sub-regional participation consisting of 11 municipalities and two electoral areas. The available capacity within this service is limited to the maximum requisition of $1 million, has no borrowing authority and is not authorized to directly acquire or hold property. Its purpose is to act in the limited capacity as a contributor, assisting with the acquisition and pursuit of affordable housing projects.

The Capital Regional Housing Corporation (CRHC) is a wholly owned not-for-profit organization of the CRD providing affordable housing in the region. The CRHC is also able to finance land purchases for the purpose of developing and operating affordable housing, however, the CRHC has limited borrowing and revenue capacity based on the inherent operating model.

Economic Indicators

While interest rates and the cost of borrowing are increasing and subsequently translating to higher costs, there has been an offsetting impact on real estate valuation in the region. Additionally, domestic interest rate forecasts are signaling stabilization in the coming year. With local demand continuing to show year-over-year increases in real estate values, analysis supports asset value growth net of financing costs.

Capacity

The LBH service can increase requisition regionally to increase funding for land acquisition. Requisition funding can be used to pay cash or to service debt borrowed for acquisitions. Borrowing can increase the amount of purchases through leverage and is advantageous when appreciation exceeds the cost of debt.

Two alternatives (listed below) simulate scenarios to increase funding for acquisition where each is incremental to existing program commitments.

Alternative 1 considers requisition to fund acquisitions directly. Paying cash provides immediate funding for acquisitions or to be set aside in an acquisition fund. Table 1 below provides estimated impact of increasing requisition by $0.5 million, $1 million and $5 million:

Table 1: Revenue Implications – Cash for Acquisitions

Description	2023 Financial Plan	Scenario					
		A		B		C	
LBH $ Requisition	$1.4 million	+$0.5 million		+$1.0 million		+$5.0 million	
LBH Change per Avg HH	$7	+$3	+34%	+$5	+68%	+$26	+338%
Total CRD Cost/Avg HH	$509	$512	+0.6%	$514	+1%	$535	+5%

Alternative 2 considers requisition to fund acquisitions by repaying debt over time. Table 2 shows total principal available with the same increased requisition funding as considered in Table 1.

Table 2: Revenue Implications – Borrowing for Acquisitions

Description	2023 Financial Plan	Scenario					
		A		B		C	
LBH Borrowing		$8.5 million		$20 million		$85 million	
LBH $ Requisition	$1.4 million	+$0.5 million		+$1.0 million		+$5.0 million	
LBH Change per Avg HH	$7	+$3	+34%	+$5	+68%	+$26	+338%
Total CRD Cost/Avg HH	$509	$512	+0.6%	$514	+1%	$535	+5%

Revenue implications in Table 1 and Table 2 indicate a general impact on revenue and borrowing capacity only, they do not represent acquisition cost estimates and do not reflect size and scale of an acquisition program. These estimates can be used by Committee in considering appropriate affordable housing strategies. A report addressing program development will be brought back to a future Committee meeting.

CONCLUSION

On September 21, 2022, the CRD Board passed a motion directing staff to report back on options for increasing funding for land acquisition for affordable housing. On July 13, 2022, the Board directed staff to proceed on priorities as identified in the *Future Housing Priorities and Partnerships* report, which included land acquisition for affordable housing. This information report focuses on options to fund land acquisition for housing purposes and is intended to support the acquisition fund currently under development. An increase to funding for land acquisition, beyond

the existing revenue and authorized capacity already committed, would require a service establishment bylaw amendment and potentially the approval of a new loan authorization.

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:	Kevin Lorette, P. Eng., MBA, General Manager, Planning & Protective Services
Concurrence:	Ted Robbins, B. Sc., C. Tech., Chief Administrative Officer

CAPITAL REGIONAL DISTRICT

BYLAW NO. 4551

****

A BYLAW TO AMEND THE LAND ASSEMBLY, HOUSING AND LAND BANKING SERVICE ESTABLISHMENT BYLAW NO. 1, 2010

****

WHEREAS:

A. By Supplementary Letters Patent, Division XII dated July 25, 1974, as amended by further Supplementary Letters Patent, the Capital Regional District was granted the function of Land Assembly, Housing and Land Banking which included the power to undertake land assembly for the purpose of housing, either public or private and, public housing pursuant to the provisions of the *National Housing Act*, the *Municipal Act*, the *Housing Act*, and other legislation pertaining to land assembly and public housing, as if the regional district were a municipality;

B. Under Bylaw No. 3712, Land Assembly, Housing and Land Banking Service Establishment Bylaw No. 1, 2010, the Capital Regional District converted this to a service under the *Local Government Act* in all member municipalities and electoral areas (the "Service");

C. The Board desires to increase the maximum requisition, in order to implement housing initiatives in the Capital Regional District, and Bylaw No. 4552, “Land Assembly, Housing and Land Banking Loan Authorization Bylaw No. 3, 2023”, details anticipated borrowing to be supported by the increased requisition;

