



Notice of Meeting and Meeting Agenda Salt Spring Island Local Community Commission

Tuesday, August 22, 2023

9:00 AM

SIMS Boardroom
124 Rainbow Road
Salt Spring Island BC

MS Teams Link: [click here](#)

E. Rook (Chair), G. Holman (Vice Chair), G. Baker, B. Corno, B. Webster

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. Call to Order

2. Territorial Acknowledgement

3. Approval of Agenda

4. Adoption of Minutes

- 4.1. [23-578](#) Minutes of July 18, 2023 Salt Spring Island Local Community Commissions Meeting

Attachments: [Minutes - July 18, 2023](#)

- 4.2. [23-600](#) Minutes of July 11, 2023 Salt Spring Island Local Community Commission Special Meeting

Attachments: [Minutes - July 11, 2023](#)

5. Chair and Commissioner Remarks

6. Presentations

- 6.1. [23-579](#) T. Vassos (Technical Director) and F. Adli (Project Manager) Integrated Sustainability; re: Burgoyne Bay Septage Receiving Facility Alternative Waste-Stream Management Option Analysis

Attachments: [Presentation: Burgoyne Bay Septage Receiving Facility - Alternative Waste-Stream Management Option Analysis](#)

- 6.2. [23-547](#) J. East and R. Cunningham, Southern Gulf Islands Tourism Partnership Society re: Southern Gulf Islands Tourism Partnership

Attachments: [Presentation: Southern Gulf Islands Activity Update](#)

- 6.3. [23-582](#) H. Jang and Y. Wand, ArtSpring Re: ArtSpring Arts Service Requisition

Attachments: [Letter: Request for a 20% Increase in Funding to \\$100,000 from the Capital Rec](#)
[Presentation: Salt Spring Arts 2024 Budget - CRD Arts Requisition](#)

- 6.4. [23-581](#) A. Wright (Chair), R. Swann (Treasurer) and K. Hudson (Library Director), Salt Spring Island Library; re: Library Requisition

Attachments: [Presentation: Salt Spring Island Library Case for Support](#)
[Presentation: Salt Spring Island Library Staff Projections](#)
[Presentation: Salt Spring Island Library Projected Staffing Costs Detail](#)
[Presentation: Salt Spring Island Library 2021 BC Public Libraries Open Data](#)

- 6.5. [23-585](#) A. Fischer-Jean (Operations Manager) and P. Allen (Vice-President) Salt Spring Island Chamber of Commerce; re: Opportunities to Promote Economic Wellness on SSI

7. Delegations

Delegations will have the option to participate electronically. Please complete the online application at www.crd.bc.ca/address for "Addressing the Salt Spring Island Local Community Commission" no later than 4:30 pm two days before the meeting and staff will respond with details.

Alternatively, you may email your comments on an agenda item to the Salt Spring Island Local Community Commission (LCC) at saltspring@crd.bc.ca. Requests must be received no later than 4:30 p.m. two calendar days prior to the meeting.

- 7.1. [23-602](#) R. Jenkinson, Island Pathways re: Salish Sea Trail Active Transportation Network

Attachments: [Delegation: Salish Sea Trail From Fulford to Vesuvius](#)

- 7.2. [23-603](#) F. Dos Santos, Dragonfly Commons Housing Society re: Drake Road Pedestrian and Cyclist Safety

Attachments: [Delegation: Proposal to Improve Safety Along Drake Road](#)

- 7.3. [23-607](#) T. Horbas and C. Johnson, Salt Spring Island Minor Baseball re: Necessity of a Senior Baseball Field at Portlock Park

Attachments: [Delegation: Necessity of a Senior Baseball Field at Portlock Park](#)

8. Commission Business

- 8.1. [23-584](#) 2023/24 B.C. Active Transportation Infrastructure Grant Application - Merchant Mews Pathway
- Recommendation:** The Salt Spring Island Local Community Commission recommends that the Capital Regional District Board recommends to the Capital Regional District Board: That approval be given to submit a 2023/24 Active Transportation Infrastructure grant application for the Salt Spring Island Merchant Mews pathway project in the amount of \$160,000; and further that the project proceed as soon as project funding is approved and local weather conditions allow.
- Attachments:** [Staff Report: Merchant Mews Pathway Active Transportation Grant](#)
- 8.2. [23-586](#) Rainbow Recreation Centre Building Envelope Renewal Project
- Recommendation:** That staff include funding in the 2024 Salt Spring Island Parks and Recreation Capital Plan to hold an Alternative Approval Process for electors to indicate whether they are against the CRD borrowing funds to support the Rainbow Recreation Centre Building Envelope Renewal Project.
- Attachments:** [Staff Report: Rainbow Recreation Centre Building Envelope Renewal Project](#)
- 8.3. [23-587](#) Options Analysis for Wastewater Treatment at the Burgoyne Septage Facility
- Recommendation:** That staff prepare a public consultation and engagement strategy to gather comments and input from the community on Option 4 for LCC consideration; and that funding for community engagement strategy and the evaluation of Option 4 be increased in the 2024 - 2028 Capital Plan.
- Attachments:** [Staff Report: Options Analysis for Wastewater Treatment at the Burgoyne Septage Facility](#)
[Appendix A: Alternative Waste-Stream Management Option Analysis](#)
- 8.4. [23-588](#) LCC Meeting Management and Public Participation
- Recommendation:** 1. That the LCC maintain a regular meeting schedule of one daytime meeting per month, and Town Hall meetings at the call of the Chair, for the remainder of 2023; and
2. That additional resources to support two regular meetings per month be considered as part of budget planning for 2024.
- Attachments:** [Staff Report: LCC Meeting Management and Public Participation](#)
[Appendix A: Notice of Motion \[Commissioner Corno\]](#)
[Appendix B: Staff Report: Review of Delegations Speaking Time in the Board Plenary](#)
- 8.5. [23-589](#) BC Transit 2024-2025 Transit Service Expansion MOU
- Attachments:** [BC Transit 2024-2025 Transit Service Expansion MOU](#)
[Table: Transit Expansion Requisition Implications](#)
- 8.6. [23-601](#) Project Updates
- LCC Bylaws, Meeting Recordings, Ease of Access to Information*
- LCC Meeting Recordings*
- Harbourwalk Steering Committee Recruitments*

- 8.7. [23-590](#) Discussion on Services
Active Transportation Network Plan
Transportation and Transit
Parks and Recreation
Economic Diversification Grants
- 8.8. [23-594](#) Strategic Planning/Priority Setting
- 8.9. [23-591](#) Appointment to the Salt Spring Island Library Board
- 8.10. [23-592](#) D. Courtney re: SSI Ferry Advisory Committee Terms of Reference
Attachments: [Resolution: Refresh and Restructure of the SSI Ferry Advisory Committee](#)
- 8.11. [23-593](#) Transportation Governance Engagement Workbook Survey Outcomes
Attachments: [Questionnaire Outcome](#)
- 8.12. [23-595](#) Country Grocer Parking Proposal
- 8.13. [23-606](#) Request for Ongoing Financial Support for the Salt Spring Abattoir
Attachments: [Letter: Request for Ongoing Financial Support for the Salt Spring Abattoir](#)

9. Notice(s) of Motion

- 9.1. [23-609](#) Motion with Notice: SSI Housing for Working People and Families (Commissioner Webster)
Recommendation: That the Salt Spring Island Local Community Commission recognizes housing for working people and their families as Salt Spring Island's most pressing economic sustainability issue and commits to immediately undertaking the following measures:
- Write to the Province to urgently request inclusion of Salt Spring Island in the Speculation and Vacancy Tax
 - Reserve any unspent 2023 economic development service funds so the Commission can assess its priorities in this area, including possible use in addressing Salt Spring Island housing issues
 - Invite representatives of the SSI Local Trust Committee, North Salt Spring Waterworks District, Salt Spring Island Housing Council, Chamber of Commerce and Salt Spring Solutions to attend a September 2023 Commission meeting to discuss housing priorities and work toward identifying an appropriate Salt Spring Island lead agency on housing
 - Meet with representatives of Capital Region Housing Corporation to discuss how that agency can enhance its role in providing affordable housing on Salt Spring Island and,
 - Assess whether there are additional measures the Commission might take to encourage an increased supply of affordable housing, including housing for working people and their families.

9.2. [23-610](#) Motion with Notice: Branding for Salt Spring Island LCC Services
(Commissioner Webster)

- Recommendation:** That all services under the purview of the Salt Spring Island Local Community Commission (LCC) be branded as "Salt Spring Island LCC Services" and the following steps be taken to implement this new branding:
- Conduct a community logo/wordmark design contest for Salt Spring Island LCC Services during fall 2023
 - Open the contest to all Salt Spring residents and particularly encourage youth submissions
 - Assemble a selection of LCC service-related prizes for the contest (such as a swim pass, a transit pass and other items) in addition to a modest cash award
 - Invite a small group of local art teachers, commercial artists and/or graphic designers plus a staff member to serve as ad hoc contest judges/advisors, tasked with selecting from the contest entries a shortlist of three logos/wordmarks for the consideration of the commission
 - Ask the judges/advisors to rate the entries using six criteria:

10. Correspondence

10.1. [23-596](#) Letter dated July 12, 2023 T. Teeple re: Salt Spring Public Transit

Attachments: [Letter: Salt Spring Public Transit](#)

10.2. [23-598](#) Email dated August 2, 2023 I. Threadkell re: Parking in Ganges

Attachments: [Email: Parking in Ganges](#)

10.3. [23-599](#) Email dated August 4, 2023 M. Leichter re: Parking in Ganges

Attachments: [Email: Parking in Ganges](#)

10.4. [23-604](#) Email dated August 15, 2023 J. Parker re: Fulford-Ganges Road Cycling Accident

Attachments: [Email: Fulford-Ganges Road Cycling Accident](#)

11. Adjournment

The next meeting is a Town Hall on August 31, 2023 at 6:00PM in the Lion's Hall, 103 Bonnet Ave, Salt Spring Island, BC V8K 2K8

Please note staff presence will be limited.

The next Regular meeting is Thursday, September 14, 2023 at 9:00AM in the Salt Spring Island Multi Space (SIMS) Boardroom, 124 Rainbow Road, Salt Spring Island, BC V8K 2V5

To ensure quorum, please advise Shayla Burnham 250 537 4448 if you cannot attend.



Making a difference...together

**Minutes of the Regular Meeting of the Salt Spring Island Local Community Commission
Held Tuesday, July 18, 2023 at the Salt Spring Island Multi-Space (SIMS)
124 Rainbow Rd, Salt Spring Island, BC V8K 2K3**

DRAFT

Present: **Director:** Gary Holman (Vice Chair)
 Commission Members: Earl Rook (Chair), Gayle Baker, Ben Corno and
 Brian Webster
 Staff: Ted Robbins, Chief Administrative Officer, Karla Campbell, Senior Manager,
 Salt Spring Island Administration, Dan Ovington, Parks and Recreation Manager,
 Dean Olafson, Engineering Manager, Salt Spring Island, John Hicks, Senior
 Transportation Planner, Emily Sinclair, Senior Manager, Regional and Strategic
 Planning, and Shayla Burnham, Recording Secretary

These minutes follow the order of the agenda although the sequence may have varied.

1. Call to Order

The meeting was called to order at 9:01am by Commissioner Rook.

2. Territorial Acknowledgement

A Territorial Acknowledgement was provided by Commissioner Rook.

3. Approval of Agenda

MOVED by Commissioner Rook, **SECONDED** by Commissioner Corno,
That the Salt Spring Island Local Community Commission approve the amended agenda
of July 18, 2023 by renumbering Item 7.1 to 7.7 and, further reorder the remaining
agenda items numerically. Lastly, to add Item 9.2 Next Meeting.

CARRIED

4. Adoption of Minutes

4.1 Minutes of June 20, 2023 Salt Spring Island Local Community Commission Meeting

MOVED by Commissioner Webster, **SECONDED** by Commissioner Baker,
That the minutes of the June 20, 2023 meeting be adopted as amended by updating
Item 4. "elected as Chair" to "nominated as Chair" and, Item 5. "elected as Vice
Chair" to "nominated as Vice Chair". Lastly, by updating Item 10.2. from "an agenda
item to reassess the composition of the terms of reference" to "an agenda item to
reassess the terms of reference."

CARRIED

5. Chair and Commissioners Remarks

Commissioner Webster briefly reported:

- Attended the Housing Inter-agency Meeting convened by Salt Spring Solutions on June 23, 2023 at Hastings House.

Commissioner Baker briefly reported:

- Lookout Housing + Health Society, Elizabeth May, Ministry of Transportation and Infrastructure (MoTI) and EMCON to participate in upcoming ASK Salt Spring meetings.

6. Presentations/Delegations

6.1. A. Scaglione re: Funding for the Salt Spring Island Abattoir

- Expressed the need for local food production on island and stated that travel is both costly and harmful to animals.
- Salt Spring Island Abattoir is requesting funding assistance from the CRD.
- The Commission requested a written proposal be presented to the Commission for consideration at a future meeting.

6.2. Robin Williams re: SSI Fire Protection District (SSIFPD) Representation on the Ganges Harbour Walk Steering Committee

- Circulated a letter addressed to the Commission on behalf of SSIFPD reiterating their interests.

6.3. D. Courtney re: Patrons of BC Ferries Routes 6, 4, and 9

MOVED by Director Holman, **SECONDED** by Commissioner Corno,
That the Salt Spring Island Local Community Commission accept David Courtney's late delegation request regarding Patrons of BC Ferries Routes 6, 4 and 9.

CARRIED

- Presented a new format for the BC Ferries Advisory Committee as a new sub-committee to the Salt Spring Island Local Community Commission for consideration.

7. Commission Business

7.1. Merchant Mews Pathway Design – Additional Funding

MOVED by Director Holman, **SECONDED** by Commissioner Webster,
That the Salt Spring Island Local Community Commission recommends to the Capital Regional District Board that the Salt Spring Island Transportation Service 2023 Capital Plan be amended to increase the budget for the Merchant Mews project by \$16,400 funded from the Capital Reserve Fund.

CARRIED

7.2. Portlock Park Site Master Plan

- A covered electric bike lock-up charging station was requested.
- Wheelchair accessible pathways requested.

MOVED by Commissioner Webster, **SECONDED** by Director Holman,
That the Salt Spring Island Local Community Commission recommends that the three amended Landscape Conceptual designs developed by LADR Landscape Architects dated June 23, 2023 be used for further community consultation.

CARRIED

MOVED by Commissioner Webster, **SECONDED** by Commissioner Rook,
That the Salt Spring Island Local Community Commission accept a late delegation request from the Salt Spring Island Pickleball Association regarding placement of pickleball courts.

CARRIED

7.3. Project Reporting Dashboard

There is no recommendation. This is for information only.

7.4. Salt Spring Island Community Transit – Quarter 2 Sales 2023

There is no recommendation. This is for information only.

7.5. 2024 Grants-in-Aid Application and Distribution of Funds

MOVED by Director Holman, **SECONDED** by Commissioner Corno,
That the Salt Spring Island Local Community Commission recommends that the Grant-in-Aid process in 2024 include two intake periods and deadlines to be determined by staff for Salt Spring Island Grant-in-Aid applications.

CARRIED

MOVED by Commissioner Corno, **SECONDED** by Commissioner Baker,
That the Salt Spring Island Local Community Commission request staff advertise the Grant-in-Aid process through the Salt Spring Exchange and the Gulf Islands Driftwood news paper.

CARRIED

7.6. Grants-in-Aid – Copper Kettle

MOVED by Director Holman, **SECONDED** by Commissioner Baker,
That the Salt Spring Island Local Community Commission approve a grant-in-aid to Copper Kettle in the amount of \$5,000.00.

CARRIED

7.7. Active Transportation Network Plan

MOVED by Director Holman, **SECONDED** by Commissioner Baker,
That the Salt Spring Island Local Community Commission request Chair Rook and Vice Chair Director Holman to submit a letter to the Ministry of Transportation and Infrastructure requesting the speed limit zones located within the Ganges Active Transportation Network Plan be lowered to 30km/h and further request the Capital Regional District (CRD) Board, through the CRD Board Chair, to make a similar recommendation.

CARRIED

MOVED by Director Holman, **SECONDED** by Commissioner Corno,
That the Salt Spring Island Local Community Commission receive the Active Transportation Network Plan for information.

CARRIED

7.8. Mobrae Bus Shelter

MOVED by Director Holman, **SECONDED** by Commissioner Corno,
That the Salt Spring Island Local Community Commission request staff to apply to BC Transit for a bus shelter for Mobrae Avenue.

CARRIED

7.9. Additional and Evening Meetings

- Staff report forthcoming.
- Regular scheduled meetings on Tuesdays noted as inconvenient for the Gulf Island Driftwood publishing dates with a request for Regular meetings to be scheduled on Thursdays.

MOVED by Commissioner Webster, **SECONDED** by Director Holman,
That the Salt Spring Island Local Community Commission direct staff to schedule a Regular meeting on Tuesday, August 22, 2023 at 9:00am and to schedule a Town Hall on August 31, 2023.

CARRIED

MOVED by Commissioner Webster, **SECONDED** by Director Holman,
That the Salt Spring Island Local Community Commission request Commissioner Baker to attend the agenda setting meeting with staff and Vice Chair Director Holman in the absence of Chair Rook.

CARRIED

7.10. Discussion on Services

- Deferred to the Tuesday, August 22, 2023 Regular meeting.

7.11. Project Updates

- To be added as a standing item to every Regular meeting agenda.

7.12. Strategic Planning/Priority Setting.

- Deferred to the Tuesday, August 22, 2023 Regular meeting.

7.13. Ganges Harbour Walk Steering Committee Terms of Reference

- A list of corrections for the Ganges Harbour Walk Steering Committee Terms of Reference was provided to staff for updating.

MOVED by Commissioner Corno, **SECONDED** by Director Holman,
That the Salt Spring Island Local Community Commission (LCC) increase the
Ganges Harbour Walk Steering Committee terms of reference to include three
members at large nominated by the LCC.

CARRIED

- The Commission requested staff to re-advertise for three members at large.

8. Notice(s) of Motion

Commissioner Corno proposed the following Notice of Motion:

MOVED by Commissioner Corno, **SECONDED** by Director Holman,
That the Salt Spring Island Local Community Commission adopts the following
commitment to open government:

The Salt Spring Island Local Community Commission will work on an ongoing basis to be
accessible, transparent, accountable and open to community advice and guidance.

Accessibility

We will be accessible to our community by:

- Holding meetings at times and locations that make them as accessible to community members as possible,
- Making information available to the community in advance on what topics we will be discussing, where and when, and
- Exploring the feasibility of making our meetings – and recordings of them – available via video.

Transparency and Accountability

We will work actively to be transparent and accountable to our community by:

- Minimizing the use of closed meetings, as guided by the relevant Provincial legislation,
- Sharing information widely on the priorities we identify,
- Reporting to the community on a regular basis about our progress, and
- Holding a reporting and accountability session at least once yearly to report to the community on our activities and receive feedback on how we are doing.

Community Advice and Guidance

We commit to welcoming and considering public advice and guidance. We invite Salt Spring residents to provide this by:

- Sending us e-mails or letters,
- Speaking as a delegation at an LCC meeting,

Inviting LCC members to attend community meetings and other gatherings.

CARRIED

Commissioner Webster proposed the following Notice of Motion:

That the Salt Spring Island Local Community Commission recognizes housing for working people and their families as Salt Spring Island's most pressing economic sustainability issue and commits to immediately undertaking the following measures:

- Write to the Province to urgently request inclusion of Salt Spring Island in the Speculation and Vacancy Tax
- Reserve any unspent 2023 economic development service funds so the Commission can assess its priorities in this area, including possible use in addressing Salt Spring Island housing issues
- Invite representatives of the SSI Local Trust Committee, North Salt Spring Waterworks District, Salt Spring Island Housing Council, Chamber of Commerce and Salt Spring Solutions to attend a September 2023 Commission meeting to discuss housing priorities and work toward identifying an appropriate Salt Spring Island lead agency on housing
- Meet with representatives of Capital Region Housing Corporation to discuss how that agency can enhance its role in providing affordable housing on Salt Spring Island and,
- Assess whether there are additional measures the Commission might take to encourage an increased supply of affordable housing, including housing for working people and their families.

Commissioner Webster proposed the following Notice of Motion:

That all services under the purview of the Salt Spring Island Local Community Commission (LCC) be branded as "Salt Spring Island LCC Services" and the following steps be taken to implement this new branding:

- Conduct a community logo/wordmark design contest for Salt Spring Island LCC Services during fall 2023
- Open the contest to all Salt Spring residents and particularly encourage youth submissions
- Assemble a selection of LCC service-related prizes for the contest (such as a swim pass, a transit pass and other items) in addition to a modest cash award
- Invite a small group of local art teachers, commercial artists and/or graphic designers plus a staff member to serve as ad hoc contest judges/advisors, tasked with selecting from the contest entries a shortlist of three logos/wordmarks for the consideration of the commission
- Ask the judges/advisors to rate the entries using six criteria:
 - Appropriateness to our community
 - Graphic quality
 - Distinctiveness
 - Versatility
 - Memorableness
 - Timelessness
- The Commission shall assess the three shortlisted logo/wordmarks at an LCC meeting using the same criteria, and
- Roll out the selected logo/wordmark over time as new signs, documents and other materials are needed.

9. Correspondence

9.1. Capital Regional District Board Engagement on Transportation Governance

- Staff to forward the Transportation Governance Engagement Workbook to the Commission to complete on or before August 11, 2023. Staff to further compile the responses to bring forward at the August 22, 2023 Regular meeting.

CARRIED

10. Motion to Close the Meeting

MOVED by Commissioner Webster, **SECONDED** by Director Holman,
That the meeting be closed in accordance with the Community Charter, Part 4, Division 3, 90 (n) the consideration of whether a council meeting should be closed under a provision of this subsection or subsection (2);

CARRIED

The Commission left the Regular meeting at 2:14pm.

The Commission returned to the Regular meeting at 2:17pm.

MOVED by Commissioner Webster, **SECONDED** by Director Holman,
That the meeting be closed in accordance with the Community Charter, Part 4, Division 3, 90 (k) negotiations and related discussions respecting the proposed provision of a municipal service that are at their preliminary stages and that, in the view of the council, could reasonably be expected to harm the interests of the municipality if they were held in public;

CARRIED

The Commission left the Regular meeting at 2:21pm.

The Commission returned to the Regular meeting at 2:42pm.

11. Rise and Report – none

12. Adjournment

MOVED by Chair Rook, that the meeting adjourn at 2:44pm.

CHAIR

SENIOR MANAGER



Making a difference...together

**Minutes of the Special Meeting of the Salt Spring Island Local Community Commission
Held Tuesday, July 11, 2023 at the Salt Spring Island Multi-Space (SIMS)
124 Rainbow Rd, Salt Spring Island, BC V8K 2K3**

DRAFT

Present: **Director:** Gary Holman
 Commission Members: Earl Rook, Brian Webster, Ben Corno, Gayle Baker
 Staff: Karla Campbell, Senior Manager, Salt Spring Island Administration,
 Dean Olafson, Engineering Manager, Salt Spring Island, and Shayla Burnham,
 Recording Secretary

These minutes follow the order of the agenda although the sequence may have varied.

1. Territorial Acknowledgement / Call Meeting to Order

A Territorial Acknowledgement was provided by Chair Rook and the meeting was called to order at 8:00am.

2. Approval of Agenda

MOVED by Commissioner Webster, **SECONDED** by Commissioner Baker, that the Salt Spring Island Local Community Commission approve the agenda of July 11, 2023 as presented.

CARRIED

3. Adoption of Minutes – None

4. Chair and Commissioner Remarks

Chair Rook briefly reported:

- Expressed thanks to former Commissioners.

Commissioner Baker briefly reported:

- Expressed thanks to former Commissioners.

Commissioner Corno briefly reported:

- Expressed thanks to former Commissioners.

Commissioner Webster briefly reported:

- Expressed thanks to former Commissioners.

Salt Spring Island Local Community Commission

Special Meeting Minutes of July 11, 2023

5. Presentations/Delegations

5.1 Discussion with Former Salt Spring Island Service Commissions re: Services Overseen by the Salt Spring Island Local Community Commission and 2023 Operating and Capital Plan Budget.

Salt Spring Island Transportation Commission:

- An overview of the service was provided and the April 2023 Reference Document to the LCC was discussed.

Salt Spring Island Liquid Waste Disposal Local Service Commission:

- An informational document to the LCC forthcoming.

Salt Spring Island Community Economic Sustainability Commission:

- Requested a discussion paper be completed and circulated to economic groups on island.
- An informational document to the LCC forthcoming.

Salt Spring Island Parks and Recreation Commission:

- Easy to understand PARC budgets and ongoing funding for youth programming requested.
- Staffing shortages discussed.

6. Commission Business

6.1 Project Updates

- Deferred to July 18, 2023 Regular meeting.

6.2 Strategic Planning

- Deferred to July 18, 2023 Regular meeting.

7. Notice(s) of Motion – None

8. New Business – None

**Salt Spring Island Local Community Commission
Special Meeting Minutes of July 11, 2023**

9. Adjournment

MOVED By Commissioner Rook, that the meeting adjourn at 11:03am

CHAIR

SENIOR MANAGER



Burgoyne Bay Septage Receiving Facility - Alternative Waste-Stream Management Option Analysis



SUSTAINABLE INFRASTRUCTURE SPECIALISTS

WATER | WASTE | ENERGY

CONFIDENTIAL

1

OUTLINE

- Background
- Approach
- Options
- Costs & Recommendations
- Summary
- Final Comments

2

2

BACKGROUND – Waste-Stream Sources

Burgoyne Waste-Stream Sources:

1. Septage from homes and non-sewered commercial buildings.
2. Wastewater biosolids (Ganges & Maliview Estates)
3. Water treatment sludge (Highland/Fernwood, Fulford Harbour & Beddis)
4. Other:
 - Restaurant Fats, Oil & Grease (FOG)
 - Holding Tank Wastewater

3

3

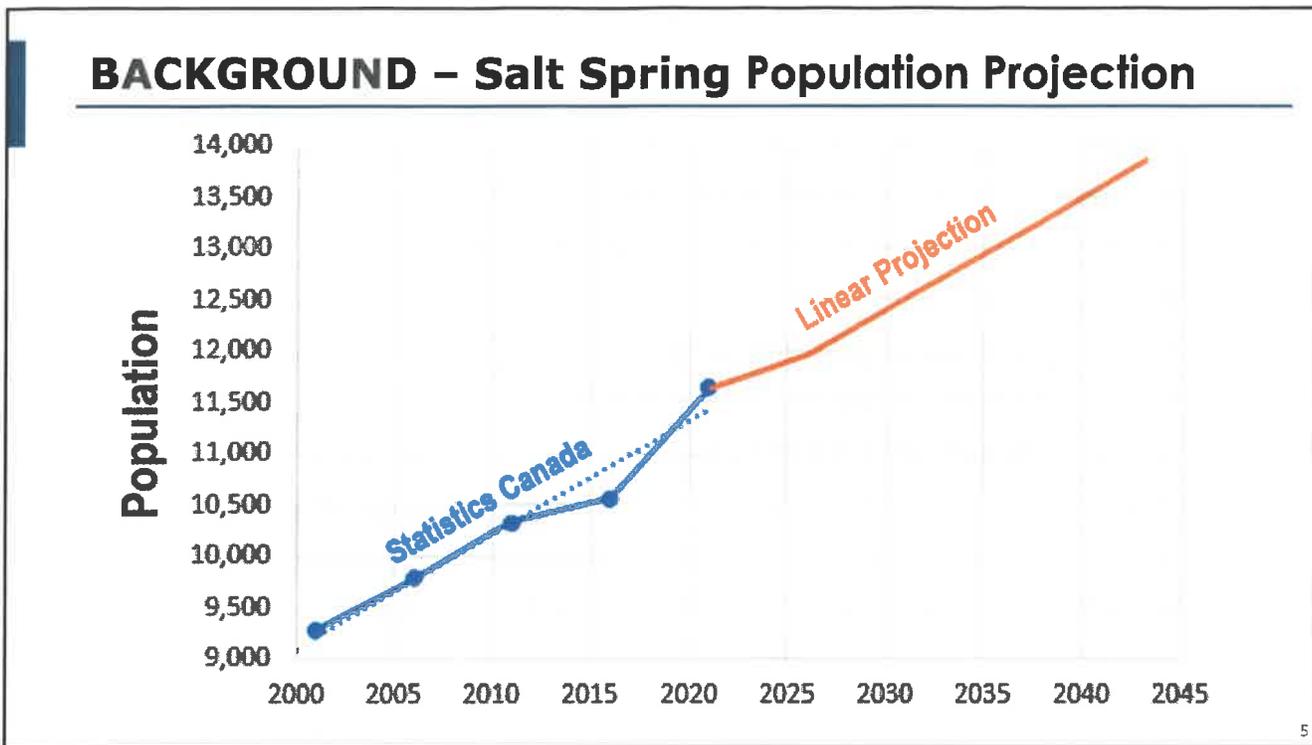
BACKGROUND – Waste-Stream Sources

Burgoyne Waste-Stream Sources:

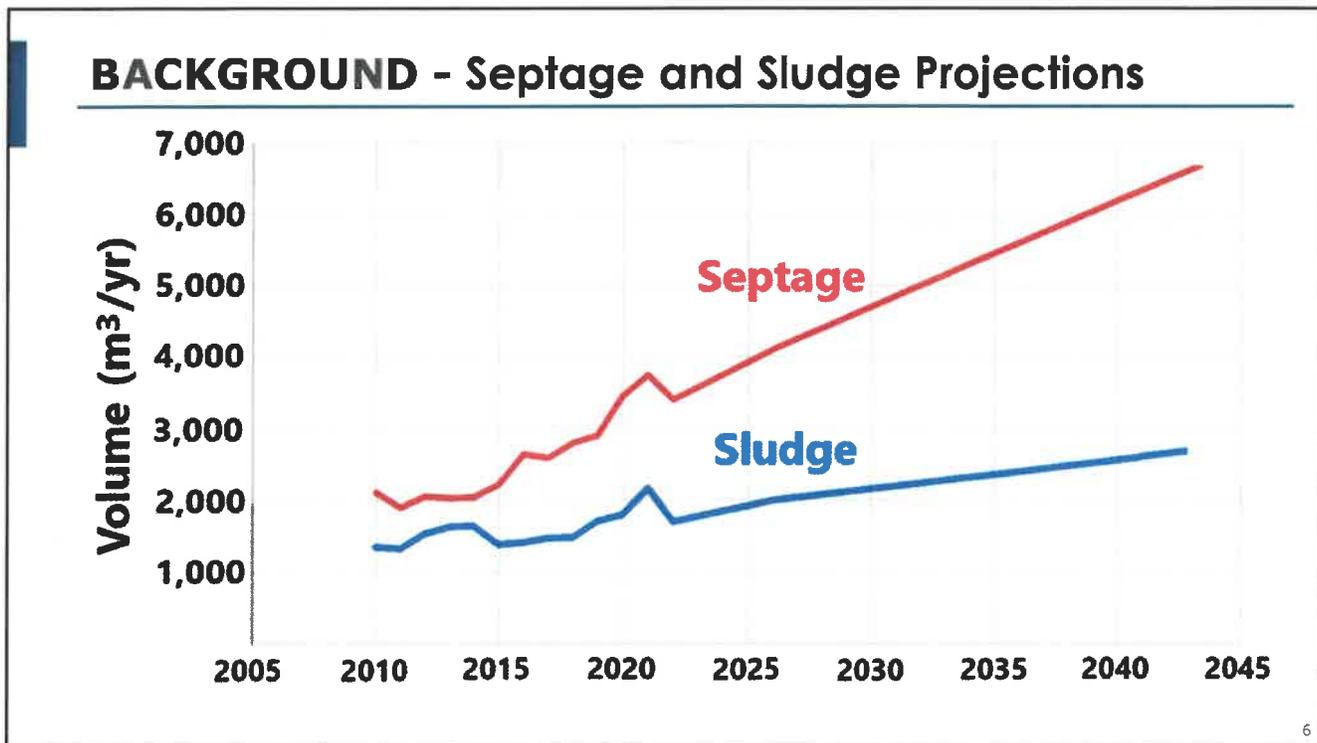
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2. Wastewater biosolids (Ganges & Maliview Estates)
3. Water treatment sludge (Highland/Fernwood, Fulford Harbour & Beddis)
4. Other:
 - Restaurant Fats, Oil & Grease (FOG)
 - Holding Tank Wastewater

4

4

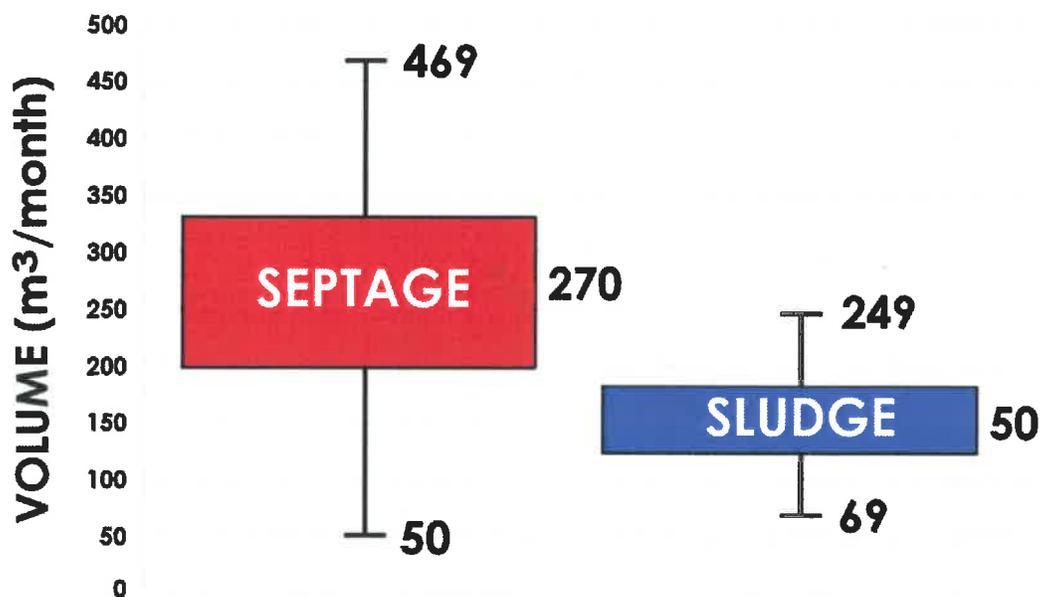


5



6

BACKGROUND – SEPTAGE & SLUDGE VARIABILITY



7

BACKGROUND – AVERAGE VOLUME & MASS

| Parameter | Units | Septage | Sludge | Combined |
|-----------------|--------------------|---------|--------|----------|
| 2023 Volume | m ³ /wk | 70 | 36 | 106 |
| 2023 Dry Solids | Kg/wk | 715 | 900 | 1,615 |
| 2043 Volume | m ³ /wk | 127 | 52 | 179 |
| 2043 Dry Solids | kg/wk | 1,270 | 1,300 | 2,570 |
| Solids Content | % | 1 | 2.5 | 1.5 |

Projected Costs Without Consideration for Inflation

- 2023 Operation Budget: \$ 817,000 / year
- 2043 Projected Operations Budget: \$ 1.38 M/year
- 20-Year Total Operations Cost Projection: **\$ 22 M**

8

8

BACKGROUND – Burgoyne Site Layout



9

9

BACKGROUND – Burgoyne Screening Equipment



10

10

APPROACH - MANAGEMENT

1. Thicken and dewater the waste-streams
2. Process the liquid waste-stream (**98.5 % Water**)
3. Process the solids waste-stream (**1.5 % Solids**)



11

11

OPTIONS – SOLIDS-LIQUID SEPARATION

Solids-Liquid Separation, Thickening & Dewatering:

1. Suspended Air Flotation (SAF) & Dewatering Bin
2. Plate Filter Press
3. Screw Press
4. Geotubes

12

12

OPTIONS - LIQUID MANAGEMENT

98.5 Percent Liquid (Avoid – Off-Island Transportation)

1. Transport to Ganges WWTP (Treatment & Disposal)
2. Ground Disposal at Burgoyne
 - Without Treatment
 - With Secondary Treatment (Smaller Field)

13

13

OPTIONS – DEWATERED SOLIDS

Increase Solids Content from 1.5 → 20 Percent

- 1) Transport to SPL (Victoria) or Hartland Anaerobic Digester
- 2) Enzyme Hydrolysis (Solubilize to Further Reduce Solids)
- 3) On-Site Dehydration – **Soil Nutrient – Provincial Prohibition**
- 4) On-Site Composting – **Soil Nutrient – CRD Prohibition**
- 5) Biochar – **Soil Nutrient – Where is the market?**
 - Hydro-Thermal Carbonization
 - Gasification
 - Pyrolysis

14

14

OPTIONS – SOLIDS ENERGY REQUIREMENTS

LOW
 ↓
ENERGY
REQUIREMENTS
 ↓
HIGH

| Solids Management |
|----------------------------------|
| Composting ~ 1.5% solids |
| Dehydration - >15% solids |
| HTC - >25% solids |
| Pyrolysis - > 35% solids |
| Gasification - 50% solids |

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COSTS – SOLID-LIQUID SEPARATION

| OPTION | CAPEX | OPEX | 20-YEAR |
|-----------------------|------------|-----------|-----------|
| SAF + SCREW PRESS | \$ 471,000 | \$ 43,160 | \$ 1.33 M |
| SAF + FILTER PRESS | \$ 640,000 | \$ 43,160 | \$ 1.50 M |
| GEOTUBE + SCREW PRESS | \$ 381,000 | \$ 80,000 | \$ 2.00 M |

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COSTS – SOLID-LIQUID SEPARATION & DEWATER

| OPTION | CAPEX | OPEX | 20-YEAR |
|-----------------------|------------|-----------|-----------|
| SAF + SCREW PRESS | \$ 471,000 | \$ 43,160 | \$ 1.33 M |
| SAF + FILTER PRESS | \$ 640,000 | \$ 43,160 | \$ 1.50 M |
| GEOTUBE + SCREW PRESS | \$ 381,000 | \$ 80,000 | \$ 2.00 M |

RECOMMENDED:

- SAF + SCREW PRESS (**SAF+SP**):
 - SAF: \$ 240,000
 - SCREW PRESS : \$ 231,000

17

17

COSTS – LIQUID MANAGEMENT

| OPTION | CAPEX | OPEX | 20-YEAR |
|------------------------------|------------|-----------|-----------|
| GANGES WWTP | \$ 80,000 | \$ 53,000 | \$ 1.14 M |
| NO TREATMENT → GROUND | \$ 225,000 | - | \$ 0.23 M |
| SECONDARY TREATMENT → GROUND | \$ 248,000 | - | \$ 0.25 M |

18

18

COSTS – LIQUID MANAGEMENT

| OPTION | CAPEX | OPEX | 20-YEAR |
|------------------------------|------------|-----------|-----------|
| GANGES WWTP | \$ 80,000 | \$ 53,000 | \$ 1.14 M |
| NO TREATMENT → GROUND | \$ 225,000 | - | \$ 0.23 M |
| SECONDARY TREATMENT → GROUND | \$ 248,000 | - | \$ 0.25 M |

RECOMMENDED:

- SECONDARY TREATMENT → GROUND
 - OPEX Labour Cost included in SAF+SP budget
 - Secondary treatment requires much less land for disposal

19

19

COSTS – Potential Ground Dispersal Site



20

20

COSTS – SOLIDS MANAGEMENT

| OPTION | CAPEX | OPEX | 20-YEAR |
|------------------------------|-------------|------------|-----------|
| DRYING + PYROLYSIS | \$ 200,000 | \$ 40,000 | \$ 1.00 M |
| TRANSPORT TO SPL OR HARTLAND | \$ 80,000 | \$ 90,000 | \$ 1.90 M |
| COMPOSTING | \$ 264,000 | \$ 160,000 | \$ 3.46 M |
| GASIFICATION | \$ 500,000 | \$210,000 | \$ 4.70 M |
| HYDROTHERMAL CARBONIZATION | \$2,100,000 | \$260,000 | \$ 7.30 M |

21

21

COSTS – SOLIDS MANAGEMENT

| OPTION | CAPEX | OPEX | 20-YEAR |
|------------------------------|-----------------------|-----------------------|----------------------|
| DRYING | \$ 100,000 | \$ 40,000 | \$ 0.90 M |
| DRYING + PYROLYSIS → BIOCHAR | \$ 200,000 | \$ 40,000 | \$ 1.00 M |
| TRANSPORT TO SPL OR HARTLAND | \$ 80,000 | \$ 90,000 | \$ 1.90 M |
| COMPOSTING | \$ 264,000 | \$ 160,000 | \$ 3.46 M |
| GASIFICATION → BIOCHAR | \$ 500,000 | \$210,000 | \$ 4.70 M |
| HYDROTHERMAL CARBONIZATION | \$2,100,000 | \$260,000 | \$ 7.30 M |

- **PROVINCIAL & CRD PROHIBITIONS**

22

22

COSTS – SOLIDS MANAGEMENT

| OPTION | CAPEX | OPEX | 20-YEAR |
|------------------------------|-------------|-----------|-----------|
| DRYING + PYROLYSIS → BIOCHAR | \$ 200,000 | \$ 40,000 | \$ 1.00 M |
| TRANSPORT TO SPL OR HARTLAND | \$ 80,000 | \$ 90,000 | \$ 1.90 M |
| GASIFICATION → BIOCHAR | \$ 500,000 | \$210,000 | \$ 4.70 M |
| HYDROTHERMAL CARBONIZATION | \$2,100,000 | \$260,000 | \$ 7.30 M |

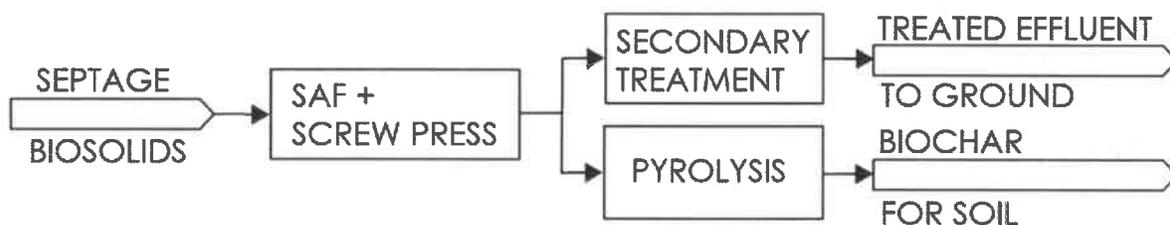
RECOMMENDED:

- DRYING + PYROLYSIS
 - CAVEATE: Only if interest in BIOCHAR exists on Salt Spring
 - Otherwise truck dewatered solids to SPL or HARTLAND

23

23

SUMMARY



| OPTION | CAPEX | OPEX | 20-YEAR |
|------------------------------|-------------------|------------------|------------------|
| SAF + SCREW PRESS | \$ 471,000 | \$ 43,160 | \$ 1.33 M |
| SECONDARY TREATMENT → GROUND | \$ 248,000 | - | \$ 0.25 M |
| DRYING + PYROLYSIS → BIOCHAR | \$ 200,000 | \$ 40,000 | \$ 1.00 M |
| TOTAL | \$ 919,000 | \$ 83,160 | \$ 2.58 M |

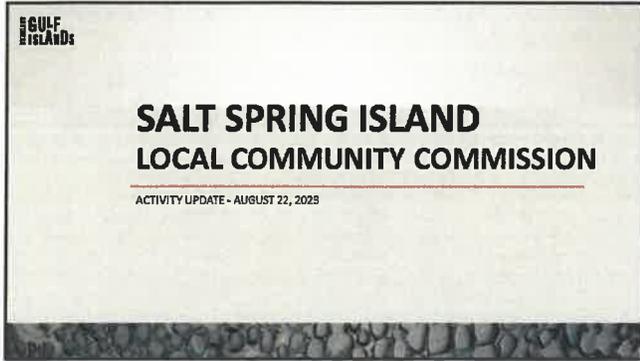
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24