D. Under Sections 345 and 346 of the *Local Government Act*, participating area approval in the municipalities shall be obtained by consent on behalf and in the electoral areas by Alternative Approval Process; and

E. The approval of the Inspector of Municipalities is required under Section 403 of the *Local Government Act*.

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

1. Bylaw No. 3712, “Land Assembly, Housing and Land Banking Service Establishment Bylaw No. 1, 2010” is hereby amended by replacing Section 6, Maximum Requisition, in its entirety as follows:

   In accordance with Section 339(1)(e) of the *Local Government Act,* the maximum amount that may be requisitioned for the cost of the Service is the greater of:

   a) Eleven million five hundred thousand dollars ($11,500,000); or

   b) A property value tax rate of $0.062 per one thousand ($1,000) dollars that, when applied to the net taxable value of land and improvements in

the Service Area, will yield the maximum amount that may be requisitioned for the Service.

2. This Bylaw may be cited as the “Land Assembly, Housing and Land Banking Service Establishment Bylaw No. 1, 2010, Amendment Bylaw No. 2, 2023”.

READ A FIRST TIME THIS	__th	day of	_____	2023
READ A SECOND TIME THIS	__th	day of	_____	2023
READ A THIRD TIME THIS	__th	day of	_____	2023
ADOPTED BY THE INSPECTOR OF MUNICIPALITIES THIS	__th	day of	_____	2023
RECEIVED THE ASSENT OF THE ELECTORS THIS	__th	day of	_____	2023
ADOPTED THIS	__th	day of	_____	2023

_____ _____

CHAIR CORPORATE OFFICER

CAPITAL REGIONAL DISTRICT

BYLAW NO. 4552

****

A BYLAW TO AUTHORIZE THE BORROWING OF EIGHTY-FIVE MILLION DOLLARS ($85,000,000) FOR FUTURE HOUSING PARTNERSHIPS

****

WHEREAS:

A. By Supplementary Letters Patent, Division XII dated July 25, 1974, as amended by further Supplementary Letters Patent, the Capital Regional District was granted the function of Land Assembly, Housing and Land Banking which included the power to undertake land assembly for the purpose of housing, either public or private and, public housing pursuant to the provisions of the *National Housing Act*, the *Municipal Act*, the *Housing Act*, and other legislation pertaining to land assembly and public housing, as if the regional district were a municipality;

B. Under Bylaw No. 3712, Land Assembly, Housing and Land Banking Service Establishment Bylaw No. 1, 2010, the Capital Regional District converted this to a service under the *Local Government Act* in all member municipalities and electoral areas (the "Service");

C. It is deemed desirable to borrow additional funds in the amount of Eighty-Five Million Dollars ($85,000,000) for the Service, which is the amount of debt intended to be authorized under this Bylaw, for use to support future housing partnership opportunities and advance the CRD Board priority of increasing supply of affordable, inclusive and adequate housing in the region;

D. It is proposed that the financing is to be undertaken by the Municipal Finance Authority of British Columbia pursuant to proposed agreements between it and the CRD;

E. Pursuant to Section 407 of the *Local Government Act*, participating area approval is required and shall be obtained in the municipalities by consent on behalf and in the electoral areas by Alternative Approval Process under Sections 345 and 346 of the *Local Government Act*; and,

F. The approval of the Inspector of Municipalities is required under Section 403 of the *Local Government Act*.

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

1. The Board is hereby empowered and authorized to borrow upon the credit of the Capital Regional District a sum not exceeding Eighty-Five Million Dollars ($85,000,000) for the purposes of Land Assembly, Housing and Land Banking, including to support future housing partnership opportunities and to increase supply of affordable, inclusive and adequate housing in the region, and do all things necessary in connection therewith and without limiting the generality of the forgoing, to acquire all such real property, easements,

rights-of-way, licenses, rights or authorities as may be requisite or desirable for or in connection with the Land Assembly, Housing and Land Banking Service.

2. This Bylaw may be cited as the "Land Assembly, Housing and Land Banking Loan Authorization Bylaw No. 3, 2023".

READ A FIRST TIME THIS	__th	day of	_____	2023
READ A SECOND TIME THIS	__th	day of	_____	2023
READ A THIRD TIME THIS	__th	day of	_____	2023
ADOPTED BY THE INSPECTOR OF MUNICIPALITIES THIS	__th	day of	_____	2023
RECEIVED THE ASSENT OF THE ELECTORS THIS	__th	day of	_____	2023
ADOPTED THIS	__th	day of	_____	2023

_____ _____

CHAIR CORPORATE OFFICER

APPENDIX E

Summary Homes for People

HOMES FOR PEOPLE: An action plan to meet the challenges of today and deliver more homes for people, faster

"A fast-growing population combined with the effects of the pandemic on the housing market means we have to do more – a lot more – to ensure every person and family in B.C. has a home that they can afford and meets their needs."