FINAL COMMENTS

- Verify Biochar can be used, otherwise transport dewatered solids to ISP or HARTLAND FACILITIES
- Costs are Class D, intended for COMPARATIVE purposes
- Costs that are not included in estimates include:
 1. Electrical and Fuel (common to all biochar options)
 2. Construction Costs (proportional to equipment cost)
 3. Engineering Design (proportional to CAPEX)
- Detailed cost estimate will require detailed site soils assessment and engineering design

25



1



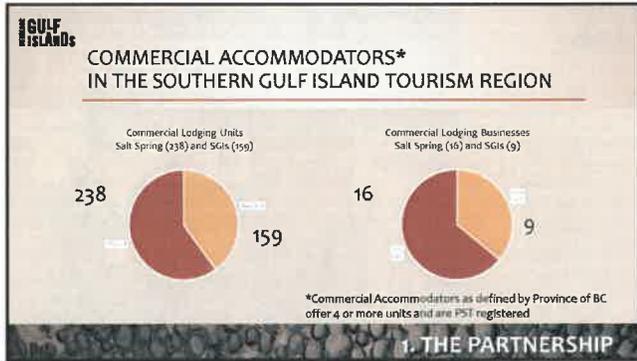
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3



4



5

TOURISM PARTNERSHIP MARKETING COMMITTEE

| Business | Member | Island |
|----------------|------------------|-------------|
| The Cottages | Adele Larkin | Salt Spring |
| Harbour House | Kelly Armstrong | Salt Spring |
| Poets Cove | Michelle Johnson | Pender |
| Bodega Ridge | Jesse Keefer | Gallano |
| SITA | Amber Leeb | Saturna |
| Books on Mayne | Gail Noonan | Mayne |

1. THE PARTNERSHIP

6

TOURISM PARTNERSHIP LEADERSHIP

| Board of Directors | Business | Island |
|---------------------------|---|-------------|
| Randy Cunningham, Chair | Salt Spring Island Golf Club | Salt Spring |
| Lise Magee, Secretary | Blue Vista Resort | Mayne |
| Glen Tremblay, Treasurer | Cusheon Lake Resort | Salt Spring |
| Marcia DeVicque, Director | Cabin at Swallow's Keep & DeVicque GlassWorks | Gallano |
| Alice Karollina, Director | Ptarmigan Arts | Pender |
| Jeremy Milsom, Director | Salt Spring Inn | Salt Spring |
| Chris Hall, Director | Aqualink | Pender |
| David Wood, Director | Salt Spring Cheese | Salt Spring |
| Anne Hayward, Director | Sage Hayward Vineyards | Saturna |
| Special Advisor | Community Leader | Island |
| Ed Andrusiak | Co-founder and ongoing advisor | Gallano |

1. THE PARTNERSHIP

7

TOURISM PARTNERSHIP CONTRACTORS

| Contractor | Role | Island |
|-----------------|--|------------------|
| Jacqueline East | General Manager | Vancouver Island |
| Jamie Sterling | Communications & Marketing | Salt Spring |
| Chris Hall | Aqualink Coordinator & Island Ambassador | Pender |
| Katie Dentry | Island Ambassador | Saturna |
| Jackie Peterson | Island Ambassador | Mayne |
| Hannah Spray | Island Ambassador | Salt Spring |
| Lael Johnson | Island Ambassador | Salt Spring |
| Recruiting | Island Ambassador | Gallano |

1. THE PARTNERSHIP

8



Jamie
Jackie
Hannah
Lael
Katie
Chris
Summer

9

2023 SECTOR AND COMMUNITY PARTNERSHIPS

BC SECTOR PARTNERS

- BC Ale Trail
- BC Bird Trail
- Paddle BC
- Flavour Trail
- BC Marine Trail

LOCAL PARTNERS

- Chambers of Commerce
- Conservancies
- Transition Salt Spring
- SIMRES
- Arts Societies / Groups

1. THE PARTNERSHIP

10

2. THE CONSORTIUM'S VISION

11

2. THE CONSORTIUM VISION, OPERATIONALIZED

FOUNDATIONS

- 5-year Strategic Plan (DBC)
- Annual Tactical Plans (DBC)
- Special Initiatives
 - Labour Market Study
 - Housing
 - Inter-island Mobility
 - Inclusive Marketing
 - Regenerative Travel

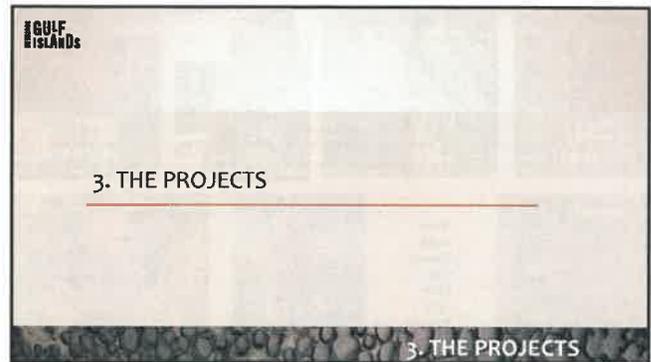
CONCEPT PLAN

Experience the Gulf Islands

12



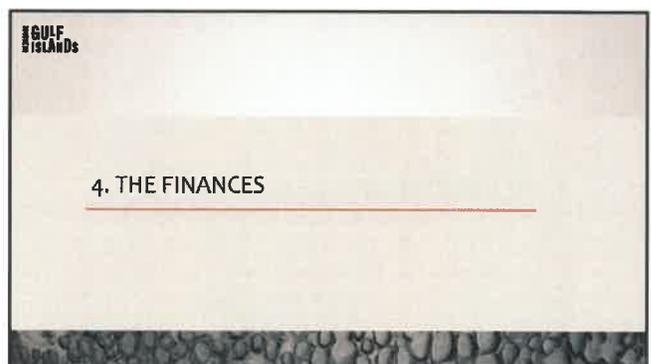
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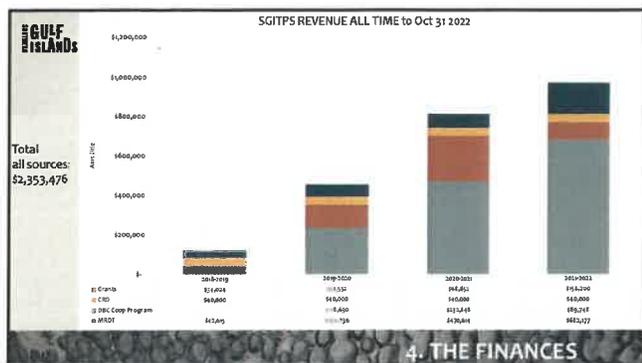
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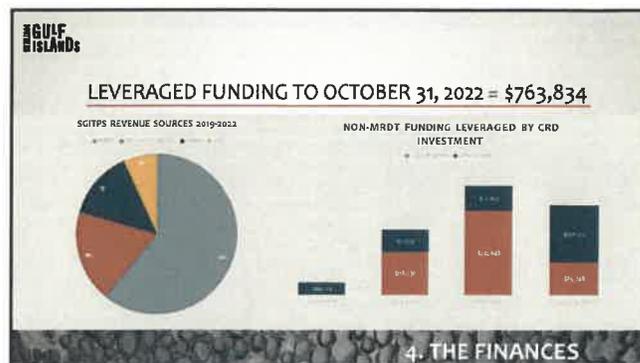
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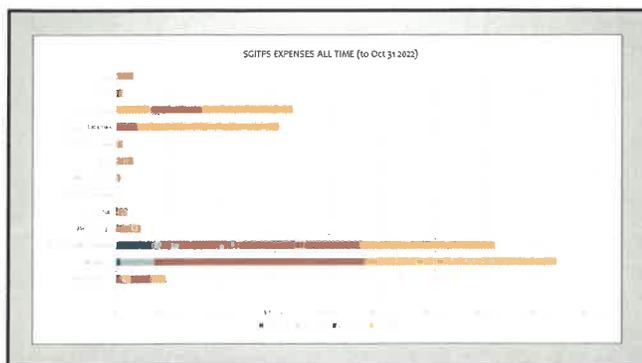
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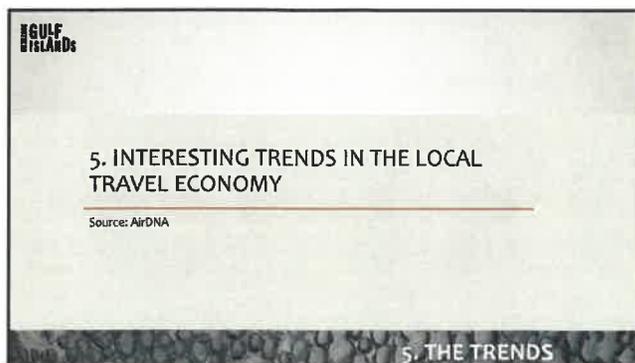
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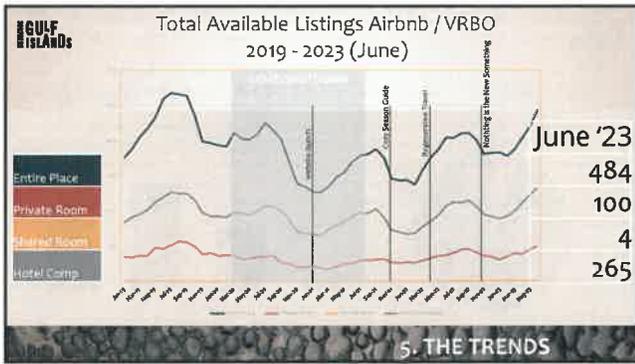
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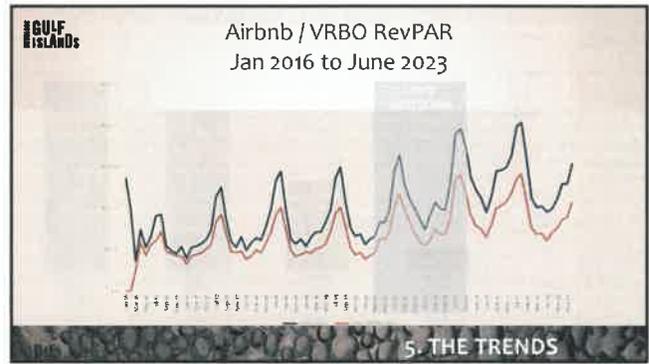
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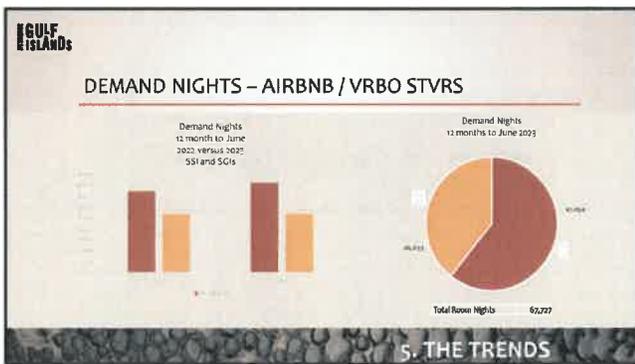
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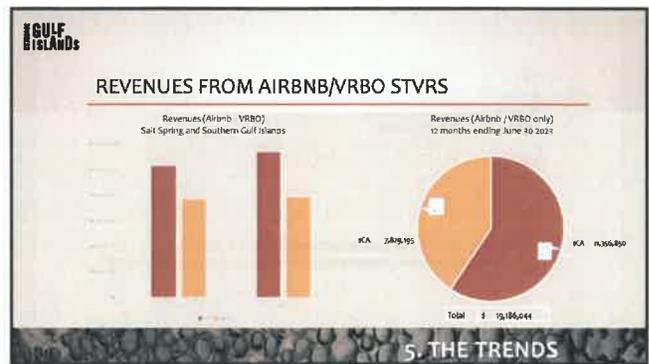
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24

SOUTHERN GULF ISLANDS

DISCUSSION: LCC PARTNERSHIP

OPPORTUNITIES

- Partnership – better together (silos don't work)
- MRDT available with local investment only
- Keep leverage funds to our region (i.e. leveraged \$2.2 million from \$160,000 CRD 2019-2023)
- Economic Development – Tourism Our Way!
 - Arts (artist focus/arts tourism)
 - Food (gulf island gastronomy)
 - Nature (preserve and protect)
- Continuity, local leadership, professionalism
- Local, regional, provincial, federal partnerships

NEXT STEPS

- Continued CRD Support
- Continued funding to demonstrate support to DBC (local funding required to access MRDT)
- 2023 Tactical Plans (due Nov 30 2023)
- 2024 2029 Five Year Business Strategy (due March 2023)
- Keep the dialogue going!
 - info@southern.gulfislands.com
 - 250-537-7087 (call or text)

6. THE FUTURE

25



Island Arts Centre Society
100 Jackson Avenue
Salt Spring Island
British Columbia V8K 2V8
Office: 250.537.2125
Box Office: 250.537.2102
1.866.537.2102
fax: 250.537.8310
info@artspring.ca
www.artspring.ca

July 26, 2023

Subject: Request for a 20% Increase in Funding to \$100,000 from the Capital Regional District for ArtSpring Community Arts Centre

Dear Karla Campbell, Capital Regional District

I hope this letter finds you well. As Artistic and Executive Director at ArtSpring Community Arts Centre. I am writing to present a strong case for supporting our organization and to request an increase in funding from the Capital Regional District (CRD) by 20%, bringing the total contribution to \$100,000 for the upcoming fiscal year.

Assessment of the Past Year:

The 2022/2023 season marked my first year as the Executive & Artistic Director, and I took on the responsibility of programming with only a brief turnaround time and limited prior experience with ArtSpring performances. Despite the challenges, we managed to present 26 high-quality events, including 6 shows that were committed by my predecessor. The Showcase events of Dance West Network and Pacific Contact were instrumental in shaping our programming decisions.

The uncertainties of the "Post COVID" environment made it difficult to predict the community's response, but we were heartened by the enthusiasm shown by our loyal audience base. However, it became evident that our audience base is relatively small, and attracting new audiences proved to be a challenge. Overall, attendance did not meet our modest projections of 50-60% capacity.

Case for Support:

ArtSpring Community Arts Centre plays a vital role in our community, serving as a hub of artistic expression, education, and cultural presentation for the past 25 years. We have addressed the need for accessible and inclusive arts programming, providing a platform for local artists to showcase their work and for community members to experience art in meaningful ways.

The impact of ArtSpring on our community has been significant, promoting creativity, cultural understanding, and economic development. We have supported local talent, fostered entrepreneurship in the arts, and generated revenue streams for local businesses by attracting visitors to our area.

We are dedicated to sustainability, incorporating eco-friendly practices into our operations, demonstrating our commitment to the long-term health and well-being of our community.

The funds we are requesting will be utilized to cover the cost of programming, facility maintenance, and ongoing operational expenses. We want to ensure that ArtSpring remains accessible and affordable to all members of the community, regardless of their financial situation.

Impact:

ArtSpring is a renowned presenter on the Gulf Islands with a history of hosting diverse local, regional, national, and international artists. Our geographically advantageous location between Vancouver and Victoria, along with proximity to Vancouver Island presenters, allows us to attract artists and performances that might not typically visit smaller venues.

We have invested in building professional capacity in technical production and theatre infrastructure, supporting artists with state-of-the-art technical and production needs.

Our strategic plan for 2023 centers on community engagement through the arts, strengthening our foundation for the future, and promoting a culture of inclusion and reconciliation. We aim to enrich our community through diverse arts programming and deepen our impact and relevance within and beyond Salt Spring.

The 2023/2024 season, coinciding with our 25th anniversary, offers an impressive lineup of performances, including a world premiere from the Gryphon Trio, a performance by the Isadore Quartet from NYC, and presentations by emerging artists such as the Fugitives and Meghan Gardiner.

Furthermore, we are committed to truth and reconciliation, as evidenced by our week-long festival, Matriarch's Uprising, featuring four Indigenous choreographers and performances by Inuit style throat singers, PIQSIQ.

ArtSpring actively engages with the community through various forms of collaboration and interaction. We are committed to involving the audience in the artist's development and process by encouraging feedback and fostering a culture of inquiry. We collaborate with Gulf Island Secondary School to bring development and workshop interactions into their classrooms and studios.

We also offer public programs like the Makena Youth Choir, providing children with the opportunity to sing and develop their talents from a young age.

ArtSpring does not receive annual operating funds from either the Federal or Provincial Government. This remains a sustainability challenge for ArtSpring and we continue to advocate for support. We are extremely appreciative of our donor and community support. Without this we would not be a impactful

Request for Increased Funding:

To continue providing high-quality arts programming and support the ongoing operation of ArtSpring, we humbly request an increase in funding by 20% from the CRD, totaling \$100,000 for the upcoming fiscal year. The additional funding will be instrumental in addressing the following areas:

Building Maintenance and Operations:

As outlined in the Building Assessment report of 2021, there are significant lifecycle issues associated with our facility estimating costs of about \$1M required over the next 20 years. For 2023/2024 it has been identified that carpet replacement and replacement of the pedestrian bridge is a priority. As well, regular maintenance of HVAC systems, elevator and lighting for our parking lot and interior is an ongoing priority.

Capacity Building: We aim to stay competitive with wages and work environments to build our own organizational capacity. The additional funding will support staff retention and development, ensuring the continuation of high-quality programming and services.

Sustainability Initiatives: We remain committed to environmental sustainability and reducing our environmental footprint. The increased funding will enable us to invest in sustainable practices and eco-friendly technologies, demonstrating our dedication to a greener future.

Conclusion:

ArtSpring Community Arts Centre has been an essential pillar of artistic expression, education, and cultural celebration for the past 25 years. As our community's needs evolve, we are committed to adapting and growing to meet those needs effectively.

The impact of ArtSpring on our community has been profound, promoting creativity, supporting local artists, and driving economic development. We firmly believe that investing in the arts benefits the entire community, fostering social cohesion, personal growth, and economic prosperity.

We are seeking the support of the CRD to continue our mission of enriching lives through the arts. An increase in funding by 20%, amounting to \$100,000, will provide us with the necessary resources to expand our programs, engage more artists, and serve a broader and more diverse audience.

Thank you for considering our request. We are eager to discuss further how ArtSpring Community Arts Centre can continue to be a valuable asset to our community and work collaboratively to achieve our shared goals. If you require any additional information or would like to schedule a meeting, please feel free to contact me.

With heartfelt appreciation for your consideration,

Sincerely,

Howard R. Jang
Executive & Artistic Director
ArtSpring Community Arts Centre

| Item | Description | Class | Status | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 | 2031 | 2032 | 2033 | 2034 | 2035 | 2036 | 2037 | 2038 | 2039 | 2040 |
|--|---|-------|------------|-----------------|-----------------|-----------------|-----------------|-----------------|------------------|------------------|-----------------|------------|-----------------|------------|-----------------|-----------------|----------------|------------|----------------|------------|-----------------|------------|----------------|
| 1 Structure | | | | | | | | | | | | | | | | | | | | | | | |
| No projects identified | | | | | | | | | | | | | | | | | | | | | | | |
| 2 Building Envelope | | | | | | | | | | | | | | | | | | | | | | | |
| 2.1.1 | Repair Deteriorated Siding and Wall - Theatre Exit / Electrical Room | 2 | Forecasted | \$18,375 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| 2.1.2 | Repaint Exterior Walls and Railings | 3 | Forecasted | \$0 | \$19,616 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$23,911 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| 2.2.1 | Replace Entrance Canopy IGUs with Single-glazing | 5 | Forecasted | \$0 | \$1,478 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| 2.2.2 | IGU Replacement Allowance | 3 | Forecasted | \$0 | \$3,060 | \$0 | \$3,184 | \$0 | \$3,312 | \$0 | \$3,446 | \$0 | \$3,585 | \$0 | \$3,730 | \$0 | \$3,881 | \$0 | \$4,038 | \$0 | \$4,201 | \$0 | \$4,370 |
| 2.3.1 | Replace Entrance Doors | 3 | Active | \$59,325 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| 2.3.2 | Replace Theatre Exit Door and Install Access Ramp - Placeholder | 3 | Forecasted | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| 2.3.3 | Replace Entrance Doors - Lower Lobby | 3 | Forecasted | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$11,733 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| 2.4.1 | Replace Flat Roof | 3 | Forecasted | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$20,378 | \$0 | \$0 |
| 3 Fire Safety | | | | | | | | | | | | | | | | | | | | | | | |
| 3.1.1 | Replace Fire Alarm Panel and Annunciator Panel | 3 | Forecasted | \$0 | \$0 | \$0 | \$19,152 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| 3.1.2 | Repair Fire Suppression System - Allowance | 3 | Forecasted | \$0 | \$0 | \$0 | \$0 | \$8,659 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$10,146 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| 4 Finishes, Furniture and Equipment | | | | | | | | | | | | | | | | | | | | | | | |
| 4.1.1 | Replace Carpets | 3 | Forecasted | \$0 | \$0 | \$63,329 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| 4.1.2 | Kitchen Renovation - Placeholder | 3 | Forecasted | \$0 | \$0 | \$0 | \$0 | \$21,649 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| 4.1.3 | Kitchen Appliance Allowance | 3 | Forecasted | \$0 | \$0 | \$0 | \$0 | \$3,247 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$4,370 |
| 4.2.1 | Renovate Gallery Space - Flooring and Wall Finishes | 3 | Forecasted | \$0 | \$0 | \$21,476 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$28,904 | \$0 | \$0 |
| 4.3.1 | Renovate Gallery Washroom (Budget Includes Two Old Toilets in the Dressing Room) | 3 | Forecasted | \$19,058 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| 4.3.2 | Renovate Men's and Women's Main Washrooms | 3 | Forecasted | \$0 | \$0 | \$0 | \$0 | \$0 | \$44,632 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| 4.4.1 | Replace Theatre Seats | 3 | Forecasted | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$110,000 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| 4.4.2 | Theatre Renovation Rigging System and Painting - Placeholder | 3 | Forecasted | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$67,294 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| 4.4.3 | Theatre Renovation Stage Floor - Placeholder | 3 | Forecasted | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$17,230 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| 5 Site | | | | | | | | | | | | | | | | | | | | | | | |
| 5.1.1 | Repair Asphalt Paving | 3 | Forecasted | \$0 | \$0 | \$5,893 | \$0 | \$0 | \$0 | \$0 | \$6,506 | \$0 | \$0 | \$0 | \$0 | \$7,183 | \$0 | \$0 | \$0 | \$0 | \$7,931 | \$0 | \$0 |
| 5.1.2 | Repair Wood Pedestrian Bridges - Handrails and Decking | 3 | Forecasted | \$0 | \$0 | \$0 | \$31,660 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| 6 HVAC | | | | | | | | | | | | | | | | | | | | | | | |
| 6.1.1 | Replace Packaged HVAC Unit - serves Lobby, Upper Offices, Theatre, Dressing Rooms | 3 | Forecasted | \$0 | \$0 | \$0 | \$0 | \$45,008 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| 6.1.2 | Replace Heat Pump - serves Lower Lobby and Gallery | 3 | Forecasted | \$0 | \$0 | \$0 | \$0 | \$0 | \$25,572 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| 6.1.3 | Replace Lennox Heat Pump at Flat Roof | 3 | Forecasted | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$28,229 | \$0 | \$0 |
| 6.1.4 | Replace Split-System Air Conditioner | 3 | Forecasted | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$5,647 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| 7 Plumbing | | | | | | | | | | | | | | | | | | | | | | | |
| 7.2.1 | Replace Piping - Placeholder | 3 | Forecasted | \$0 | \$0 | \$0 | \$0 | \$0 | \$37,561 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| 8 Electrical | | | | | | | | | | | | | | | | | | | | | | | |
| No projects identified | | | | | | | | | | | | | | | | | | | | | | | |
| 9 Conveyance | | | | | | | | | | | | | | | | | | | | | | | |
| No projects identified | | | | | | | | | | | | | | | | | | | | | | | |
| Total | | | | \$96,758 | \$24,154 | \$90,698 | \$53,996 | \$78,563 | \$111,077 | \$177,294 | \$27,182 | \$0 | \$20,965 | \$0 | \$27,641 | \$17,329 | \$3,881 | \$0 | \$4,038 | \$0 | \$89,643 | \$0 | \$8,740 |

“Art is fundamental to quality of life, as places with vibrant arts are great places to live”

- DIG survey participant, Arts and Culture Impact Assessment: Vancouver Island & Gulf Islands Super Region

Executive Summary

Salt Spring Arts is seeking a 20% increase to the CRD arts requisition in 2024, for a total of \$43,196 (an increase of \$7,199 over 2023). We recognize that while there are significant budget demands for the CRD, the available arts requisition has never been fully allocated to the arts. Moreover, a 20% increase to SSA’s support from the CRD presents a crucial opportunity to strengthen Salt Spring Island’s arts sector. These funds are key to supporting SSA’s strategic priority areas in capacity and program delivery in 2024 - programs that directly impact cultural and economic vitality, artist retention, and community well being.

Salt Spring Arts: Fostering Community Vitality through the Arts

Salt Spring Arts (SSA) is our community arts council. Since our inception in 1968, we’ve adapted and changed with our community. BC’s longest running and largest gallery of its kind, and SSA’s long standing program, has a long history of connecting artists with audiences and supporting the local economy. Beyond Artcraft, our wide range of programs serve to strengthen the fabric of our community, contributing to community wellbeing, quality of life, and cohesion.

Salt Spring Arts programs and activities support:

- Accessible cultural programming
- Ganges Vibrancy
- Local artists and artistic practice
- Children and youth engagement in the arts
- Strengthening our cultural economy
- Managing Mahon Hall as a landmark and local cultural centre



In 2021 SSA was part of the Digital Innovation Group (DIG), commissioning Nordicity to assess the impact of the arts ecosystem of Vancouver and the Gulf Islands. The report ([Read More](#)) investigated both the economic and non-economic impacts of the local arts and culture sector. Key findings of the report, include:

- The local arts and culture sector plays an important role in increasing social connection and wellbeing as well as creating attractive communities where people want to live;
- Arts councils are frequently active in downtown renewal and community arts projects, contributing to rejuvenation and attracting visitors;
- The social impacts of arts and culture can have a return on investment of 5:1.

Salt Spring Arts in our Community

The arts have long been recognized as a key component of our Island Identity. Salt Spring's reputation as a culturally vibrant community has inspired countless artists and artisans to become Islanders, and this reputation continues to attract Island visitors.

Throughout the year, SSA's delivers a rich array of activities that build engagement and connection through and with the arts: exhibitions and events, outdoor concerts, arts education, and other diverse cultural activities. Many SSA programs create economic opportunities for local artists while also contributing to our local tourism economy. While other SSA programs engage those in our community that may otherwise not be able to access the arts. Through collaboration and advocacy, we work to further cultural development on Salt Spring Island.

SSA's programs and activities support our vital creative community while strengthening our shared cultural fabric:

- ***Ganges Vibrancy*** - SSA has a track record of enhancing vibrancy in the village. Recent examples include the Summer Outdoor Concert Series in Centennial Park, the Murals on Salt Spring (in partnership with the Chamber of Commerce), On the Rise Art Walk, as well as operating
- ***Economic Opportunities for Local Artists*** - SSA supports our island cultural sector by creating professional, paid opportunities for artists. Over the last 10 years, we've paid local artists over \$1.9M in consignment sales, artists fees, grants and awards. In 2022, artist payments for programs and sales made up 41% of our operating expenses. Artcraft is BC's largest and longest running gallery of its kind. Recently, we've attracted significant off-island funds to develop and market Artcraft online to further connect artists with online sales.
- ***Accessible Programs for our Community*** - SSA is committed to delivering low-barrier or free public programs. This means our community can access inspiring exhibitions, concerts, artists talks, events, and more. Examples of accessible programs:

- ◆ Artist in the Class
- ◆ Art Jam
- ◆ Annual Family Day event
- ◆ Various Exhibitions

→ **Arts for Kids and Youth** - Programs and activities like Artist in the Class, the Annual Family Day Event, Kids in the Hall youth exhibition, art workshops and camps, and hosting school groups tours, deliver opportunities for local kids, youth and families to experience, showcase and participate in the arts.

→ **Developing SSI's Cultural Sector** - SSA has long been an advocate and incubator of local arts and culture. Our Grants & Awards program provides financial assistance to local individuals and organizations undertaking projects of cultural benefit in our community. In addition to incubating significant local initiatives, (ArtSpring, Salt Spring National Art Prize), we spearheaded the 2021 [SSI Arts & Cultural Facilities Framework](#) to encourage constructive dialogue on cultural facilities.

→ **Mahon Hall** - this historic building is recognized as a local landmark, and a longstanding gathering space for local arts and culture. Its key location at the edge of Ganges Village and above the future boardwalk makes it easily accessible by islanders and visitors. The Hall serves as the home of the arts council office and programs and also as a community cultural facility available for rentals 7 months of the year. Between SSA programs and community rentals, approx. 14,000 visited the Hall in 2022.

→ **Restoring Relationships** - Through our commitment to Truth and Reconciliation, SSA works to remove barriers to participation for Indigenous artists for whom these are traditional territories. For the past 3 years we have presented works by regional Indigenous artists in Artcraft and other exhibitions, returning 100% of proceeds to those artists.



Critical Role of the CRD Arts Requisition

Reliable Operating Funding:

The CRD arts requisition is crucial in supporting SSA's program delivery on SSI. These dedicated funds, "contributing to arts programming" (CRD Bylaw 3116), ensure we can maintain relevant and impactful community programs without the limitations of project-specific funding.

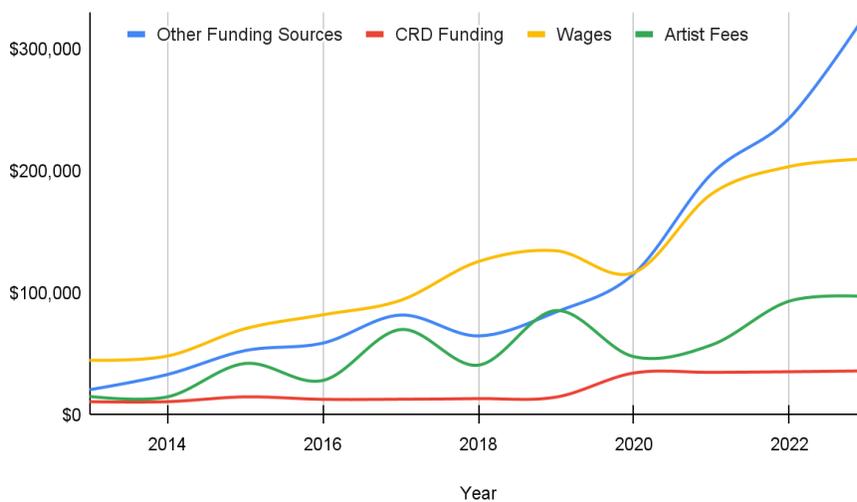
In addition to supporting existing programs, the arts requisition has been instrumental for SSA to enhance local programming. Funding from the CRD enables:

- The development of new programs including the Summer Outdoor Concert Series, annual Family Day event;
- Adapting and innovating existing programs: transforming the Spring Art Show from a weekend long exhibition to a free 3-week shoulder-season arts festival which hosts school visits and performances;
- SSA to be responsive to cultural opportunities and collaborations including: Murals on Salt Spring, On the Rise Festival (art and climate change); Archipelago exhibition cross-border exchange.

Leveraging Off-Island Investment:

Federal, provincial and other funders commonly review SSA’s CRD funding as an indication of local support. SSA leverages CRD program funding to access other funding streams as well as to generate program revenues. Between 2014-2023, for every \$1 granted by the CRD, SSA has generated approximately \$22 in revenues which are then reinvested back into SSI arts and culture; this includes attracting \$5.8 (on the dollar) in private, federal and provincial funding. (Over the past 10 years we’ve attracted \$1.25M in off island grants.)

Salt Spring Arts Trends 2013 - 2022



Notes:

i. SSA has been steadily investing in staff capacity (scope of positions, hours and wages) for the purposes of program delivery and staff retention.

ii. Artist Fees fluctuated in 2015, 2017 and 2019 as a result of the Salt Spring National Art Prize. As of 2021, the program is delivered by the SSNAP Society, independent of SSA.

Looking Ahead: Salt Spring Arts’ Priorities

Salt Spring Arts has not been immune to the economic and social impacts of the past three years. Resiliency grants have been crucial in helping us address the challenges while also enabling some investment in organizational capacity building, but we are now anticipating a decrease in provincial and federal funding as resiliency monies phase out. Without additional

funds, and increased support from the CRD arts requisition, we will be looking at cutting back future program delivery.

Like many organizations, we are still feeling the impacts of the past few years, including significant disruption, multiple staff turnover and hiring challenges. Affordability and the cost of living on Salt Spring Island are a key concern as we witness the negative impact on both artist and staff retention.

Most notably, inflation has severely impacted operational costs and program expenditures. An apt example is the cost of delivering the Summer Outdoor Concert Series (SOCS) since its inception in 2019. Artist fees, production costs and promotions have all soared and as a result the cost of producing one evening concert has nearly doubled between 2019 and 2023. While the program has quickly become a local favorite, SSA has not yet been able to secure sustainable program funding to ensure this program can continue.

Salt Spring Arts Board and Staff are currently developing a 5-year strategic plan responsive to the current context of our community and centered on a commitment to relevance and renewal. The plan outlines four key strategic priorities: Governance, Communications, Programs and Capacity. The latter two priorities are significantly linked to the CRD arts requisition.

Programs: As outlined, SSA's programs contribute to the cultural fabric, quality of life and sense of belonging in our community. We are committed to ensuring our programs are relevant, accessible, and aligned with our desire to foster the creativity and well being of our community. The following goals will support this strategic priority:

- Review and revitalize our program portfolio to ensure it meets community needs;
- Strengthen our role as a knowledge hub for local arts;
- Ensure our programs contribute to the well being of artists on island;
- Reaffirm our commitment to low-barrier and free public programs.

Capacity: As a small registered charity, SSA punches well above its weight in activity and impact. Moving forward, it is crucial that we build internal capacity to better serve our community and to ensure programs and operations are sustainable into the future. The following goals will build organizational capacity:

- Invest in internal systems and digital resources;
- Invest in human resources to ensure employee retention (prevent burnout and strive for pay equity);
- Diversify revenue strategy, including fund development and increased earned income;
- Clarify facility needs and future relationship to Mahon Hall.

Mahon Hall: Of note is SSA's relationship to the historic, landmark Hall - the 120 year old building is owned by SD64 and operated under a long-term lease by SSA. SSA has recently completed a feasibility study to better understand revitalization options for Mahon Hall that explore options to address the building's deferred maintenance while also ensuring it can better meet community cultural needs, now and in the future.

The Case for Increased Funding

The CRD arts requisition funding has been instrumental in enabling SSA to build our diverse program portfolio that contribute to economic activity, Ganges vitality, arts access and enhance community well being. These monies provide crucial, flexible programming funds that allow us to address both organizational and community programming needs. We successfully leverage CRD funding to attract further investment for the council's programming activities.

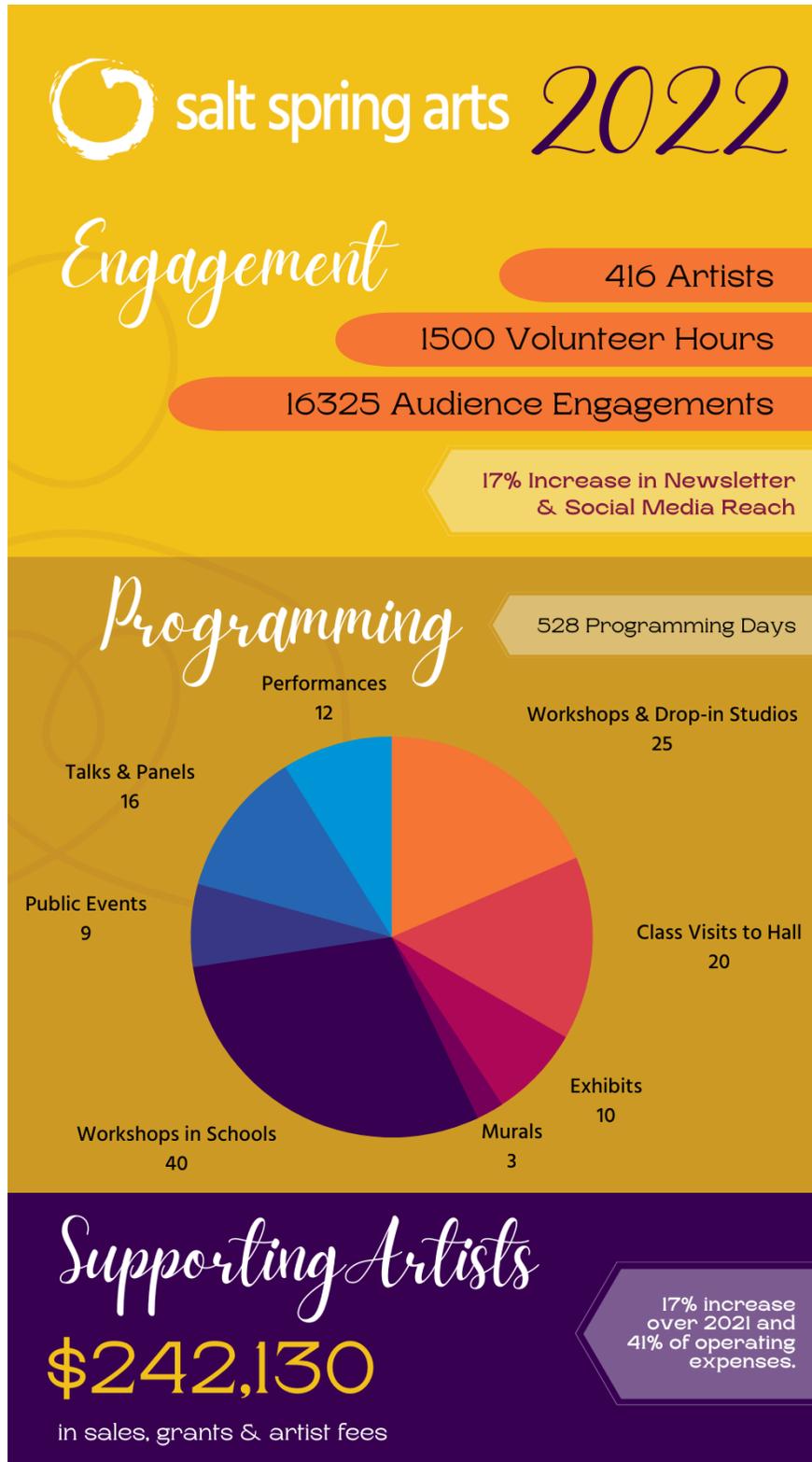
In addition to moving ahead on our strategic priorities, we need to turn our attention and resources to addressing the large infrastructure needs of Mahon Hall.

Given the realities of inflation and cost of living on Island, we recognize that SSA is under-resourced to continue delivering at our current program activity. Moreover, without addressing the pay equity gap for our exceptional program staff, our Island risks losing not only artists but also the professional arts administrators that deliver ongoing cultural programs.

A 20% increase to SSA's arts requisition will enable us to maintain program staff levels and to take action on our strategic priorities to ensure a relevant and renewed Salt Spring Arts that continues to bolster a vital creative community.



Photo by Metta McNairn



Salt Spring Island Public Library



Library Case for Support

June 15, 2023

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| Capital Reserves and Five-Projections for CRD Requisition | 4 |
| Looking Ahead – Continuing Partnership with the CRD | 5 |

Executive Summary

This document outlines the projected financial requirements of the Library for next five years. The Salt Spring Island Library provides vital services to our community including information resources, programming, events, and a safe space. In accordance with the Library Act these services are provided without charge so the Library relies heavily on the funds provided by Property Taxes to support operations. The taxpayers of Salt Spring Island overwhelmingly approved a referendum that established mill rate based funding to support the Library's operation.

The bulk of the Library's operating expense is staffing. The Board of Trustees of the Salt Spring Island Library has determined that it is necessary for the Library to move to a more employee-centric model from the previous volunteer-centric one. This will require an increase in Property Tax- based funding in the current budget year and in the future. Fortunately, the rapid appreciation of property values on the Island and the mill rate based funding formula provided by the referendum ensure that adequate funds are available to support the changes.

Library's Projected Tax Revenue Requirements and Reserves

| Fiscal Year | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 |
|--|---------|---------|---------|---------|-----------|-----------|
| Tax Revenue for Library Operations | 465,850 | 570,000 | 670,000 | 750,000 | 825,000 | 885,000 |
| Total Requisition based on \$225,000 hold-back | 685,683 | 795,000 | 895,000 | 975,000 | 1,050,000 | 1,110,000 |
| Library's Combined Reserves at year-end | 400,000 | 292,000 | 251,000 | 234,000 | 209,000 | 210,000 |

Historical Context

Before December 2012, the Library ran out of a small building with low overhead and expenses, mainly with volunteer staff. The Library was much smaller than it is now. It had limited technical facility for online resources and programming.

The Library moved to its new location in December 2012. Before the move, it employed two librarians and a part time IT contractor. The move required new administrative and building management contractor positions. These were needed to manage the much more complex building and its assets. Over 150 volunteers operated circulation, shelving, cataloguing, interlibrary loans, the bindery, collections, and so on. The children's librarian and shift supervisors were also volunteers.

The Library generally ran well. A considerable amount of librarian time was however required to manage the volunteers. The number of volunteers and shifts also caused communication challenges with the public and with staff.

Since then, the Library has expanded community programming, and experienced technological advancements. Patron use of Library spaces has greatly increased. Meanwhile, the number of willing and able volunteers to help with operations has steadily decreased, with additional decrease in volunteers due the pandemic. Paid staff took over children’s programming due to retiring volunteers. Cataloguing and interlibrary loan volunteers are aging, attrition is not a matter of “if” but “when”.

The Library is a valuable community resource, and its core operations have been maintained without the maximum tax requisition support from the CRD that was passed in the referendum of 2009 (with the exception of one year where we received the full requisition).

Despite this, the Library developed a modest operational reserve as a result of extensive use of volunteers and prudent financial management.

Decline of Volunteerism

Volunteering has become more difficult. Library work has become more computer-oriented which is a barrier for our volunteer pool, many of whom are over 70 years of age. As of the 2021 census, 83% of our population is over 65. Volunteers stayed home during the pandemic in 2020 and 2021 and half did not return. Some also left due to housing challenges, or other financial or personal pressures. Senior volunteers can also feel uncomfortable working with patrons with mental health challenges.

The table below shows the drop in volunteer numbers at Salt Spring Island Public Library, expressed in Full Time Equivalent (FTE). Note the 50% drop from 2018 to present:

| Year | FTE |
|------|------|
| 2015 | 14.8 |
| 2016 | 14.8 |
| 2017 | 14.1 |
| 2018 | 12 |
| 2019 | 11.5 |
| 2020 | 5.6 |
| 2021 | 5.4 |
| 2022 | 6.0 |

The reduction in volunteerism and the increased workload on Library staff has contributed to an increase in the general stress level. The Library has exceptional staff. Unfortunately, turnover in key positions has been high due, in part, to the inherent difficulty of living on Salt Spring. It is also the result of staff doing too much, as increasingly they must do work previously done by volunteers.

Furthermore, the Library incurs cost in recruiting, managing, developing, and maintaining volunteers. Supporting, scheduling, and training also absorbs the time of paid staff. This is in addition to the large workload required to run a busy, modern library.