- Home for People (p. 4)

Homes for People is built on four priorities that provide a range of potential partnership opportunities that relate directly to the CRD's approved 2023-2026 Corporate Plan.

PILLAR	NOTES
Unlocking more homes faster	• More small scale, multi-unit housing (townhomes, duplexes, and triplexes) • Make it easier and more affordable for people to rent out secondary/basement suites – CRD: Part of work related to SGI Housing Strategy & Rural/Remote – Could be expanded to support broader regional efforts. Starting in early 2024, homeowners can access a 5-year forgivable loan up to 50% of the cost of renovations to a max of $40K. CRD may be able to administer these though the Housing Agreement Program. • Work with municipalities to make sure more homes are built in communities, faster • Speed up permitting and approvals to get homes built faster • Become a North American leader in digital permitting • Deliver more homes and services near transit – CRD/CRHC: Part of work related to acquisition stream of Housing Priorities & Partnership. Province is targeting 10,000 units at or near transit over 10-15 years. • Launch BC Builds – A new program dedicated to delivering homes for middle-income people – CRD/CHRC: Could apply and/or look to increase stock depending on program design/eligibility parameters. • Expand B.C.'s construction workforce and spur innovation • Explore new ways to get more rentals built – CRD/CRHC: Partnership opportunities under the Housing Priorities & Partnerships. • Build more homes with mass timber
Delivering better, more affordable homes	• Thousands more social housing units – CRD/CRHC: Can increase activity subject to available funds & capacity. Province working to create 6,000 more subsidized rental home though expanded CHF. Province entered MOU with Metro Vancouver Housing Corp. • Deliver 4,000 additional on-campus rooms for post-secondary students • End discriminatory age and rental restrictions in stratas

	• Protect affordable rental units through $500 million fund – CRD/CRHC: Look to partner under the acquisition stream of the Housing Priorities & Partnerships work. • Create more housing through partnerships with Indigenous communities – CRD/CRHC: Areas of opportunity include RHI though CRD and housing operation support though CRHC. • Revitalize co-op housing
Supporting those with the greatest housing need	• New income tested renter's tax credit • More homes to support people experiencing homelessness – CRD: Continued support though RHI in partnership with Gov of Canada. CRHD: Efforts to work in support of Complex Care. Province is targeting 240 additional Complex Care beds in 12 locations across BC. • New actions to close encampments • Partner to redevelop and replace single room occupancy units in DTES • Revitalize and expand aging BC Housing properties • More Rent Bank support to help tenants in crisis keep their homes – CRD: Continued support though Reaching Home Program.
Creating a housing market for people, not speculators	• Implement a "Flipping Tax" • Stricter enforcement on short-term rentals • Solve renter/landlord disputes faster and get tougher on bad-faith evictions • Turn more empty units into homes by expanding the Speculation and Vacancy Tax to additional areas • Crack down on criminal activity in real estate • Offer more protections for renters displaced by redevelopment – CRHC: Already included within the CRHC policy.

Making a difference...together

REPORT TO THE CAPITAL REGIONAL DISTRICT BOARD
MEETING OF WEDNESDAY, MAY 10, 2023

SUBJECT **Public Hearing Report on Bylaw No. 4505, "Juan de Fuca Land Use Bylaw, 1992, Amendment Bylaw No. 157, 2022"**

ISSUE SUMMARY

To receive the Report of the Public Hearing held March 27, 2023, for proposed Bylaw No. 4505, and to consider Bylaw No. 4505 for third reading.

BACKGROUND1

At its meeting of March 8, 2023, the Capital Regional District (CRD) Board gave first and second reading to Bylaw No. 4505, "Juan de Fuca Land Use Bylaw, 1992, Amendment Bylaw No. 157, 2022" and passed a resolution to delegate authority to the Regional Director to hold a public hearing with respect to Bylaw No. 4505.

Bylaw No. 4505 (Appendix A) will amend Bylaw No. 2040, "Juan de Fuca Land Use Bylaw, 1992", by deleting the subject property from the Rural Zone – A (Rural A) and adding to the Rural Residential 6A (RR-6A) zone for the purposes of dissolving the strata and allowing subdivision to create an equivalent number of parcels.

A public hearing was held for Bylaw No. 4505 on March 27, 2023. Three members of the public attended the hearing. One member of the public spoke in support of the application. No written submissions were received in response to the notice of public hearing. The Report of the Public Hearing is attached as Appendix B.

ALTERNATIVES

Alternative 1

1) That the minutes that form the Report of the Public Hearing for Bylaw No. 4505, "Juan de Fuca Land Use Bylaw, 1992, Amendment Bylaw No. 157, 2022", which are certified as a fair and accurate summary of the representations that were made at the public hearing held on March 27, 2023, for Bylaw No. 4505, be received;
2) That Bylaw No. 4505 be read a third time; and
3) That adoption of 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.

Alternative 2

That the minutes that form the Report of the Public Hearing for Bylaw No. 4505, which are certified as a fair and accurate summary of the representations that were made at the public hearing held on March 27, 2023, for Bylaw No. 4505, "Juan de Fuca Land Use Bylaw, 1992, Amendment Bylaw No. 157, 2022", be received.

IMPLICATIONS

Regional Growth Strategy Implications

Section 445 of the *Local Government Act (LGA)* requires that all bylaws adopted by a regional district board after the board has adopted a Regional Growth Strategy (RGS) be consistent with the RGS. In accordance with CRD policy, where a zoning bylaw amendment that applies to land within the East Sooke 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 East Sooke OCP.

Referral Process Implications

Bylaw No. 4505 was referred to external agencies, the East Sooke Advisory Planning Commission (APC) and to CRD departments in September 2022. Referral comments were returned and the CRD Board gave first and second reading to Bylaw No. 4505 at its meeting on March 8, 2023.

Land Use Implications

All of the parcels that abut the existing strata property are subject to the Rural A zone. Two properties located to the east, across Becher Bay Road, are subject to the Agricultural (AG) zone. The East Sooke OCP, Bylaw No. 4000, designates the subject property as Settlement Area. The intent of the Settlement Area land use designation is to support residential uses; agricultural uses; suites to increase housing affordability; home based businesses; small-scale commercial and tourism activities; cottage industry; civic and institutional uses; and community parks subject to consideration in any individual circumstances of the anticipated impact of the use.

Notwithstanding the development policies for the Settlement designation, the East Sooke 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 September 2012, prior to adoption of the East Sooke OCP in July 2018. Proposed Bylaw No. 4505 removes the Strata property from the Rural A zone and adds it to the RR-6A zone. The proposal is in alignment with the OCP and its intention to maintain the neighbourhood's rural character.

The RR-6A zone does not permit intensive agriculture; animal hospitals; veterinary clinics; accessory on-site logging; pole, post, or shake cutting from on-site trees; and finfish culture, which are all permitted uses within the current Rural A zone. The RR-6A zone has a minimum average parcel size of 1 ha and permits one single family dwelling per parcel with either a secondary suite or a detached accessory suite. In comparison, the current Rural A zone has a minimum parcel size of 4 ha and permits up to four single family dwellings on parcels that are greater than 4 ha, but less than 16 ha. Proposed Bylaw No. 4505 does not increase the existing density of single family dwellings on the 4.5 ha property; however, individual parcels could include a suite in accordance with the OCP's goals to address housing affordability and the regulations of Bylaw No. 2040.

Procedures and Future Development

Should Bylaw No. 4505 be approved, the active subdivision application (SU000753) will likely require approval of a development permit as the lands are subject to the Steep Slopes, Sensitive Ecosystem, and Riparian development permit areas. The subdivision application will also require compliance with Ministry of Transportation and Infrastructure (MoTI) and CRD standards, including proof of potable water. While Island Health has not provided comment regarding this bylaw amendment application, compliance with the applicable regulations is required during subdivision as they pertain to onsite septic systems.

The RR-6A zone permits a maximum density of one dwelling per parcel. Should Bylaw No. 4505 be adopted and subdivision of the strata not be completed, the existing development would become non-conforming in accordance with Section 528 of the *LGA*. This may result in constraints on the future use, repair and development of the property, or on reconstruction of dwellings in the

event of damage to the structures to the extent of 75% or more of their value above the foundation. For this reason, staff recommend that adoption of Bylaw No. 4505 be withheld until such time as MoTI has issued a Preliminary Layout Review (PLR) for the associated subdivision, and the full set of subdivision requirements, including proof of potable water, are understood by the owners.

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. 4505 at its meeting of March 8, 2023. One member of the public spoke in support of the application. No written submissions were received in response to the notice of public hearing. Staff recommend that the proposed bylaw be given third reading.

CONCLUSION

The purpose of Bylaw No. 4505 is to amend the Juan de Fuca Land Use Bylaw, 1992, Bylaw No. 2040 by rezoning the subject property from Rural A to RR-6A. Proposed Bylaw No. 4505 has been read a second time and a public hearing for Bylaw No. 4505 was held on March 27, 2023. Staff recommend Alternative 1: that the minutes of the public hearing be received, and that the proposed bylaw be given third reading and that adoption of the bylaw be withheld until the CRD has received a Preliminary Layout Review from MoTI for subdivision application SU000753.