Salt Spring Island Public Library can no longer function as a volunteer-run, staff-supported library. Going forward, the Library must attract long-term, high-quality, appropriately paid staff. **This requires sufficient funding.**

Staffing Projections

Current Staffing:

- Library Director – 1 full time (FTE)
- Librarian – 1 FTE
- Library Technician – .75 FTE
- Administrator/Bookkeeper – .85 FTE
- Information Technicians – 1.8 FTE– partially paid by temporary provincial grants

Staffing Projections: Upcoming Positions

| Year | FTE | Details | Projected Salary and Benefits |
|------|-----|---|-------------------------------|
| 2023 | 6.1 | Includes positions pd by grants | 405,060 |
| 2024 | 7.0 | Add 0.65 FTE Info Tech & .25 FTE Library Technician. Improve benefits | 491,771 |
| 2025 | 7.5 | Add 0.5 FTE Circ Desk | 526,075 |
| 2026 | 8.5 | Add 0.5 FTE Shelver and 0.5 FTE ILL | 584,704 |
| 2027 | 9.0 | Add 0.5 FTE Cataloguer | 623,646 |
| 2028 | 9.0 | | 639,237 |

These figures are based on an inflation factor of 2.5% annually. As of 2027, we expect our staffing to remain stable at approximately 9 FTE, including student employees.

Capital Reserves and Five-Projections for CRD Requisition

Capital Plan

We have a capital plan for IT/computer systems and for HVAC-related repairs and replacements. Details of responsibilities are from the CRD-Library Contribution Agreement, and in the amendments to the CRD-Library Head Lease. The Board of Trustees determines an appropriate Capital Reserve and it increases and decreases depending on actual necessary expenditures. The Capital Reserve is part of the combined Capital and Operational Reserves.

Five-Year Plan

In order to meet the deductible on the Library insurance in case of a catastrophic event, **we should have a minimum of \$200,000 in the combined Capital and Operational Reserves.** This is about 3-4 months of expenses.

Below shows required CRD funding for Library's operations according to the Library's projections. This does not include the hold-back portion of the requisition that the CRD uses for the Library-related building costs.

Using this scenario, in 2024 and 2025, the Library contributes an additional \$100,000 each year by depleting its reserves, and the CRD contributes an additional \$100,000 over the previous years. With these figures, the Library's combined reserves will be at about the minimum recommended amount of just over 200,000 by the end of 2027.

Portion of CRD Requisition to Fund Library Operations

2023: \$465,000
2024: \$570,000
2025: \$670,000
2026: \$750,000
2027: \$825,000
2028: \$885,000

Looking Ahead – Continuing Partnership with the CRD

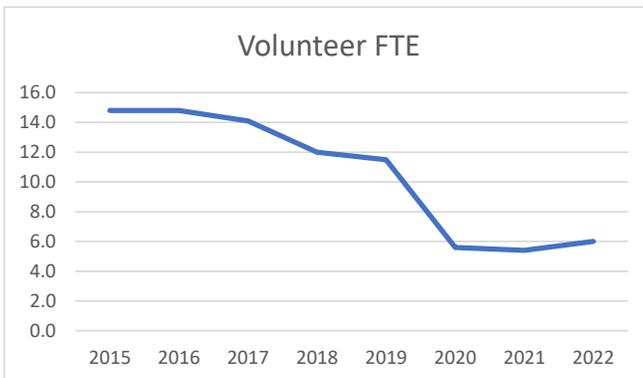
For many years, Salt Spring Island Public Library Association and the CRD have been partners in providing Library services to Salt Spring Island. This has been through requisition since 2000, and, before that, through grants. In addition, the Library acknowledges the CRD's considerable contributions to capital projects such as the recent office and MakerSpace renovation, and the HVAC cooling retrofit required to make the Library a cooling centre during heat events.

The Library carefully considers all financial expenditures including staffing, collections, and other resources, facilities, and programming. We cannot avoid inevitable increased expenses for staffing and facilities. We trust that we will be able to continue to work together in order to have the vibrant Library that our community needs.

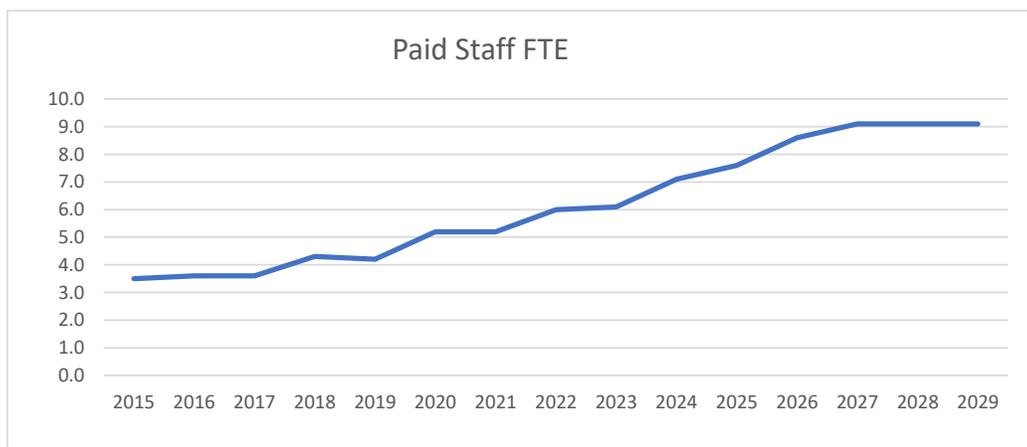
Adrian Wright, Board Chair
Salt Spring Island Public Library Association

LCC Presentation August 22, 2023

| Year | Volunteer FTE |
|------|---------------|
| 2015 | 14.8 |
| 2016 | 14.8 |
| 2017 | 14.1 |
| 2018 | 12.0 |
| 2019 | 11.5 |
| 2020 | 5.6 |
| 2021 | 5.4 |
| 2022 | 6.0 |



| Year | Paid Staff FTE |
|------|----------------|
| 2015 | 3.5 |
| 2016 | 3.6 |
| 2017 | 3.6 |
| 2018 | 4.3 |
| 2019 | 4.2 |
| 2020 | 5.2 |
| 2021 | 5.2 |
| 2022 | 6.0 |
| 2023 | 6.1 |
| 2024 | 7.1 |
| 2025 | 7.6 |
| 2026 | 8.6 |
| 2027 | 9.1 |
| 2028 | 9.1 |
| 2029 | 9.1 |



Staff Projections - Detail

| | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 |
|------------------------------|------------|------------|------------|------------|------------|------------|------------|
| Library Director | 1 | 1 | 1 | 1 | 1 | 1 | 1 |
| Librarian | 1 | 1 | 1 | 1 | 1 | 1 | 1 |
| Administrator | 0.85 | 0.85 | 0.85 | 0.85 | 0.85 | 0.85 | 0.85 |
| Library Technician | 0.75 | 1 | 1 | 1 | 1 | 1 | 1 |
| Information Technician | 1.80 | 2.63 | 2.63 | 2.63 | 2.63 | 2.63 | 2.63 |
| Circulation Desk | | | 0.5 | 0.5 | 0.5 | 0.5 | 0.5 |
| Students | 0.66 | 0.66 | 0.66 | 0.66 | 0.66 | 0.66 | 0.66 |
| Shelvers | | | | 0.5 | 0.5 | 0.5 | 0.5 |
| ILL | | | | 0.5 | 0.5 | 0.5 | 0.5 |
| Cataloguing | | | | | 0.5 | 0.5 | 0.5 |
| Full Time Equivalent: | 6.1 | 7.1 | 7.6 | 8.6 | 9.1 | 9.1 | 9.1 |

PROJECTED STAFFING COSTS DETAIL

| YEAR | Annual increase | Total |
|------|-----------------|----------------|
| 2023 | | 402,741 |
| 2024 | 23.5% | 497,283 |
| 2025 | 2.5% | 531,725 |
| 2026 | 2.5% | 590,495 |
| 2027 | 2.5% | 629,583 |
| 2028 | 2.5% | 645,322 |
| 2029 | 2.5% | 661,456 |
| 2030 | 2.5% | 677,992 |

SALT SPRING ISLAND PUBLIC LIBRARY ASSOCIATION
FIVE YEAR ESTIMATED CASH FLOW with CRD Proposed Funding Levels
ANNUAL 4% INCREASE
Includes Operational and Capital Funds
Does not include Strategic Initiatives or Endowments

| | |
|--|----------------|
| Surplus (Loss) at Dec 31, 2022 | 493,423 |
| Estimated Revenue, 2023 | 695,419 |
| Estimated Costs 2023 | -789,323 |
| Undesignated Funds Carried Forward from Dec 31, 2022 | 493,423 |
| Surplus (Loss) at Dec 31, 2023 | 399,519 |
| Estimated Revenue, 2024 | 698,615 |
| Estimated Costs 2024 | -902,289 |
| Undesignated Funds Carried Forward from Dec 31, 2023 | 399,519 |
| Surplus (Loss) at Dec 31, 2024 | 195,845 |
| Estimated Revenue, 2025 | 720,563 |
| Estimated Costs 2025 | -938,179 |
| Undesignated Funds Carried Forward from Dec 31, 2024 | 195,845 |

| | |
|--|-----------------|
| Surplus (Loss) at Dec 31, 2025 | -21,771 |
| Estimated Revenue, 2026 | 743,318 |
| Estimated Costs 2026 | -996,458 |
| Undesignated Funds Carried Forward from Dec 31, 2025 | -21,771 |
| Surplus (Loss) at Dec 31, 2026 | -274,911 |
| Estimated Revenue, 2027 | 727,879 |
| Estimated Costs 2027 | -1,044,758 |
| Undesignated Funds Carried Forward from Dec 31, 2026 | -274,911 |
| Surplus (Loss) at Dec 31, 2027 | -591,790 |
| Estimated Revenue, 2028 | 751,878 |
| Estimated Costs 2028 | -1,079,914 |
| Undesignated Funds Carried Forward from Dec 31, 2027 | -591,790 |
| Surplus (Loss) at Dec 31, 2028 | -919,826 |

| Year | 1 Legal Name of Library System | 4 Estimated Service Population | 781 Total employees FTE | 30 Total local government support | 155 Salaries and benefits |
|-------------|---|---------------------------------------|--------------------------------|--|----------------------------------|
| 2021 | Whistler Public Library | 14,427 | not available | \$1,489,798 | not available |
| 2021 | Powell River Public Library | 20,952 | 11.17 | \$1,300,011 | \$736,793 |
| 2021 | Squamish Public Library | 23,266 | 12.3 | \$1,213,691 | \$897,165 |
| 2021 | Sechelt Public Library | 19,371 | not available | \$849,438 | not available |
| 2021 | Cranbrook Public Library | 28,586 | 10.24 | \$814,986 | \$692,192 |
| 2021 | Nelson Public Library | 21,112 | 8.83 | \$779,952 | \$725,842 |
| 2021 | Prince Rupert Public Library | 14,907 | not available | \$699,000 | not available |
| 2021 | Gibsons & District Public Library | 12,937 | 7.29 | \$668,900 | \$531,085 |
| 2021 | Terrace Public Library | 22,434 | 7.13 | \$664,695 | \$566,298 |
| 2021 | Castlegar and District Public Library | 14,839 | 5.81 | \$519,763 | \$409,456 |
| 2021 | Dawson Creek Municipal Public Library | 19,557 | 6.83 | \$478,191 | \$396,097 |
| 2021 | Salt Spring Island Public Library Association | 11,862 | 5.58 | \$425,850 | \$330,651 |

2002-2021 BC Public Libraries Open Data



How to Build a Bikeway
Through Salt Spring Island

the **Salish Sea Trail**

→ a bike path from Fulford to Vesuvius

Art by Brenda Guiled

>30 years of efforts, many plans, and a petition with over 1800 signatures led to the creation of the Salish Sea Trail Network (SSTN) Working Group, which has been meeting for more than two years to advance safer active transportation infrastructure across Salt Spring Island.

Action Network LOGIN OR SIGNUP

START ORGANIZING ACTIONS PEOPLE SUPPORT

Please finish the Salish Sea Trail as part of a Green Recovery!

ROB FLEMING, BC MINISTER OF TRANSPORTATION & INFRASTRUCTURE

1,877 Signatures Collected
Only 1,223 more until our goal of 3,000

SIGN THIS PETITION

First Name

Last Name

Email *

Address *
Street, city (to prove you are a resident)

Ne in CA?

Comments

ADD YOUR NAME

The Salish Sea Trail Network would be a gem for the province, creating a world class cycling destination, boosting local economies across the region, while supporting sustainable tourism, healthy living, and green transportation.

Completing the network's only "broken link" - Salt Spring Island - would also solve a terrible safety problem keeping cycling from being a part of our lives, like it was only a generation ago.

You may receive email updates from Salt Spring Solutions, the sponsor of this petition.
You may receive email updates from your shop, the creator of this petition.

SEE SIGNATURE REFERENCES



Salish Sea Trail Network Working Group list - as of August 2023

Last name alphabetical:

- Luke Campbell - Island Pathways Society/Cycling Salt Spring
- Anthony Fotino - Islands Trust, Island Planner
- Shawn Haley - MoTI - Operations Manager, South Vancouver Island
- John Hicks - CRD Transportation, Senior Transportation Planner
- Chris Hutton - Islands Trust, Regional Planning Manager
- Gary Holman - SSI CRD Director
- Robin Jenkinson - Island Pathways Society/Cycling Salt Spring
- Bob Mackie - Island Pathways Society/Cycling Salt Spring
- Adam Olsen – MLA, Saanich North and the Islands
- Michael Pearson - MoTI - Director, Vancouver Island District
- Simon Rompré - Island Pathways Society/Cycling Salt Spring
- Colin Stein - safer cycling advocacy advisor
(former ED of BC Cycling Coalition)
- Harold Swierenga - Chair of BC Ferries Advisory Committee
- Bryan Young - Board Chair, Transition Salt Spring

Staff:

- Alexa Lewis - The Office of Elizabeth May, MP
- Laura Parker - The Office of Adam Olsen, MLA
- Jerram Gawley - The Office of Adam Olsen, MLA

Current Status

- Federal Active Travel Fund and BC Active Transportation Network Planning Grant to advance awareness and planning.
- Meetings with Minister of Transportation & Infrastructure (MoTI) Rob Fleming, Executive Director of MoTI Clean Transportation Trish Rorison.
- Next steps are strategic partnerships to fund design and construction of SSTN segments with MoTI and partner orgs.





Is the Salt Spring Island LCC committed to financially supporting safer, bikeable shoulders along Salt Spring Island's busiest main roads in partnership with SSTN member organisations and MoTI as part of your 5-Year Plan?



THANK YOU.

www.islandpathways.ca

Robin Jenkinson, robin@islandpathways.ca

Proposal to Improve Safety Along Drake Road

Drake Road is potentially the best option on SSI to develop affordable housing close to Ganges. Currently there are two active projects, a Supportive Housing project being developed by BC Housing and Dragonfly Commons Housing Society. There are also possible sites for future development, including a parcel at the back of the Lions Club property.

The Supportive Housing project is scheduled for 28 units with the potential for a further 50-80 units of affordable housing on the site, once water and other issues are sorted out.

Dragonfly comprises 30 units of affordable workforce housing.

Just between these two sites we are looking at between 110 to 140 units with the potential for another 20 to 60 units at the Lions and other locations along Drake Rd, for a possible total of 200 units and 300-400 residents.

Some of these residents will drive but many will also walk and bike to town and elsewhere.

Drake Road in its current state is not safe for pedestrians and cyclists. This will only get worse with the increase in traffic.

We need to do something to mitigate this situation. One possibility is to create a multi-use bike/pedestrian path 2.8 m wide, along the length of Drake Road, approximately 900 meters, including the section between Bonnet Avenue and the access to Dragonfly Commons (221 Drake Road), approximately 200 meters.

This path can either be along the Mouat Park side or alternatively on the other side of road, requiring that the existing ditch be culverted; both possibilities are subject to a survey of the road.

A survey of the road to determine setbacks is a critical first step in the process.

The section of Road from Bonnet Avenue to 221 Drake Road is much narrower than the rest of Drake Road. It could become a Yield Road, with appropriate signage and some traffic calming improvements, subject to MOTI approval. Traffic on that section of Drake Road would yield to any oncoming vehicles already in that section.

From: [REDACTED] >

Sent: Thursday, August 17, 2023 8:43 AM

To: Legserv <Legserv@crd.bc.ca>

Subject: Addressing the Board - Submission

The following message was received through the form at 'https://www.crd.bc.ca/about/board-committees/addressing-the-board/addressing-the-crd-board-committees'. Neither the name nor the e-mail address can be confirmed as accurate.

.....

Your name::

Tobias Horbas

I represent::

Salt Spring Island Minor Baseball

Telephone::

[REDACTED]

Fax::

Email address::

[REDACTED]

Street address (optional)::

Municipality/Electoral Area in which you reside::

Salt Spring Island E.A.

I wish to address::

Salt Spring Island Local Community Commission

Meeting Date::

August 22, 2023

Agenda Item::

Commission Business 7.2 from July 18th meeting

My reason(s) for appearing (is/are) and the substance of my presentation is as follows::

To provide the LCC with relevant information regarding the necessity of a senior baseball field at Portlock Park.

Corey Johnson will attend on SSIMBA's behalf.

I will have a PowerPoint or video presentation and will submit it at least 24 hours in advance of the meeting.:

No

The meeting and my presentation will be webstreamed live via the CRD website and recorded.:

I understand



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**REPORT TO THE SALT SPRING ISLAND LOCAL COMMUNITY COMMISSION
MEETING OF TUESDAY, AUGUST 22, 2023**

**SUBJECT 2023/24 B.C. ACTIVE TRANSPORTATION INFRASTRUCTURE GRANT
APPLICATION – MERCHANT MEWS PATHWAY**

ISSUE

To seek support to submit an Active Transportation Infrastructure Grant application for the construction of the Merchant Mews pathway project.

BACKGROUND

Island Pathways (IP) will soon complete the preliminary design of the Merchant Mews Pathway. As a component of the preliminary design, IP has also produced a Class C estimate for the construction phase of the project in the amount of \$130,000. This estimate was produced in 2022 and was used in a previous grant application. To account for inflation to the actual expected date of construction \$30,000 will be added to this amount, ~ 23%. As a part of the grant application, staff must submit a Class C or better construction cost estimate as well as a Board resolution indicating support for the project. The current 2023-2027 Capital Plan indicates grant funding for the construction of the pathway in 2023 in the amount of \$200,000. The grant amount is a percent of eligible funding based on population and Salt Spring Island qualifies for up to 70% of the total eligible costs for the project (population less than 15,000).

The project aligns with the following Active Transportation Infrastructure grant funding criteria:

- Projects funded **prior to** 2022/23 by BC Active Transportation Grants must be completed by application submission date.
- Project is part of an active transportation network plan or equivalent
- Project can begin construction once provincial funding has been announced
- Projects will be completed by March 2025 (projects under \$1 million)
- Projects are open to the public

Based on the IP total project estimate of \$160,000 (inflation adjusted), the grant will fund \$112,000 and the remaining balance of \$48,000 may be eligible for Community Works Fund program. The Community Works Fund can be counted as the applicants share toward the total project costs. There are sufficient funds in the Capital Reserves to fund the local government share should CWF not be approved, and the 2024 Five Year Financial Plan may be amended to allocate the local share portion to the project.

ALTERNATIVES

Alternative 1:

The Salt Spring Island Local Community Commission recommends that the Capital Regional District Board recommends to the Capital Regional District Board:

That approval be given to submit a 2023/24 Active Transportation Infrastructure grant application for the Salt Spring Island Merchant Mews pathway project in the amount of \$160,000; and further that the project proceed as soon as project funding is approved and local weather conditions allow.

Alternative 2:

The Salt Spring Island Local Community Commission refer back to staff to evaluate a different project for possible submission for the Active Transportation Infrastructure grant.

IMPLICATIONS

Alternative 1:

The Merchant Mews pathway project meets a mandatory requirement that the proposed project is “shovel ready”.

The project is in the 2023 Five Year capital plan and there are sufficient funds in reserves projected to be \$284,522 at the end of 2023 to match the applicant’s share of the total estimated project costs should CWF funding not be approved.

The project is in alignment with the Board priority for community wellbeing – transportation and housing initiative to work with government/community partners to plan for and deliver an effective, long-term, regional, multi-modal transportation system and to increase use of public transit, walking and cycling.

Alternative 2:

A request for further information to evaluate another project will further delay the project and risk missing the grant application deadline of October 27, 2023. The Merchant Mews pathway project is shovel ready with completed designs and cost estimates.

CONCLUSION

The CRD has been working with Islands Pathway, a local island volunteer group who advocate and contribute their time in planning and constructing pathways to improve safe active transportation options on Salt Spring Island. Island Pathways was awarded a contract to complete construction designs for this pathway and cost estimates. The Active Transportation Infrastructure Grant program is an excellent opportunity to fund the construction phase of the Merchant Mews Pathway project and should be pursued.

RECOMMENDATION

The Salt Spring Island Local Community Commission recommends that the Capital Regional District Board recommends to the Capital Regional District Board:

That approval be given to submit a 2023/24 Active Transportation Infrastructure grant application for the Salt Spring Island Merchant Mews pathway project in the amount of \$160,000; and further that the project proceed as soon as project funding is approved and local weather conditions allow.

| | |
|---------------|--|
| Submitted by: | Dean Olafson, P. Eng., MBA, Manager of Engineering, SSI Electoral Area |
| Concurrence: | Karla Campbell, MBA, BPA, Senior Manager, SSI Electoral Area |
| Concurrence: | Kristen Morley, J.D., Acting Chief Administrative Officer |



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REPORT TO LOCAL COMMUNITY COMMISSION MEETING OF TUESDAY, AUGUST 22, 2023

SUBJECT **Rainbow Recreation Centre Building Envelope Renewal Project**

ISSUE

To review capital construction cost estimates related to the proposed Rainbow Recreation Center building envelope renewal project.

BACKGROUND

An engineering firm was retained by the Capital Regional District (CRD) to complete an assessment of a damaged exterior wall at the Rainbow Recreation Centre (RRC) in 2022. Damage to the exterior wall was discovered while installing ducting through the centres exterior wall as part of the RRC electrical system replacement project. The intent of the assessment was to report on possible causes for the deterioration of wall sheathing as well as other localized areas of concern such as deteriorating exterior beam overhangs and provide recommendation to identify and address the underlying issues.