RECOMMENDATIONS

1) That the minutes that form the Report of the Public Hearing for Bylaw No. 4505, "Juan de Fuca Land Use Bylaw, 1992, Amendment Bylaw No. 157, 2022", which are certified as a fair and accurate summary of the representations that were made at the public hearing held on March 27, 2023, for Bylaw No. 4505, be received;
2) That Bylaw No. 4505 be read a third time; and
3) That adoption of 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.

Submitted by:	Iain Lawrence, MCIP, RPP, Senior Manager, JdF 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. 4505
Appendix B: Report of the Public Hearing March 27, 2023

Appendix A: Proposed Bylaw No. 4505

CAPITAL REGIONAL DISTRICT
BYLAW NO. 4505

****

A BYLAW TO AMEND BYLAW NO. 2040, THE "JUAN DE FUCA LAND USE BYLAW, 1992"

****

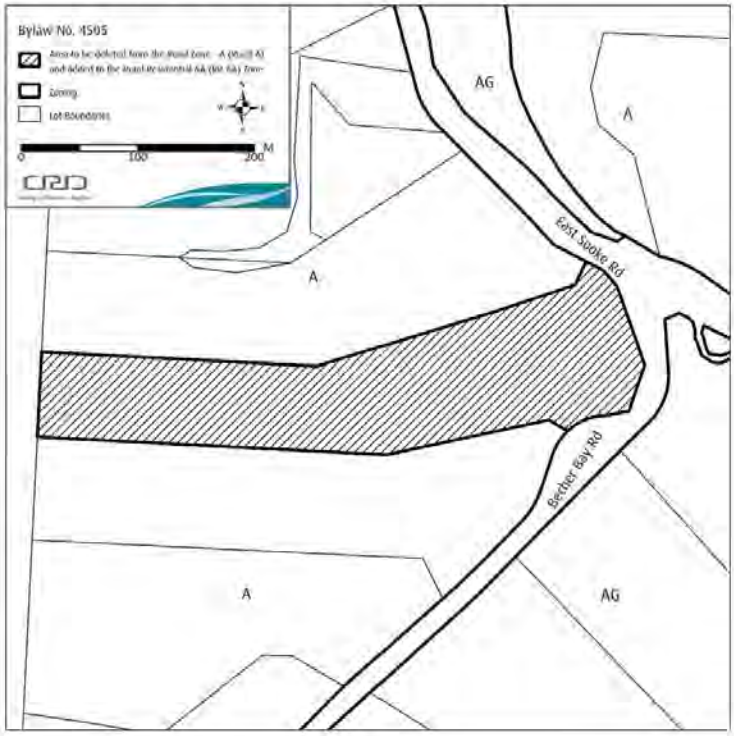
The Capital Regional District Board, in open meeting assembled, enacts as follows:

1. Bylaw No. 2040 being the "Juan de Fuca Land Use Bylaw, 1992" is hereby amended as follows:

A. SCHEDULE B, Map No. 1 – EAST SOOKE ZONING MAP

(a) By deleting Strata Lots 1, 2, 3, and 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 Lots as Shown on Form V from the Rural Zone – A (Rural A) and adding to the Rural Residential 6A (RR-6A) zone, as shown on Plan No. 1.

Plan No. 1 of Bylaw No. 4505, an amendment to Bylaw No. 2040



2. This bylaw may be cited as "Juan de Fuca Land Use Bylaw, 1992, Amendment Bylaw No. 157, 2022".

READ A FIRST TIME THIS	8th	day of	March	, 2023.
READ A SECOND TIME THIS	8th	day of	March	, 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 27, 2023, at 6:00 pm

SUBJECT: **BYLAW NO. 4505**, cited as "Juan de Fuca Land Use Bylaw, 1992, Amendment Bylaw No. 157, 2022"

PRESENT: **Director A. Wickheim**, Chair by Resolution of the Capital Regional District Board on Wednesday, March 8, 2023
CRD Staff: I. Lawrence, Senior Manager, Juan de Fuca Local Area Services (EP); W. Miller, Recorder

PURPOSE OF THE HEARING:

Bylaw No. 4505 will amend Bylaw No. 2020, "Juan de Fuca Land Use Bylaw, 1992," by deleting the subject property from the Rural Zone – A (Rural A) and adding to the Rural Residential 6A Zone (RR-6A) for the purposes of dissolving the strata and allowing subdivision to create an equivalent number of parcels.

NOTICE: Notices were inserted in two (2) consecutive issues of the Sooke News Mirror appearing on March 16, 2023 and March 23, 2023.

ATTENDANCE: 3

EP – Electronic Participation

The Chair provided a Territorial Acknowledgement.

The Chair declared the public hearing open at 6:00 pm.

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

I. Lawrence reported that no written submissions were received in response to the notice of public hearing.

John Brohman, Otter Point
- supports the proposal

The Chair called three times for further discussion on the bylaw and hearing none closed the public hearing on Bylaw No. 4505 at 6:04 pm.

CHAIR, Director A. Wickheim

Making a difference...together

RWSC 23-03

REPORT TO REGIONAL WATER SUPPLY COMMISSION
MEETING OF WEDNESDAY, APRIL 19, 2023

SUBJECT **Bylaw No. 4541 Water Supply Local Service Area Establishment Bylaw Amendment**

ISSUE SUMMARY

To amend Capital Regional District (CRD) Bylaw No. 2537, "Capital Regional District Water Supply Local Service Area Establishment Bylaw No. 1, 1997", to specify activities included in the Regional Water Supply Service and update the provincial legislation referenced in the bylaw from the *Municipal Act* to the *Local Government Act*.

BACKGROUND

Bylaw No. 2537 establishes the Regional Water Supply Local Service Area but is not consistent with modern establishing bylaws with respect to the authorized activities of the service and does not provide examples or guidance on what is an acceptable activity of a regional water service. The lack of a listing of authorized service activities creates uncertainty and could be questioned where management activities are indirect to water supply, such as the management of the water supply area lands.

The Strategic Plan for Regional Water Supply provides direction to more actively manage the forested water supply lands to mitigate climate change and reduce wildfire risk. Intended management activities such as ecological restoration thinning, will result in the sale of logs. While the existing service has the power to sell logs resulting from forest fuel reduction activities as a result of *Zimmermann v. Greater Victoria Water District,* 1994 CanLII 2115 BC Supreme Court (BCSC); it is worth clarifying that power, along with others in the service's establishing bylaw under modern drafting standards.

In the Greater Victoria Water Supply Area (GVWSA), merchantable logs that result from watershed management activities have historically been disposed of to reduce forest fuels and offset costs, and the ongoing ability to do this will reduce the capital funding required to finance these management activities.

ALTERNATIVES

Alternative 1
The Regional Water Supply Commission recommends to the Capital Regional District Board:

1. That Bylaw No. 4541, "Capital Regional District Water Supply Local Service Area Establishment Bylaw No. 1, 1997, Amendment Bylaw No. 3, 2023", be introduced and read a first, second, and a third time.

2. That Bylaw No. 4541 be referred to the service participants for approval by way of council and electoral area director consent on behalf, and that if successful, Bylaw No. 4541 be referred to the Inspector of Municipalities for approval.

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

IMPLICATIONS

Governance Implications
The proposed amendment promotes good governance by updating the language to refer to the *Local Government Act* and in providing transparency and certainty of the activities that are authorized and contemplated by the water supply service. While the forest/ecological activities planned for the GVWSA could proceed without the amendment, specifically authorizing these activities in the bylaw proactively manages public expectations, uncertainty and risk.

Legal Implications
In 1994, the predecessor corporation to the CRD's operation of the regional water service, the Greater Victoria Water District (GVWD), was directed by the BCSC that commercial logging was not within the scope of activities of a water district, though forest health activities, including the sale of logs, was acceptable. The GVWD from 1949 to 1992 undertook commercial timber harvest on catchment and non-catchment lands and took the position prior to the BCSC decision it could engage in commercial timber harvesting on its own merits.

Though the activities currently being planned to manage the water supply area lands are not for commercial timber (rather for forest health, resilience, management of forest fuels, wildlife habitat and biodiversity), gaining certainty of authority regarding the sale or disposition of any resulting logs is necessary and is an opportunity to modernize the bylaw's example powers in line with other modern establishing bylaws. For clarity, while legislation has changed since 1994 and does permit regional districts to operate enterprises, there is no intention to initiate commercial timber harvesting operations in the GVWSA for the sake of profit-making.

When revising a service establishment bylaw, two-thirds elector approval is required. Elector approval can be obtained by referendum (which is costly), alternative approval process (which is time consuming), and participating area consent on behalf, in this case consent of Councils and the Electoral Area Director for Juan de Fuca. Should the change be approved by two-thirds consent, the bylaw amendment is then reviewed by the Inspector of Municipalities, and if accepted, the amendment can be adopted at a future Board meeting.

CONCLUSION

Bylaw No. 4541 amends "Water Supply Local Service Area Establishment Bylaw No. 1, 1997" to list and authorize activities of the Regional Water Supply Service and updates the bylaw references from the *Municipal Act* to the *Local Government Act*.

RECOMMENDATION

The Regional Water Supply Commission recommends to the Capital Regional District Board:

1. That Bylaw No. 4541, "Capital Regional District Water Supply Local Service Area Establishment Bylaw No. 1, 1997, Amendment Bylaw No. 3, 2023", be introduced and read a first, second, and a third time.

2. That Bylaw No. 4541 be referred to the service participants for approval by way of council and electoral area director consent on behalf, and that if successful, Bylaw No. 4541 be referred to the Inspector of Municipalities for approval.