The initial wall assessment uncovered a number of building envelop problems related to rainwater drainage, wall rainscreen assembly install and air leakages at the roof deck level. While water drainage issues are proposed to be addressed through regular maintenance, the other problems required further investigation including additional exploratory openings and thermographic scans.

A thermographic scan was completed in October 2022 and has shown some thermal anomalies that appear to indicate building envelope performance issues associated with air leakage, including roof-wall transitions, exterior walls, exterior doors and penetrations. Deterioration was found at several locations including roof-wall transition at gluelam beams, fascia boards and the wood sheathing near the main door resulting in the building envelope being compromised requiring a future building envelope restoration.

If the issues causing the steel deck corrosion and wood beam rot are not addressed, the deterioration of these elements will accelerate, potentially leading to more costly structural remediation work throughout the building perimeter or a facility closure.

Class C cost estimates (+/-15%-20%) were developed in current May 2023 dollars and the estimated capital construction cost is \$733,100. If the walls behind the stucco are also deteriorated it is estimated that the capital construction costs will be \$1,033,100.

ALTERNATIVE

That the Salt Spring Island Local Community Commission (LCC) recommends that

Alternative 1

Staff include funding in the 2024 Salt Spring Island Parks and Recreation Capital Plan to hold an Alternative Approval Process for electors to indicate whether they are against the CRD borrowing funds to support the Rainbow Recreation Centre Building Envelope Renewal Project.

Alternative 2

The report be referred back to staff for additional information.

IMPLICATIONS

FINANCIAL IMPLICATIONS

Estimated Costs

\$733,100 - \$1,033,100

Future Escalation

| Year | Annual Escalation |
|------|-------------------|
| 2023 | +10% |
| 2024 | +8% |
| 2025 | +7% |
| 2026 | +5% |

The Pool Capital Reserve balance is estimated to be at \$105,957 at the end of 2023. To fund the RRC Building Envelope Renewal Project in the next five years transfers to reserves need to be significantly increased and/or borrowing needs to be secured.

To secure borrowing approval of the electors is required and may be obtained either through assent voting (referendum) or through the Alternative Approval Process (AAP).

Conducting and AAP is generally less expensive than assent voting however if the AAP fails the overall costs of holding both an AAP and assent voting will be more costly and time consuming.

There are several key attributes for consideration when deciding between an AAP or referendum (Attachment 1). In addition to cost the threshold for voter approval and how the public might perceive the AAP process need to be considered when deciding between the AAP and assent voting.

SOCIAL IMPLICATIONS

The RRC estimates approximately 65,000 visitors in 2023 and provides opportunities for residents of all ages to be active and interact with other people. Having a publicly accessible recreation facility with low-cost barriers is key to the development of our healthy community.

CONCLUSION

An assessment of a damaged exterior wall at RRC has determined that the building envelope has been compromised and requires a building envelope restoration in the next five years. The Pool Capital Reserve Balance is not sufficient to fund a project of this cost and electors will need to approve borrowing to complete repairs to prevent more costly structural remediation work or a facility closure.

RECOMMENDATION

That the Salt Spring Island Local Community Commission (LCC) recommends that staff include funding in the 2024 Salt Spring Island Parks and Recreation Capital Plan to hold an Alternative Approval Process for electors to indicate whether they are against the CRD borrowing funds to support the Rainbow Recreation Centre Building Envelope Renewal Project.

| | |
|---------------|--|
| Submitted by: | Dan Ovington, Manager, Parks and Recreation |
| Concurrence: | Karla Campbell, Senior Manager, SSI Electoral Area |

DO:

Attachments:

Attachment 1 – Assent Voting vs. Alternative Approval Process

| Assent Voting vs. AAP: Key Attributes | | |
|--|--|--|
| Attribute | Assent Voting | AAP |
| Administration | <ul style="list-style-type: none"> • Chief Election Officer (CEO) • Administered as a vote under election-like rules | <ul style="list-style-type: none"> • Corporate Officer (CAO/CO) • Administered as a petition-like process |
| Elector Eligibility | <ul style="list-style-type: none"> • Resident electors and non-resident property owners living within the area for which the vote is being held | <ul style="list-style-type: none"> • Resident electors and non-resident property owners living within the area for which the AAP is being held |
| Geographic Area | <ul style="list-style-type: none"> • Conducted: <ul style="list-style-type: none"> ○ On a municipal or regional district-wide basis ○ Within an area smaller than the municipal or regional district boundary (e.g., a portion of an electoral area) ○ Within one (or between more than one) regional district electoral area ○ Between multiple jurisdictions | <ul style="list-style-type: none"> • Conducted: <ul style="list-style-type: none"> ○ On a municipal or regional district-wide basis ○ Within an area smaller than the municipal or regional district boundary (e.g., a portion of an electoral area) ○ Within one (or between more than one) regional district electoral area ○ Between multiple jurisdictions |
| Notice | <ul style="list-style-type: none"> • Notice must be published in the public notice posting places and either in a locally circulated newspaper once each week for two consecutive weeks (default) or by the alternative methods specified in a public notice bylaw | <ul style="list-style-type: none"> • Notice must be published in the public notice posting places and either in a locally circulated newspaper once each week for two consecutive weeks (default) or by the alternative methods specified in a public notice bylaw |
| Timing | <ul style="list-style-type: none"> • Generally, an 80-day process • Vote must be conducted within 80 days following the deadline established in an AAP in which 10% or more the electors signed a response form; or, 80 days after Inspector of Municipalities approval of the bylaw | <ul style="list-style-type: none"> • Can be as short as 32 days • AAP must allow for a minimum 30-day period in which response forms can be submitted* |
| Threshold | <ul style="list-style-type: none"> • Majority rules (50% + 1) | <ul style="list-style-type: none"> • 10% threshold |
| Voting Opportunities | <ul style="list-style-type: none"> • Special and advance voting • General voting day • Mail in ballot (if allowed by bylaw) | <ul style="list-style-type: none"> • Electors have at least 30 days to sign and then submit an elector response form |

* Interpretation Act, s. 25



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REPORT TO LOCAL COMMUNITY COMMISSION MEETING OF TUESDAY, AUGUST 22, 2023

SUBJECT **Options Analysis for Wastewater Treatment at the Burgoyne Septage Facility**

ISSUE

To consider the Burgoyne Bay Septage Receiving Facility – Alternative Waste Stream Management Option Analysis and recommended option(s).

BACKGROUND

From 1988 until 1998, septage and sludge for Salt Spring Island was deposited into two lagoons at the Burgoyne Bay site. The CRD took over the facility in 1993. In 1994, three new lagoons were constructed however, these were decommissioned in 1995. In 2010, design for a new treatment plant was completed but abandoned due to its high cost. In 2012, a report was delivered outlining six options for handling the septage generated on Salt Spring Island. Based on this report, the Burgoyne facility was converted to a receiving station on a permanent basis, and no treatment equipment was installed. This conversion was completed in 2017 and commissioned in 2018.

Since 2012 the site has been solely used as a transfer facility. Septage from Salt Spring Island is deposited into holding tanks on the Burgoyne site and, two to three times a week, the septage is trucked for disposal to SPL Wastewater Recovery Center (SPL) in Victoria. Sludge, as well as water treatment plant DAF waste is also discharged at this facility. A more economical solution to hauling what is mostly water off Salt Spring Island has been sought for a number of years, and this analysis is a substantive step towards that end.

The CRD undertook an analysis of available options with the following objectives:

- To continue the investigation and analysis for suitable treatment at the Burgoyne site.
- Fully treat, process, and dispose of all septage waste on-site, or on Salt Spring Island.
- To consider all viable treatment options based on site characteristics, practicality, cost-effectiveness and environmental constraints.
- Present options for treatment and disposal to CRD staff and/or stakeholders.
- Eventual upgrade of the Burgoyne disposal system.
- Consider the merits of including the existing, but decommissioned, treatment ponds in some, any, or all options.

The report narrowed the various options to four (4), each with different capital and operating costs and unique challenges and benefits. The two options with the lowest capital cost had the highest operating costs, mainly due to the transportation charges for either solids and liquids or both, resulting in the highest total overall twenty-year cost. The option with the highest capital cost had the lowest operating costs and the lowest overall twenty-year cost.

OPTION SUMMARY

| Option | Process | CAPEX | OPEX | 20 Y Cost |
|--------|--|-----------|-----------|-----------|
| 1 | Thicken, Dewater and Transport | \$551,000 | \$186,160 | \$4.3M |
| 2 | Thicken, Dewater, Transport and Disperse | \$696,000 | \$133,160 | \$3.3M |
| 3 | Thicken, Dewater, Transport, Treat, and Disperse | \$719,000 | \$133,160 | \$3.3M |
| 4 | Thicken, Dewater, Dry, Pyrolysis, Treat and Disperse | \$919,000 | \$83,160 | \$2.5M |

Option 1: Lowest initial capital cost however, the cost of transportation of liquids to Ganges WWTP and transportation of the solids off the island make this option the most expensive option over a 20-year period. The WWTP's logistics and requirements to accommodate transporting and discharging the liquids to the Ganges WWTP will require further investigation and analysis if this option is selected and may necessitate additional capital costs at the Ganges WWTP.

Option 2: This option allows for the separation of the liquid from solids and the dispersal of the liquid on island, with a much smaller volume of solids hauled off island. The untreated liquid would be dispersed at the Burgoyne facility site through a ground dispersal system. A detailed site soil assessment will be required to verify soil conditions and construction costs.

Option 3: Option 3 is essentially the same as Option 2, however, the liquid is treated prior to dispersal. A detailed site soil assessment will be required to verify soil conditions and construction costs.

Option 4: This option has a high initial capital cost but has the lowest overall cost after a 20-year period and the lowest operating costs. Option 4 involves thickening, de-watering, drying, pyrolysis, treatment and field dispersal. It benefits from not having to haul the liquids away from the site, returning them to the environment in a highly treated state, and producing the beneficial byproduct biochar, which would enable the CRD to recover the nutrient value and soil amendment characteristics of the biochar produced.

If this option is considered, it will only be viable if the CRD's prohibition on the use of biosolids does not affect the use of biochar or alternatively, the newly constructed composting facility can include the biochar as part of the composting process; however, similar constraints may apply. These important considerations and the cost implications should be investigated further. If however, the CRD prohibition affects the use of biochar, the next alternative would be to dewater the waste streams and transport the solids fraction off island for disposal and disperse the liquid fraction to the ground following biological treatment. CRD staff recommend Option 4 unless the prohibition of the use of biochar is maintained, in which case, Option 3 would become viable.

If the design of the composting facility, located nearby in Fulford, had been coordinated with the options analysis for the Burgoyne septage facility, the two processes could have been integrated and efficiencies in design, construction and cost may have been realized. Integration or utilization of the Fulford composting facility for some or all of the options presented in the analysis could still be investigated.

NEXT STEPS

As the cost of the Burgoyne facility is allocated island-wide, public consultation and input should be included as part of the next steps moving towards process selection and detailed design. This will involve additional staff time.

Other than the presentation of the options at the August 22, 2023, meeting, the executive summary noted below, and in accordance with the project charter, the scope of work for this Options Analysis is effectively complete. Any further involvement of the professional consultant will require additional funding.

The next steps are as follows:

Alternative 1:

- Undertake public consultation and engagement to gather comments and input from the community on the recommended option, Option 4.
- Funding for community engagement and the evaluation of Option 4 will need to be increased in the 2024 – 2028 Capital Plan.
- Results of the community engagement will be presented to the Local Community Commission to inform the LCC.

Alternative 2:

- Undertake public consultation and engagement to gather comments and input from the community on the four (4) selected options.
- Funding for community engagement and the evaluation of the four options will need to be increased in the 2024 – 2028 Capital Plan.
- Results of the community engagement will be presented to the Local Community Commission to inform the LCC of the preferred option.

After either of the alternatives above are complete:

- The consultant will prepare an “Executive Summary” elaborating on the selected option with more cost information, including electrical life cycle cost.
- Begin detailed design for the selected option, presently scheduled for 2024 in the 2024 - 2028 Capital Plan.
- Once detailed design is complete, produce a Class A construction estimate which will be used to initiate the electoral assent process for debt servicing.
- Following funding approval, construct the facility, presently scheduled for 2025 in the 2024 - 2028 Capital Plan.
- Once construction and commissioning are complete, decommission and close the existing lagoons, presently scheduled for 2026 in the 2024 - 2028 Capital Plan.

ALTERNATIVES

Alternative 1

That staff prepare a public consultation and engagement strategy to gather comments and input from the community on Option 4 for LCC consideration; and that funding for community engagement strategy and the evaluation of Option 4 be increased in the 2024 – 2028 Capital Plan.

Alternative 2

That staff prepare a public consultation and engagement strategy to gather comments and input from the community on the four (4) selected options for LCC consideration; and that funding for community engagement strategy and evaluation of the four options be increased in the 2024 – 2028 Capital Plan.

Alternative 3

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

IMPLICATIONS

Hauling septage off of Salt Spring Island costs local taxpayers approximately \$600,000 per year and this initiative will substantially reduce or potentially eliminate this expense. The recommended Option 4 strikes a balance between capital and operating costs which results in the lowest twenty-year total cost. The CRD prohibition on the use of biochar may negatively affect this initiative resulting in a more expensive option bring required. Support from the Commission will allow further investigation into the recommended option and its eventual detailed design and construction.

Financial Implications:

Funding for the public consultation is slated in 2024 of the five-year financial plan for \$35,000. Part of this funding (\$20,000) is set aside for the electoral assent process. Additional funding for public consultation will be required to develop the strategy, CRD staff time, and preferred engagement activities required to gather feedback from the community.

CONCLUSION

The consultant investigated a wide range of treatment options and eliminated those not suitable. Of the four remaining options, Option 4 is recommended from a total twenty-year cost perspective and provides for the return of the liquids to the environment in a highly treated state and the potential for the beneficial use of biochar. An additional benefit is that it greatly reduces the GHGs associated with hauling the septage off island.

RECOMMENDATION

That staff prepare a public consultation and engagement strategy to gather comments and input from the community on Option 4 for LCC consideration; and that funding for community engagement strategy and the evaluation of Option 4 be increased in the 2024 – 2028 Capital Plan.

| | |
|---------------|---|
| Submitted by: | Dean Olafson, P. Eng., MBA, Engineering Manager, Salt Spring Electoral Area |
| Concurrence: | Karla Campbell, BPA, MBA, Senior Manager, Salt Spring Electoral Area |



Burgoyne Bay Septage Receiving Facility - Alternative Waste-Stream Management Option Analysis

**Prepared for
Capital Regional District**

Integrated Sustainability

August 4, 2023

WATER | WASTE | ENERGY



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Any questions concerning the information presented in this report or its interpretation should be directed to Troy D. Vassos, PhD FEC PEng – Technical Director.

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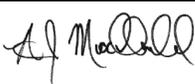
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1 BACKGROUND

The Capital Region District (CRD) owns and operates the Burgoyne Bay Liquid Waste Facility located near Burgoyne Bay on Salt Spring Island. Prior to 2011, the Burgoyne Bay facility treated and disposed of the septage and sewage on island. When the facility components reached the end of their service life, ongoing equipment failure, service interruptions, and unplanned emergency expenditures resulted in the Commission shutting down the treatment components and entering into an agreement to haul everything off island. The facility was then modified to serve as a transfer station, receiving septage from unsewered residences as well as waste biosolids from the Ganges Wastewater Treatment Plant (WWTP) as well as sludge from other wastewater and water treatment facilities on the island.

The waste is currently transferred as it is received, in the form of a slurry, to tanker trucks and is transported by ferry to the Septage Processing Limited (SPL) facility located in Saanichton, BC. The SPL facility dewateres the transferred wastewater slurry, directing the solids fraction to composting and the liquid fraction to biological treatment using a moving bed biofilm reactor (MBBR) treatment process to reduce the biochemical oxygen demand concentration before the liquid is released to the regional sewer system for further treatment.

Despite continued efforts to examine renewed treatment options, the high capital and operating costs associated with reinstating the composting facility operation along with concerns regarding the risk of odours and inability to distribute the compost product to users, along with the lack of senior government funding, has resulted in continued hauling off island.

This report reviews the options available to process the septage and wastewater treatment plant waste biosolids on-island to reduce the cost of current operations. It includes an analysis of the two waste-streams and contributing population growth characteristics to establish loading criteria for the alternative comparisons. Because the waste stream management involves three separate process considerations, each with several technology alternatives, the analysis begins with describing the technology options within each of the three process components before considering how the three technology approaches can be combined.

1.1 Population Projection

Based on the Statistics Canada census data for 2001 – 2021, the population on Salt Spring has grown linearly over the past 20 years, increasing by 110 individuals each year, as shown in Figure A. The 2021 census indicates there were 6,105 dwellings with an average household population of 2.2 persons.

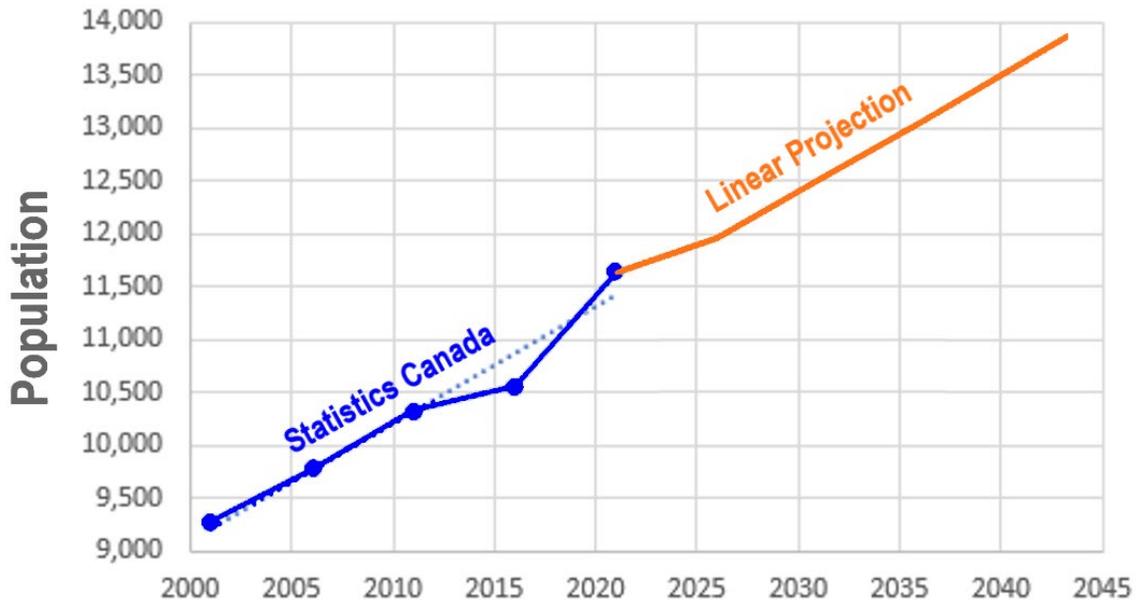


Figure A. Salt Spring Island Historical Population Growth & Projection

1.2 Waste-Stream Projections

The Burgoyne Bay Septage Facility receives waste-streams from multiple sources including:

- septage from homes and non-sewered commercial buildings.
- waste biosolids from Ganges and Maliview Estates wastewater treatment plants
- waste sludge from Highland/Fernwood, Fulford Harbour and Beddis water treatment plants.
- Other waste streams including oil and grease from restaurant grease traps and wastewater holding tanks.

The amount of septage and treatment sludges received at Burgoyne Bay between 2010 and 2022 are illustrated in Table A, with linear projections through to 2041. While septage currently represents one-third (33%) of the biosolids that are received, by 2041 this is expected to increase to about one-half (50%). The Ganges WWTP and Maliview Estates WWTP contribute most of the treatment facility sludge representing about 70% and about 15%, respectively.

Table A. Historical Septage and Treatment Plant Sludge & Projections

| Year | Treatment Plant Sludge (m ³ /yr) | Septage (m ³ /yr) | Total (m ³ /yr) |
|------|---|------------------------------|----------------------------|
| 2010 | 1,352 | 2,113 | 3,465 |
| 2011 | 1,325 | 1,898 | 3,223 |
| 2012 | 1,537 | 2,059 | 3,597 |
| 2013 | 1,640 | 2,034 | 3,675 |
| 2014 | 1,653 | 2,049 | 3,703 |
| 2015 | 1,385 | 2,218 | 3,603 |
| 2016 | 1,414 | 2,641 | 4,056 |
| 2017 | 1,478 | 2,589 | 4,067 |
| 2018 | 1,486 | 2,799 | 4,285 |
| 2019 | 1,714 | 2,906 | 4,619 |
| 2020 | 1,798 | 3,449 | 5,247 |
| 2021 | 2,173 | 3,747 | 5,920 |
| 2022 | 1,703 | 3,407 | 5,110 |
| 2026 | 1,994 | 4,099 | 6,089 |
| 2031 | 2,196 | 4,842 | 7,034 |
| 2036 | 2,399 | 5,585 | 7,979 |
| 2043 | 2,680 | 6,625 | 9,305 |

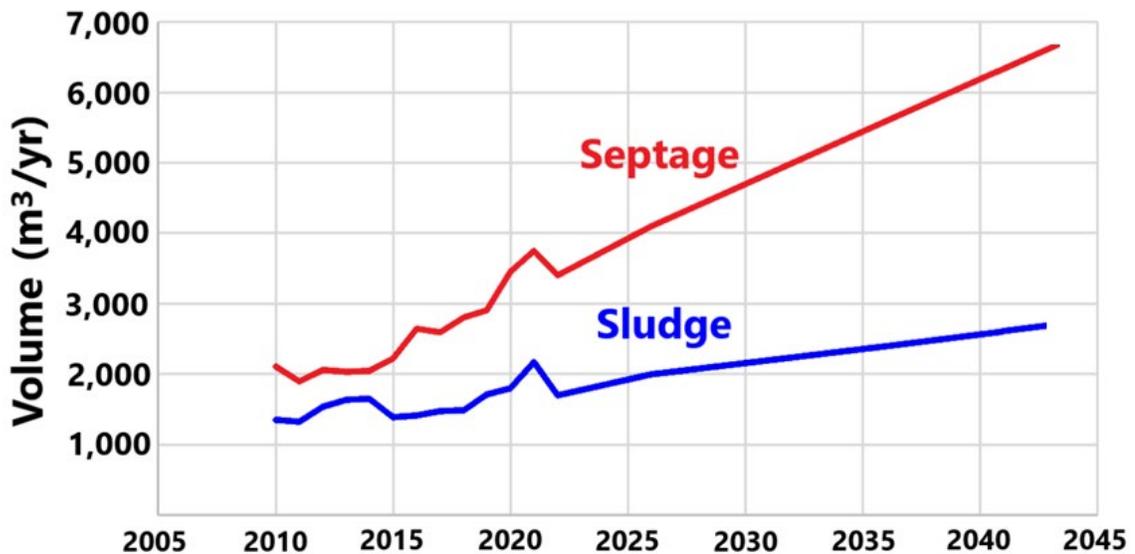


Figure B. Septage and Sludge Generation – Historical & Projections

There is considerable variability in the amount of septage and water/wastewater sludge on a monthly basis over the year, as illustrated in Figure C. The quantity of septage varies from a minimum of 50 m³/month to a maximum of 469 m³/month, with the larger quantity corresponding with summer months. The quantity of waste biosolids and water treatment sludges received by the facility is relatively uniform throughout the year.