Submitted by:	Annette Constabel, M.Sc., RPF., Senior Manager, Watershed Protection
Concurrence:	Kristen Morley, J.D., General Manager, Corporate Services & Corporate Officer
Concurrence:	Ian Jesney, P. Eng., Acting General Manager, Integrated Water Services
Concurrence:	Ted Robbins, B. Sc., C. Tech., Chief Administrative Officer

ATTACHMENTS

Appendix A: Bylaw 4541, “Water Supply Local Service Area Establishment Bylaw No. 1, 1997, Amendment Bylaw No. 3, 2023”

Appendix B: Bylaw 2537, “Water Supply Local Service Area Establishment Bylaw No. 1, 1997” (Unofficial Redlined Consolidation)

CAPITAL REGIONAL DISTRICT
BYLAW NO. 4541

****

A BYLAW TO AMEND
WATER SUPPLY LOCAL SERVICE AREA ESTABLISHMENT (BYLAW NO. 2537)

****

WHEREAS:

A. Under Bylaw No. 2537, Water Supply Local Service Area Establishment Bylaw No. 1, 1997, the Regional Board established a water supply local service in the regional district; as required by the *Capital Region Water Supply and Sooke Hills Protection Act*, S.B.C. Chap. 5.

B. The Bylaw requires updating to the *Local Government Act* and amendment to provide clear authorization for management of the water supply area; and,

C. The Board wishes to amend Bylaw No. 2537 to update it for clarity and certainty to the service members.

NOW THEREFORE, the Capital Regional District Board in open meeting assembled hereby enacts as follows:

1. Bylaw No. 2537, "Water Supply Local Service Area Establishment Bylaw No. 1, 1997" is hereby amended as follows:

    (a) By replacing section 1, Local Service, in its entirety with:

        1. A water supply local service is established in the participating areas. The service established and operated includes acquiring, supplying, and distributing drinking water from any source or sources for the use of the inhabitants of the Capital Regional District for all purposes, and without limiting the foregoing, includes:

            a) providing high-quality water for current and future users of the water supply service;

            b) conserving the water supply and managing the water supply area's environment in cooperation with local governments, first nations, the government, and the public;

            c) managing, acquiring and disposing of land, facilities, and equipment including leasing, maintenance, construction, deactivation, and rehabilitation of roads, drainage structures, bridges, facilities, and other real and personal property associated with the service;

            d) managing plant and animal invasive species and other biosecurity risks to source water quality, and engaging in wildlife management activities for those species posing a risk to water quality;

            e) erection, construction, operation, and maintenance of monitoring, communication, conveyance, treatment, scientific, wildfire, wildlife, and security infrastructure and works;

            f) engaging in forest and ecological management activities and treatments that aid in managing forest fuels, maintaining or improving, forest health, forest resilience,

biodiversity, or wildlife habitat, including the disposal of logs or other by-products resulting from these activities;

g) engaging in surveillance and security including patrolling by ground and air; and,

h) engaging in wildfire suppression and wildfire management activities.

(b) By replacing section 4, Cost Recovery, in its entirety with:

4. The annual costs for the water supply local service, net of grants and other revenues, shall be recovered by one or more of the following:

a) by property value taxes imposed in accordance with Division 2 of Part 11 of the *Local Government Act*;

b) by the imposition of a parcel tax imposed under sections 386 and 388 of the *Local Government Act*;

c) by the imposition of fees and other charges that may be fixed by separate bylaw; and

d) by revenues received by way of agreement, enterprise, gift, grant, or otherwise;

(c) By replacing section 5, Maximum Requisition, in its entirety with:

5. The maximum amount that may be requisitioned under section 339(1)(e) of the *Local Government Act* for the annual cost of the local service will be **NIL**.

2. This bylaw may be cited for all purposes as “Water Supply Local Service Area Establishment Bylaw No. 1, 1997, Amendment Bylaw No. 5, 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__
APPROVED BY TWO-THIRDS OF PARTICIPANTS THIS	th	day of	20__
APPROVED BY THE INSPECTOR OF MUNICIPALITIES THIS	th	day of	20__
ADOPTED THIS	th	day of	20__

CHAIR

CORPORATE OFFICER

Making a difference...together

BYLAW NO. 2537

WATER SUPPLY LOCAL SERVICE AREA ESTABLISHMENT BYLAW NO. 1, 1997

Consolidated for Public Convenience
(This bylaw is for reference purposes only)

ORIGINALLY ADOPTED NOVEMBER 12, 1997
(Consolidated with Amending Bylaw 3372, 4541)

For reference to original bylaws or further details, please contact the Capital Regional District,
Legislative Services Department, 625 Fisgard St., PO Box 1000, Victoria BC V8W 2S6
T: 250.360.3127, F: 250.360.3130, Email: legserv@crd.bc.ca, Web: www.crd.bc.ca

CAPITAL REGIONAL DISTRICT

BYLAW NO. 2537

****

A BYLAW TO ESTABLISH A WATER SUPPLY LOCAL SERVICE IN THE REGIONAL DISTRICT EXCEPT LANGFORD ELECTORAL AREA, THE GULF ISLANDS AND THE DISTRICT OF HIGHLANDS

****

WHEREAS

A. Section 2 of the *Capital Region Water Supply and Sooke Hills Protection Act*, S.B.C. Chap. 5 (the "Act") requires the Capital Regional District, on or before a date specified by Regulation, to adopt for the Water Supply Local Service established under subsection (1) of that Act, a bylaw that meets all the requirements for a bylaw under section 806(1) and (2) of the *Municipal Act*, and includes all or part of each of the initial participating areas;

B. The approval of the Minister of Municipal Affairs to the bylaw is required under section 2(3) of the Act;

C. Section 807(1)(b) and (2) of the *Municipal Act* requiring assent of the electors or consent on their behalf, does not apply to this bylaw;

D. This bylaw is deemed to be a Service Establishment Bylaw under the *Municipal Act*, and Part 24 of the *Municipal Act* applies to the service established under this bylaw, except where the Act and the Regulations under it prevail.

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

Local Service

1. A water supply local service is established in the participating areas. The service established and operated includes acquiring, supplying, and distributing drinking water from any source or sources for the use of the inhabitants of the Capital Regional District for all purposes, and without limiting the foregoing, includes:

~~1.~~

a) providing high-quality water for current and future users of the water supply service;

b) conserving the water supply and managing the water supply area's environment in cooperation with local governments, first nations, the government, and the public;

c) managing, acquiring and disposing of land, facilities, and equipment including leasing, maintenance, construction, deactivation, and rehabilitation of roads, drainage structures, bridges, facilities, and other real and personal property associated with the service;

d) managing plant and animal invasive species and other biosecurity risks to source water quality, and engaging in wildlife management activities for those species posing a risk to water quality;

e) erection, construction, operation, and maintenance of monitoring, communication, conveyance, treatment, scientific, wildfire, wildlife, and security infrastructure and works;

f) engaging in forest and ecological management activities and treatments that aid in managing forest fuels, maintaining or improving, forest health, forest resilience, biodiversity, or wildlife habitat, including the disposal of logs or other by-products resulting from these activities;

g) engaging in surveillance and security including patrolling by ground and air; and

h) engaging in wildfire suppression and wildfire management activities.

(Bylaw 4541)

Boundaries

2. The boundaries of the water supply local service area are contiguous with the boundaries of the participating areas listed in section 3.

Participating Areas

3. The following are the participating areas in the local service established by this bylaw:

City of Victoria
District of Oak Bay
District of Saanich
Township of Esquimalt
District of Central Saanich
Town of Sidney
District of North Saanich
Town of View Royal
City of Colwood
City of Langford
District of Metchosin
District of Sooke
District of Highlands
Juan de Fuca Electoral Area

(Bylaw 3372)

Cost Recovery

4. The annual costs for the water supply local service, net of grants and other revenues, shall be recovered by one or more of the following:

a) by property value taxes imposed in accordance with Division 2 of Part 11 of the Local Government Act~~by the requisition of money under section 823(1) of the *Municipal Act* to~~

~~be collected by a property value tax to be levied and collected under section 825(1) of the *Municipal Act*, or~~;

~~a)~~

b) by the imposition of a parcel tax imposed under sections ~~825(2)~~386 and 388 of the ~~*Municipal Act*~~*Local Government Act*; ~~and~~

c) by the imposition of fees and other charges that may be fixed by separate bylaw~~.~~; and

~~c)~~d) by revenues received by way of agreement, enterprise, gift, grant, or otherwise;

(Bylaw 4541)

Maximum Requisition

5. The maximum amount that may be requisitioned under section ~~816(1)~~339(1)(e) of the ~~*Municipal Act*~~*Local Government Act* for the annual cost of the local service will be **NIL**.

Citation

6. This Bylaw may be cited as "Water Supply Local Service Area Establishment Bylaw No. 1, 1997".

READ A FIRST TIME THIS	10th	day of	September	1997
READ A SECOND TIME THIS	10th	day of	September	1997
READ A THIRD TIME THIS	10th	day of	September	1997
APPROVED BY THE MINISTER OF MUNICIPAL AFFAIRS THIS	23rd	day of	October	1997
ADOPTED THIS	12th	day of	November	1997

Geoff Young	Carmen Thiel
Chairperson	Secretary

FILED WITH THE INSPECTOR OF MUNICIPALITIES THIS	14th	DAY OF	November	1997