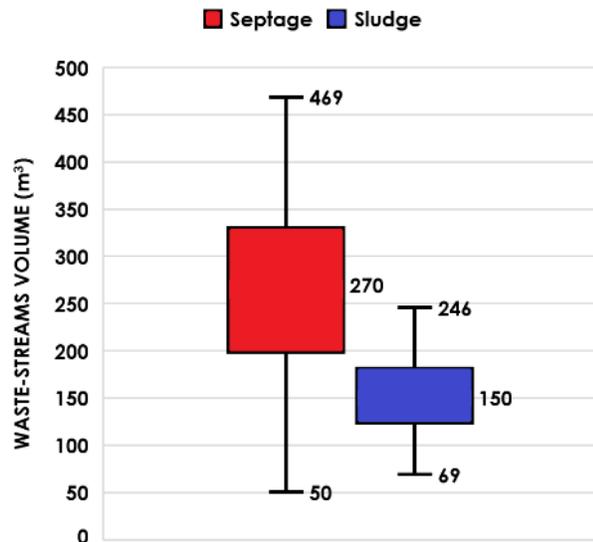


Figure C. Septage and Sludge Generation Variability (2018 – 2022)

1.3 Facility Load Projection

Table B provides the loading criteria selected for evaluating waste-stream management options. The year 2043 was selected as it represents a 20-year projection based on the previous 20 years of population census data.

Table B. Average Weekly Septage and Sludge Volumes and Dry Solids

| Parameter | Units | Septage | Sludge | Combined |
|-----------------|--------------------|---------|--------|----------|
| 2023 Volume | m ³ /wk | 70 | 36 | 106 |
| 2023 Dry Solids | Kg/wk | 715 | 900 | 1,615 |
| 2043 Volume | m ³ /wk | 127 | 52 | 179 |
| 2043 Dry Solids | kg/wk | 1,270 | 1,300 | 2,570 |
| Solids Content | % | 1 | 2.5 | 1.5 |

1.4 Land Availability

The Burgoyne Bay Septage Receiving Facility is located on a triangular-shaped property with a total area of about 71,300 m², as shown in Figure D. The private property to the east of the facility property is heavily treed as is the Mill Farm Regional Park Reserve located to

the west of the facility. The closest residence is about 300 m from the site, as shown in Figure E.

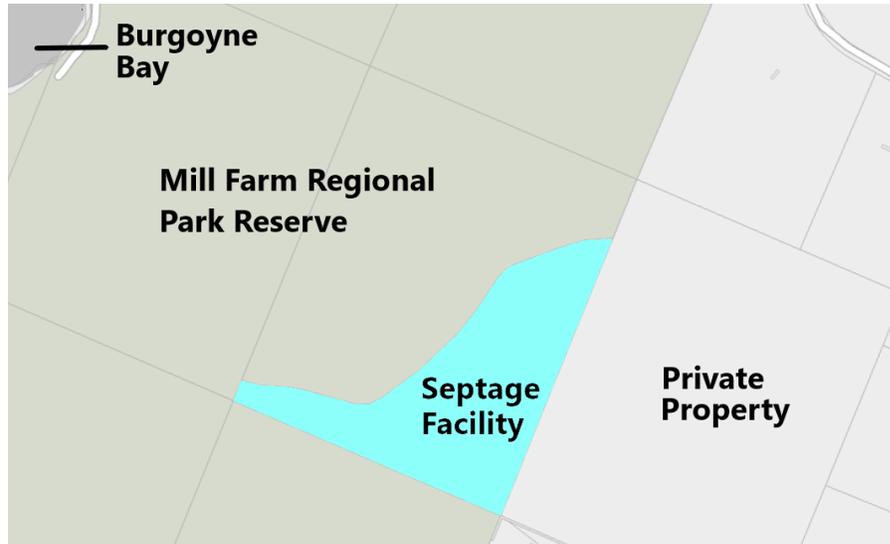


Figure D. Burgoyne Bay Facility Location



Figure E. Proximity of Residential Dwellings to Burgoyne Bay Facility

1.5 Field Visit Findings

Following the preparation of an initial draft report describing alternatives, and an online conference call to review and discuss the draft report findings, a field visit to the Burgoyne Bay facility was carried out on May 25 with Troy Vassos (ISC), Dean Olafson (CRD), Doug

Weihing (CRD) and Luke Sturdy (CRD – Gulf Island Operations) in attendance. The field visit focused on reviewing the existing pretreatment infrastructure consisting of a grit removal and screening facility (Figure F) that discharged screenings into a bin for disposal. The screened liquid is then drained to a below ground lift station (Figure G) that pumps it into two (2) 20,000 US gallon storage tanks. The storage tank contents are kept in suspension by two recirculation pumps (Figure H).

The waste biosolids from the Ganges Membrane Bioreactor (MBR) secondary treatment facility was described as problematic with respect to the generation of large quantities of foam within the storage tanks and solids adhering to the surfaces of the pump stations on site.

The site visit included a walk of the previously constructed and unused concrete pads intended for biosolids composting, a large area to the west of the concrete pads previously intended for a ground dispersal system (not constructed), three (3) in-ground basins originally intended to store and treat septage, a utility building (Figure I) currently used to store parts and old equipment for CRD infrastructure on Salt Spring Island, rainwater storage vessels (Figure J) and a well to the south (Figure K) that is not in service.



Figure F. Waste-Stream Receiving Grit Removal and Screening Facility



Figure G. Screened Influent Storage Tank Transfer Pumps



Figure H. Storage Tank Recirculation Pumps



Figure I. Storage Building



Figure J. Rainwater Storage Tanks



Figure K. Unused Well and Wellhouse

Based on the discussions held on site, there is a considerable difference in the handling characteristics of the septage and treatment plant waste biosolids. Prior to the site visit, it was envisioned the septage and waste biosolids would be discharged into common storage vessels prior to processing; however, based on the waste biosolids handling characteristics, consideration shifted to storing the waste-streams separately, although it is expected that common processing technologies will be implemented. While the CRD has not been able to thicken the waste biosolids at the Ganges MBR WWTP site to more than 2.5 percent solids, it is expected that other dewatering technologies deployed at Burgoyne Bay may be more effective.

Discussions were also held on site regarding the possible treatment of the liquid fraction from dewatering to a reclaimed water quality standard suitable for reuse; envisioning the water may be of value for agricultural use in the area. This would require the construction of a transfer pipeline and registration under the BC Environmental Management Act – Municipal Wastewater Regulation (MWR). While reusing the water may be attractive from a sustainability and water conservation perspective, registering the water treatment facility under the MWR could take a considerable amount of time and would be significantly more expensive than a registration under the Health Act – Sewerage System

Regulation. The latter legislation is intended for effluent discharges less than 22.7 cubic metres per day. The average daily discharge anticipated taking into consideration population growth over the next twenty years is less than this amount. The regulatory aspects for the Burgoyne Bay facility will also be discussed later.

The old septage treatment and storage lagoons, located to the south-west of the storage tanks were examined while on site (shown outlined in light blue in Figure L). Additionally, the three lagoons, labelled “New Lagoons” were constructed in 1994 and closed and reclaimed in 1995¹. Their location was to the north of the building in the area currently under consideration for use as a dispersal field. These lagoons were filled and the areas leveled off; however, use of this area as a dispersal field will need a detailed geotechnical assessment to determine whether the basins had been lined with bentonite and the nature of the soil used to fill the lagoons and level the area. Clay liners, if used and still in place, would result in water being dispersed to accumulate within the lined basins below the site.

Discussions held on site also included dewatered biosolids processing options and the 2011 CRD prohibition on applying treated biosolids onto land within the Regional District, including Salt Spring Island. These discussions included the possibility of applying the treated biosolids or possibly compost to nearby grape growing farms, possibly as an experimental program, if the CRD Board will agree to it.

The CRD recently exhausted plans for biosolids beneficial use, resulting in the biosolids being landfilled. Consequently, a study is underway to assist with long-term and short-term biosolids handling options and the CRD has amended the ban on the land application of biosolids to allow limited non-agricultural land application as an additional short-term contingency alternative. The CRD's website identifies the applications under consideration to be silviculture forest fertilization, mine reclamation and reclamation of disturbed areas. The assessment is to also include undertaking three advanced thermal processing (pyrolysis and gasification) pilot projects. A final plan submission to the province is anticipated for 2024.

The CRD has also declared a climate emergency and established a goal to become carbon neutral by 2030, which will need to be addressed in developing a strategy for managing biosolids on Salt Spring Island.

¹ Payne Engineering Geology (2014) “Groundwater Quality Review and Regulatory Closure Plan for the Burgoyne Bay Sludge Stabilization Lagoons, Salt Spring Island, BC Waste Discharge Permit PE-7955”.

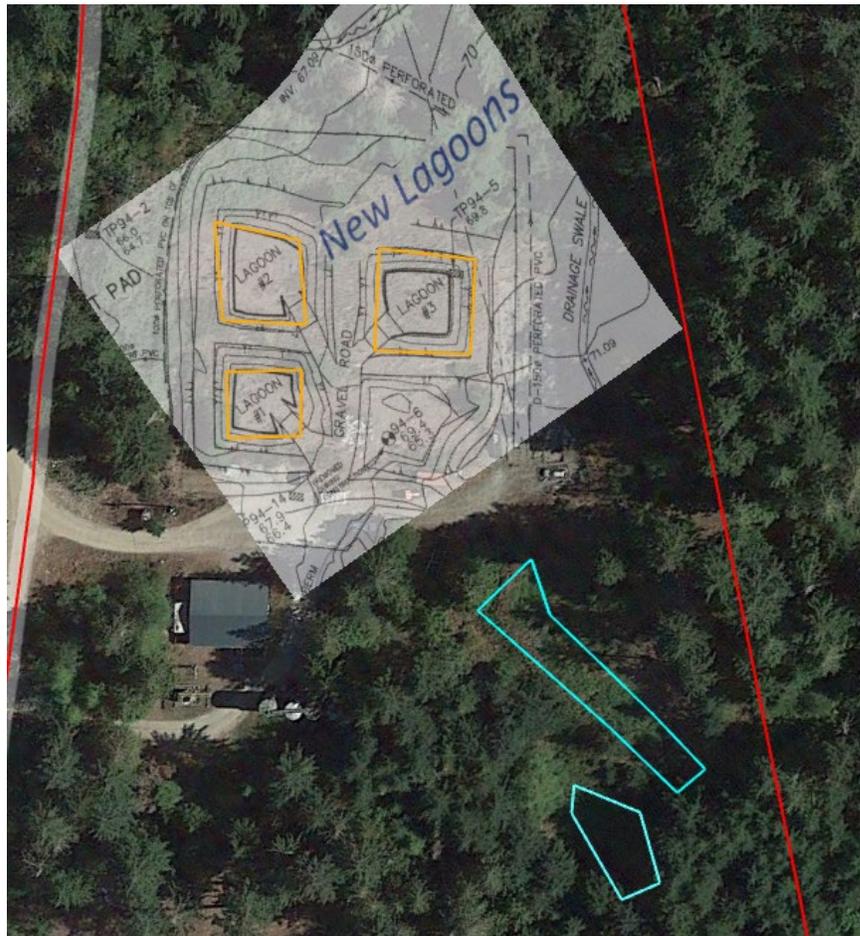


Figure L. Previous Septage Lagoon Locations

1.6 CRD Biosolids Beneficial Reuse Strategy (Definitive Plan – May 2019)

1.6.1 CRD Biosolids Management

In 2019, the CRD produced a document titled "Biosolids Beneficial Reuse Strategy" for the beneficial use of biosolids within the region and as required by the BC Ministry of Environment and Climate Change Strategy (MOE). While this requirement was presumably intended for the CRD's Core Area Liquid Waste Management Plan (CALWMP), it would be reasonable to expect the short and long-term biosolids management strategies and considerations, and the associated implementation plan, would be extended to include other CRD managed wastewater infrastructure in the region in as much as the current prohibition on applying biosolids to land covers the entire region.

The CRD's long-term strategy states it intends to incorporate the Canadian Council of Ministers of the Environment (CCME) Approach's beneficial use policy and principles, capitalizing on biosolids' energy value.

The adopted strategy for managing waste biosolids produced by the CRD's McLoughlin Point WWTP is to pipe the biosolids to the Hartland Landfill Residuals Treatment Facility where they are anaerobically digested, stabilized to meet Class A biosolids requirements under the BC Organic Matter Recycling Regulation (OMRR) (Province of British Columbia, 2002), and then dried to a 5 – 15 percent moisture content. While Class A biosolids are permitted under BC regulations to be applied to farm and other lands to benefit from the nitrogen and phosphorus fertilizer content, the CRD's 2011 prohibition on such applications has resulted in the Class A biosolids being transported to Richmond for use as a fuel for making cement, as well as being landfilled at Hartland when the cement plant could no longer accept the biosolids.

1.6.2 Impact of Regulations and CRD Policies on Septage and Biosolids Management Options

The BC OMRR is based on research and regulations developed by the US EPA (Environmental Protection Agency) and detailed in that agency's Part 503 – *Standards for the Use or Disposal of Sewage Sludge*, as well as the Canadian Food Inspection Agency's T-4-93 *Safety Guidelines for Fertilizers and Supplements Trade Memorandum* and the BC Code of Practice for Agricultural Environmental Management with respect to the use of domestic wastewater biosolids and compost as a nutrient source for agricultural applications.

The BC OMRR is consistent with the set of priorities established by the Canadian Council of Ministers of the Environment under the Canada-Wide Approach for the Management of Wastewater Biosolids (2012). This document recognizes the value of biosolids as a resource and outlines principles and best management practices to achieve beneficial use with respect to nutrient and energy content, subject to the reduction of pathogens, trace metals, vector attraction, odours and other substances of concern, reducing the demand for commercially produced fertilizers and fuel sources.

The CRD's declared state of climate emergency (2019) and goal of achieving carbon neutrality will affect the selection of biosolids management options for the Burgoyne Bay Septage Receiving Facility, with a focus on maximizing resource recovery while minimizing greenhouse gas (GHG) emissions.

A SYLVIS Environmental study commissioned by the CRD modelled GHG emissions for the conveyance and processing of the McLoughlin Point WWTP waste biosolids at the Hartland RTF including treatment and drying to Class A biosolids criteria and the transportation and combustion of the biosolids at a cement plant or compost facility, determining the GHG emissions for cement production or composting were about equal. Using biosolids as an alternate fuel for cement manufacturing was concluded to avoid 4,243 tonnes of CO₂-e associated with fossil fuels.

Status of CRD Biosolids Management Strategy

Despite having established the Hartland Landfill Residuals Treatment Facility and producing a stabilized pelletized product for use as a fuel in producing cement in Richmond, the cement facility was unable to accept the pelletized biosolids, causing the CRD to implement the secondary plan to use the biosolids for landfill cover, and with that use satisfied, the biosolids have been disposed of in the landfill.

As a consequence of this experience, it is doubtful that land application of biosolids on Salt Spring will be acceptable either as a Classified biomass or compost, leaving available options to be either biochar or transported as a dewatered sludge for continued disposal on Vancouver Island.

2 TECHNOLOGY OPTION ASSESSMENT

2.1 Options Assessment Approach

The first step and primary focus of a waste-stream management strategy is to separate the waste-stream into a liquid stream and a dewatered solids stream, and then address further management options for the two streams, including:

- 1) Transporting the liquid fraction off-site for treatment and disposal, or treating the liquid fraction onsite for dispersal to ground or possibly reuse.
- 2) Transporting the dewatered solids fraction off-site for treatment and disposal or treating it on-site to achieve a product quality suitable for beneficial use.

The technology option considerations are divided into three categories, as discussed in the following section:

- 1) Comparison of solids-liquid separation options to produce liquid and solids streams for further processing.
- 2) Comparison of liquid management options.
- 3) Comparison of solids management options.

While passive and active technologies exist that can treat the liquid fraction and dewater biosolids, these processes are slow, require large amounts of land in comparison to active treatment technologies, and are generally adversely affected by weather conditions during the winter (i.e. rain impacting passive dewatering methods and cold temperatures affecting passive biological treatment).

2.2 Solids-Liquid Separation

2.2.1 Separate Septage and Waste Biosolids Management

Before the septage and the solids from the sewage and water treatment plants can be processed, they must be separated from the waste-streams transported to the Burgoyne Bay facility. As noted previously, this is commonly done through settling within a clarifier,

followed by gravity thickening and then dewatering; however, all three processes may be carried out using a single technology.

As noted in Section 1.5, CRD Operations have observed that the Ganges MBR biosolids are difficult to manage at Burgoyne Bay as they cause excess foaming and the MBR biosolids are reported to cling and stick to surfaces. Consequently, it is recommended that separate storage be provided for received septage and wastewater sludge. However, the same dewatering technology could be used to dewater both separately before the dewatered solids are combined for further processing.

2.2.2 Grit Removal and Screening

While the wastewater treatment waste biosolids will not contain plastics and other debris, this material having already been removed by the wastewater treatment processes, the septage waste-stream will contain virtually any solid material that can (but shouldn't) be flushed down a toilet including grit and other granular solids. As a consequence, while pre-treatment of waste biomass from the wastewater treatment plants is not required, de-gritting and screening of the septage is an essential treatment process.

Currently, it is understood that both the septage and waste biomass waste-streams are processed through the existing grit and screenings removal process, resulting in the waste biomass sticking to the equipment. Consistent with the recommendation made later in this report to process the septage waste-stream independently of the waste biosolids waste-stream, only the septage should be processed by the existing grit and screenings removal process.

An additional recommendation is the current practice of allowing the septage haulers to pump the septage through the grit and screenings removal process should be changed. The equipment is designed to process an optimal flow rate, which could be exceeded by the truck pumping rate. The transfer rate of the hauling trucks should be reviewed to make sure it is within the flow capacity of the equipment, and consideration given to either regulating the discharge rate from the trucks or installing a septage discharge storage tank and process the contents of that tank through the equipment at a controlled rate.

2.3 Solids Thickening

2.3.1 Gravity Thickening

In managing wastewater associated solids it is generally most cost-effective to make best use of gravity thickening before applying mechanical dewatering equipment to reduce the volume of waste solids.

Gravity thickening is generally accomplished by leaving the waste-stream in some form of containment, such as a standpipe, for an extended period of time to allow the solids that settle to the bottom of the containment to compress and squeeze out as much water

as reasonably possible. The reduced-volume thickened solids are then transferred from the thickener for further processing or dewatering, and the clarified liquid is drained away for separate processing.

The Ganges MBR WWTP waste biosolids are thickened using a membrane process that achieves a thickened sludge product that is from 2 to 2.5 percent solids. As a result, it is unlikely that further thickening of the Ganges sludge would result in a higher solids concentration.

However, the volume of septage solids could be greatly reduced and the percent solids concentration increased using gravity thickening prior to mechanical dewatering. Gravity thickening of septage is expected to reduce the solids waste-stream volume by about two-thirds (i.e. achieve a 67 percent reduction in volume) before dewatering.

2.3.2 Suspended Air Flotation (SAF)

Suspended Air Flotation (SAF) can efficiently remove solids from solution and achieve 3 to 5 solids concentration. The SAF process was originally developed for mineral processing and was adapted for wastewater applications by Heron Innovators, a California-based company, as a proprietary process that uses coagulants, polymers and surfactants to separate solids from suspension. The process mixes the incoming waste-stream with a surfactant froth that captures suspended solids and large organic molecules and floats them to the top of a flotation tank where they are skimmed off. Because of the hydrophobic surfactant that is used, the skimmed solids, once deposited into a solids dewatering bin, rapidly shed the excess water by gravity, resulting in a thickened sludge with up to about 15 percent solids content, and higher, without mechanical dewatering. Key advantages of the SAF process are a rapid start-up that is well-suited to batch operation, limited operator attention requirements, low power and chemical requirements, and the ability to dewater the solids within a commercially-available dewatering bin. The surfactants enhance solid-liquid separation and aid in the separation of solids from liquids by reducing surface tension and promoting the agglomeration or flotation of solids, making them easier to separate.

Table C presents capacity and cost information obtained from Heron Innovators for one of their smallest units they believe would be best suited to the septage and biosolids sludge waste-streams. The 7.9 L/s processing capacity would enable the unit to process up to 28 m³/hr of septage and waste biosolids sludge. Based on the current 2023 estimated septage and sludge generation, the SAF unit would be expected to operate for an average of 45 minutes per day, 5-days per week.

The Village of Cumberland (VOC) is currently upgrading their lagoon treatment system by adding two SAF units for solids-liquid separation, each with a capacity of 42 L/s, that is expected to operate automatically, unattended, on a daily (batch) basis. This technology is in use in over 200 wastewater applications and is a well-established flotation technology originally developed for mining applications over a century ago. Before

selecting the technology, VOC commissioned a review of existing applications in the United States. This being said, other solids-liquid separation technologies could be considered. The SAF application is primarily being considered here for process and budgetary purposes.

Advantages:

- Highly efficient suspended and colloidal solids removal without need for filtration.
- Few mechanical components; consisting of low-head influent feed pump and chemical feed pumps.
- Minimal power costs - primarily associated with influent transfer pumping.
- Surfactants can improve the flow characteristics of the waste-stream slurry, enabling the separated solids to be easily pumped to a dewatering bin.
- Can be applied to a wide range of solids and solids sizes.
- Surfactants typically reduce the need for coagulants or flocculants by aiding in the formation of larger particle clusters for easier separation.
- Surfactants can be used that are food-grade certified.
- Can be bench tested and/or pilot-tested (Heron has a pilot SAF unit that can be rented and the performance verified prior to making a purchase).
- Chemicals are not proprietary and are widely available.
- Low carbon footprint associated primarily with the low-head influent transfer pump.
- Does not require frequent cleaning or need for wash-water.
- Can be operated in batch and continuous modes without operator attention.

Disadvantages:

- Surfactant and coagulant operating cost. See table C.
- May require periodic chemical optimization and adjustment of surfactant dosage, mixing, and contact time and may involve some trial and error to optimize.

Table C provides a summary of the capacity and cost for one of the smallest commercially-available SAF units under consideration with suitable capacities for the Burgoyne Bay facility.

Table C. SAF Operating Specifications and Capital Cost

| Capacity | Float Area (m ²) | Skid Size (m) | Energy (hp) | Chemicals Cost | Capital Cost |
|----------|------------------------------|---------------|--|--------------------------------|---------------------------|
| 7.9 L/s | 0.9 | 2 x 5 | SAF: 2.3 Feed pump: 2.0 Solids pump: 2.0 | \$ 1,580 / drum ^[2] | \$ 240,000 ^[1] |

[1] Vendor cost estimate (2023) includes flotation system cost only. Sludge storage/dewatering bin and chemical storage not included in cost. (US-CDN Exchange rate 1.32)

[2] Approximately, two drums of floc aid are required per year.

2.4 Solids Dewatering

Following thickening, the septage solids are expected to have a similar solids concentration as the Ganges waste biomass sludge (i.e. from 2 to 3 percent). Dewatering can increase the solids content by up to 20 percent solids, and reduce the volume of the solids waste-stream by 90 percent.

Dewatering typically involves mechanically forcing water from the thickened waste stream, reducing the volume.

2.4.1 Plate Filter Press

A plate Filter Press applies high pressure to dewater sludge, pressing the thickened sludge between 20-80 rectangular porous plates to force the water out. Filter presses are highly efficient and can be used to achieve a high percent solids cake and clear filtrate. The efficiency of the dewatering process can be influenced by factors such as the filter media characteristics, the cake thickness, the applied pressure, and the duration of the filtration cycle.

Commonly cited advantages and disadvantages of plate filter presses include:

Advantages:

- High cake solids content.
- Can be operated in batch and continuous modes.

Disadvantages:

- High capital, operations and maintenance costs.
- Operating costs include the need for filter cloth replacement.
- Requires a source of wash-water for cleaning purposes.
- Relatively slow filtration cycle especially for sludges with high solids content, impacting overall throughput and efficiency.
- Manual operation can be labor-intensive including cake removal and filter cloth cleaning.
- Risk of clogging and potential for requiring frequent cleaning, affecting filtration efficiency and increased operations labour costs.

Table D provides a summary of the capacity and cost of low-capacity Filter Press units for consideration at the Burgoyne Bay facility.

Table D. Filter Press Specifications

| Capacity | Dimensions | Vendor | Cost |
|------------|---|--------|---------------------------|
| 500 L cake | 40 Plates 0.8m x 0.8m 30 mm chamber | Roytec | \$ 400,000 ^[1] |

[1] Vendor cost estimate (2023) (US-CDN Exchange rate 1.32).

2.4.2 Screw Press

The screw press is a slow-moving, enclosed cylindrical device. Thickened sludge is fed at low pressure into a stationary wedge wire screening basket with rotating screw assembly. The filtrate passes out through the bottom and sides of the wedge wire screen, while the solids are passed through the press and continue to be dewatered.

Advantages

- Uses less energy than comparable centrifuge and plate filter press to achieve the same solids density cake.

Disadvantages

- Wash-water is required to intermittently clean the wedge wire screening assembly and flush the solids from the unit throughout the normal operating cycle, increasing the liquid treatment capacity requirements and the amount of effluent to be disposed of.
- Need for higher degree of operator attention than other dewatering technologies.
- Greater odor and noise potential.

Table E provides a summary of the capacity and cost for two commercially-available screw presses with a suitable capacity for the Burgoyne Bay facility.

Table E. Screw Press Specifications

| Model | Dimensions (m) | Vendor | Cost |
|---------|-----------------------|----------------|--------------------------|
| SD700 | 4.2 x 1.2 x 1.5 (LWH) | H2Flow | \$200,000 ^[1] |
| DST611D | 2.4 x 1.4 x 1.5 (LWH) | Wastewater Pro | \$231,000 ^[2] |

[1] Vendor cost estimate (2023) assumed accurate within +/- 20% and includes polymer makedown.

[2] Vendor cost estimate (2023) includes flocculation tank, automation, and polymer unit.

2.4.3 Geotubes

Geotubes are permeable geotextile bags that are designed to contain and dewater slurries, providing both filtration and containment of the dewatered solids, as illustrated in Figure E. Thickened slurries are pumped from a thickener or standpipe into the geotube, allowing the water to pass through the geomembrane for collection and disposal.

Coagulants and polymers are typically required to speed up the dewatering process by binding the solids together and separating them from the water. Once the geotube is full it is typically left for an extended period to continue to dewater through desiccation as the remaining moisture evaporates through the fabric.

Advantages:

- Low capital cost compared to mechanical dewatering technologies.
- Low repair and maintenance costs compared to mechanical dewatering technologies.
- Simple to operate in principle and can be left to dewater over time without the need for operator attention, continuous monitoring or specialized equipment.
- Low carbon footprint compared to mechanical dewatering methods (similar to the SAF process carbon footprint).

Disadvantages:

- They require a considerable amount of space for slow-drainage and long-term maturation.
- Require pumps to both fill and then transfer the dewatered solids.
- It can take several months to achieve optimal dewatered solids content.
- Requires operator handling of untreated biosolids during solids transfer and geotube disposal with potential pathogen transmittance risks.
- Generated solid waste requiring landfill disposal meeting regulatory requirements.

Figure M illustrates a geotube application showing the geomembrane bladders (tubes) within a concrete drainage area. Table F provides a summary of the cost components for a geotube process. Additional capital costs have to be considered including a large impermeable surface-drainage area and drainage measures where the geotubes will be placed.



Figure M. Geotube Application Example

Table F. Geotube Specifications

| Item | Quantity | Cost |
|-------------------------|----------|-----------------------------------|
| Geotube 15m L x 9m circ | 5 | \$1,800 ^[1] / geotube |
| Polymer dosing system | 1 | \$ 30,000 – 60,000 ^[1] |
| Polymer | - | \$10.4/kg ^[1] |
| Transfer pump | 1 | \$ 11,000 ^[1] |

[1] Costs based on vendor quotes for previous studies. Does not include site paving and drainage collection system.

2.5 Waste-Stream Solids Management and Treatment

2.5.1 General

Solids management and treatment processes are intended to either further reduce the quantity of dewatered solids requiring disposal or processing to produce beneficial byproducts. With respect to processing, considerations include all applicable regulatory requirements for biosolids stabilization and pathogen destruction. In theory, beneficial byproducts could include various forms of combustible materials such as syngas or methane, waste heat to accelerate biological process rates of decomposition or to destroy pathogens that may be present, or the use of the biomass as a source of carbon and nutrient for agronomic purposes.

In general, processes that produce energy in the form of heat or combustible fuel, such as syngas or methane, are unlikely to be practical or economically reasonable given the extremely small scale of this application. Generally, such technologies are targeted at processing much larger amount of biomass than would be available for processing at the Burgoyne Bay facility. Further, there is limited value at the Burgoyne Bay site for any waste heat that might be produced.

The ability to realize potential benefits from the nutrients contained in the waste biomass is restricted by the CRD prohibition regarding land application of treated biosolids and biosolids-based compost, along with the CRD goal of achieving zero carbon emissions by 2030.

Taking into consideration the challenges noted above, the following sections describe a number of technologies that have been developed to convert waste biosolids and organic solid waste into beneficial products.

2.5.2 Enzymatic Hydrolysis (Acti-Zyme)

Enzymatic hydrolysis of wastewater solids breaks down complex organic compounds into simpler, more easily degradable forms. Key factors include matching the type of enzyme with the solids requiring hydrolysis, contact time, optimal temperature, pH, and agitation conditions. The hydrolysis process would need to be monitored through regular sampling and analysis to assess the progress of hydrolysis and adjust enzyme dosage if needed. As the effectiveness of enzyme hydrolysis can vary depending on the characteristics of the wastewater, enzyme selection, and process optimization, pilot studies and continuous monitoring are recommended to determine the most suitable enzyme application strategy.

While enzymes are used to enhance biological processes, the use of enzymes to hydrolyze and solubilize waste biosolids as a means to eliminate those solids is a management practice. The complete elimination of biosolids solely through enzymatic hydrolysis and solubilization is not a practical or efficient approach for waste biosolids management for a number of reasons, including the following:

- While enzymatic hydrolysis may break down some of the organic components in biosolids, it won't be effective in eliminating the solids. Biosolids are a complex mixture of organic and inorganic materials, including complex proteins, fats, oils and grease as well as non-biodegradable substances and inert solids unaffected by enzymes.
- Even if enzymatic hydrolysis could break down some of the organic matter, the process would not necessarily lead to a significant reduction in volume as breaking up a large molecule into smaller molecules can result in the same mass of solids.
- Implementing enzymatic hydrolysis on a large scale would be costly and resource-intensive. Enzymes can be expensive, and the process would require precise control of enzyme dosage, reaction conditions, and a long contact time, making it technically challenging and economically unfeasible for complete solid elimination.

- Even if enzymatic hydrolysis partially solubilized biosolids, the resulting dissolved organic matter would need to be managed, treated, or removed from the water phase. This could potentially introduce new challenges and costs for downstream processes or disposal.

While enzymes can be effectively used to enhance wastewater treatment process, it isn't practical to consider them for the purpose of liquifying waste biosolids. BASF has an Enzyme Solutions division yet their wastewater treatment plant, one of the largest in Europe, treats its wastewater conventionally. The waste biomass that is produced at that facility is transported to a sludge incinerator for disposal. BASF and other enzyme manufacturers market their products to enhance or aid conventional biosolids digestion, but they are not a replacement for conventional biosolids stabilization and digestion.

As a consequence of the above issues, enzyme hydrolysis will not be considered further.

2.5.3 Hydrothermal Carbonization (HTC)

Hydrothermal Carbonization (HTC) is a thermochemical process that converts biomass and/or organic waste into carbon-rich hydrochar by subjecting the biosolids to elevated temperature and pressure conditions within a water environment. The HTC process works at moderate temperature (180 – 300 °C), which leads to lower energy consumption for the conversion of biomass, converting it to 2 to 5 percent combustible gas, 5 to 25 percent water and 45 to 70 percent hydrochar depending on process conditions including temperature, residence time and solids loading.

Current available technologies require the biosolids to be dewatered to approximately 25 percent moisture content. The dewatered biosolids are fed into an input heat exchanger using a high-pressure pump. The biomass is carbonized in a stirred reactor with addition of catalysts at up to approximately 200°C for about 5 hours. The heat source can be the exhaust gas heat of a combined heat and power plant. The resulting carbon slurry is cooled via the output heat exchanger. The heat energy extracted in the process is fed back to the input heat exchanger via a separate thermal oil circuit.

Advantages:

- HTC contributes to carbon sequestration by converting biomass and organic solid waste into a stable carbon-rich product, helping to mitigate greenhouse gas emissions and reduce carbon footprint.
- HTC produces a carbonaceous material that can be used as a renewable energy source through combustion or gasification.
- HTC can effectively co-process various types of organic solid waste, including agricultural residues, food waste, and wastewater sludge. This could be of advantage if the process were also used to manage organic solid waste generated on Salt Spring.
- HTC retains the nutrients present in the feedstock (e.g. nitrogen and phosphorus) in the hydrochar that is produced. This nutrient-rich hydrochar can be used as a soil

amendment, improving soil fertility and nutrient cycling in agricultural or land reclamation applications.

- The hydrochar is readily drained and dried with minimal additional energy requirements.

Disadvantages:

- HTC is an energy-intensive process due to the high temperatures and pressures involved. Energy input is needed to reach and maintain the desired reaction conditions, which can impact the overall efficiency and cost-effectiveness of the process.
- The optimization of HTC requires careful control of process parameters, including temperature, pressure, reaction time, and feedstock characteristics. Achieving optimal conditions and consistent results may require technical expertise and advanced equipment.
- HTC is more suitable for certain types of feedstocks, particularly those with a high volatile organic carbon content.
- The HTC process involves the use of water, resulting in the need to treat and dispose the resulting wastewater.
- The HTC process has both high capital and operating costs in comparison with the other technologies being considered.

Table G provides a summary of an HTC process developed in Europe.

Table G. HTC System Capacity

| Capacity | Footprint | Energy | Cost (2020) |
|-----------|-----------|---------------------|----------------------------|
| 0.3 Ton/h | 30m x 6m | 22 kWh/ton of input | \$2,100,000 ⁽¹⁾ |

[1] Cost estimate (2020) based on previous studies. (based on EUR-CDN exchange rate of 1.44)

2.5.4 Pyrolysis

General Description

Pyrolysis is similar to the HTC hydrochar byproduct described in Section 2.5.3, and has been used to produce charcoal from biomass for thousands of years and is a promising technology for the treatment of wastewater biosolids and organic solid waste. It is a thermal decomposition process that converts organic materials, such as dewatered wastewater waste biomass and septage solids, into biochar, bio-oil, and syngas through the application of heat in the absence of oxygen.

The following describes a pyrolysis application for processing dewatered wastewater solids:

- 1) The septage and wastewater treatment waste biosolids are dewatered and likely thermally dried to achieve a minimum target moisture content of 25 percent solids to optimize the pyrolysis process. Excess heat produced by the pyrolysis process can be used to achieve the necessary maximum moisture content of the feedstock.
- 2) The dried solids are fed into a pyrolysis reactor, where they are subjected to high temperatures, typically ranging from 400 to 700 degrees Celsius, in the absence of oxygen. This prevents combustion and allows for thermal decomposition.
- 3) As the feedstock is heated, volatile compounds within the biomass and septage solids are released as gases, typically consisting of syngas, which is a mixture of carbon monoxide, hydrogen, methane, and other hydrocarbons. These gases can be collected and used for energy generation or further processing.
- 4) The solid residue product remaining after volatile release is called biochar, which is a carbon-rich stable solid which has beneficial use as a soil amendment, carbon sequestration agent (like activated carbon), or fuel source.
- 5) In addition to syngas, the pyrolysis process also produces a liquid byproduct called bio-oil or pyrolysis oil, which is a complex mixture of organic compounds and can be further processed or refined into valuable products such as biofuels or chemicals.
- 6) The gases produced during pyrolysis, including syngas and volatiles, require a gas cleaning process to remove impurities, such as tar and particulate matter. The cleaned gases can be utilized for heat and power generation or as a feedstock for chemical processes.
- 7) The biochar, along with any remaining ash or inorganic materials is removed from the reactor.

Biochar Attributes

Biochar's reported capacity to restore and remediate degraded soils (Conte et al., 2016; Wang et al., 2021) are attractive attributes, and it is generally perceived that biochar can be a positive influence on improving soil quality by improving soil water-holding capacity, increasing pH, enhancing crop productivity by influencing the nutrient cycle (Jeffery et al., 2011; Tan et al., 2017; Fischer et al., 2018; Kavitha et al., 2018). The potential for biochar to improve soil has been a principal motivating factor in world-wide interest in its agricultural use. Biochar is also believed to have a strong potential to mitigate climate change by decreasing methane and nitrous oxide emissions from agricultural soils (Lehmann et al., 2006; Tan et al., 2017; Zhang et al., 2010).

Not All Biochar is Equal

The specific conditions, equipment, and product yields in a pyrolysis process for dewatered wastewater treatment waste biomass and septage solids can vary based on factors such as feedstock composition, pyrolysis temperature, residence time, and reactor design. Optimization of these parameters is important to achieve desired product

quality and process efficiency. Additionally, environmental considerations, such as emissions control and waste management, should be taken into account during the implementation of a pyrolysis system.

The materials and pyrolysis conditions (time and temperature) can greatly influence the physical and chemical properties of biochar. For example, higher temperatures produce biochar with a higher specific surface area, porosity, pH and reduced volatile content. Even small variations in feedstock characteristics and pyrolysis conditions have been found to significantly affect biochar structure and dynamics.

Biochar Environmental Concerns

Despite a general perception the application of biochar to land is a predominantly positive activity, there have been recent expressions of concern in the literature identifying a number of concerns (M. Brtnicky, et al., 2021). This includes physicochemical changes in soil, reduced efficiency of agrochemicals, potential for toxic substances in biochar depending on the source material, and effects on soil biota in particular impacts on earthworms. High doses of biochar in clay soils are likely to decrease available water content, and the surface application of biochar to sandy soils will likely increase soil erosion. Biochar can also increase soil salinity and the pH of alkaline soils, resulting in nutrient precipitation.

Pyrolysis/Biochar Advantages and Disadvantages

Using pyrolysis to process wastewater biosolids and septage solids to produce biochar has several advantages and disadvantages including:

Advantages:

- The biochar and bio-oil produced are renewable energy sources.
- The biochar is a soil amendment for land application, providing a source of carbon, nitrogen and phosphorus for soil enrichment and plant growth.
- Biochar has been shown to effectively adsorb emerging contaminants from treated wastewater including pharmaceuticals, endocrine disruptive compounds, heavy metals and persistent organic pollutants.
- Pyrolysis significantly reduces the volume of the wastewater solids, breaking down the organic matter including complex organic compounds, removing water and volatile components, and producing a concentrated solid residue.
- The high temperatures completely destroy any pathogens that may be present as well as eliminating any odors that may be associated with the wastewater biosolids.
- The biochar produced is no longer considered to be a biosolid, and is not regulated under BC OMRR.
- The biochar produced by pyrolysis has a stable carbon structure that, when applied to soil, can sequester carbon (climate change benefit) and enhance soil fertility.

- Pyrolysis produces syngas which can be used as a renewable energy source and to produce heat for use in drying the feedstock to the pyrolysis process.

Disadvantages:

- Pyrolysis systems characteristically require a significant investment in equipment, infrastructure and have high operating costs associated with the energy source (e.g., electricity, propane, or other fuel).
- The high temperatures and specialized equipment involved can be expensive to install and maintain.
- Pyrolysis requires careful optimization of process parameters, such as temperature, residence time, and feedstock characteristics to achieve the desired product quality and yield. Fine-tuning the process can be challenging and may require technical expertise beyond existing operations staff levels and ongoing monitoring.
- Pyrolysis can generate emissions, including volatile organic compounds (VOCs), particulate matter, and potentially hazardous gases. Proper emission control systems must be implemented to ensure compliance with air quality regulations and minimize environmental impacts.
- The composition of wastewater waste biosolids and septage solids can vary. Contaminants, heavy metals, or other substances in the feedstock can affect the quality of the biochar product or require additional treatment measures.
- The solid residues produced by pyrolysis, such as ash or inorganic materials, need proper management and disposal (burial). Depending on the composition and characteristics of the residues, appropriate handling and disposal methods should be employed to prevent potential environmental contamination.

Table H provides a summary of the characteristics and costs of a commercially-available pyrolysis process.

Table H. Pyrolysis System Capacity

| Model | Dimensions | Energy | Cost |
|----------|---------------|------------|--------------------------|
| BET 24-S | 1.38m x 3.66m | 300W, 220V | \$ 70,000 ^[1] |

[1] Costs based on vendor quotes for previous studies and could not be confirmed for this study. Note this includes only equipment costs for pyrolysis and does not include such costs as equipment to collect and combust syngas or recover waste heat for drying feedstock, or processing produced biochar.

2.5.5 Gasification

Gasification is a thermochemical process that converts organic materials, such as wastewater treatment plant waste biosolids and septage biosolids, into a gas mixture called syngas through partial oxidation at high temperatures (500-1300 °C) using a controlled amount of oxidant that can be air, pure oxygen, or steam. Depending on the

feedstock, syngas mainly contains hydrogen, carbon monoxide, carbon dioxide, and methane, which can be used to generate heat or electricity in an engine or turbine.

The production of syngas allows its use as the main fuel for the process, eliminating or reducing the need for external fuel sources. Efficient combustion of the syngas is accomplished in a combustion chamber operating under controlled temperature and air flow conditions. Once the hot exhaust gases transfer energy to the gasifiers, they are quenched with water, eliminating the potential for the formation of dioxins and furans and then cleaned to remove particulates and acid gases prior to discharge.

When applied to wastewater treatment plant waste biosolids and septage biosolids, the gasification process would have the following characteristics:

- 1) The wastewater treatment plant waste biosolids and septage biosolids are dewatered and likely dried to achieve a 30 percent solids content.
- 2) There are different types of gasifiers, including fixed-bed, fluidized-bed, and entrained-flow gasifiers. The selection of the gasifier design depends on factors such as the feedstock characteristics, desired gas composition, and process efficiency.
- 3) The prepared dewatered and dried biosolids are placed into the gasifier, where they undergo high-temperature reactions in the presence of a controlled amount of oxygen or steam. The lack of sufficient oxygen prevents complete combustion and promotes partial oxidation, converting the organic matter into syngas, which is a mixture of carbon monoxide (CO), hydrogen (H₂), methane (CH₄), and other hydrocarbons. The composition of the syngas is adjusted by controlling the gasification conditions (e.g. temperature, pressure, and gasifier design).
- 4) Gasification produces byproducts including tar and particulate matter that need to be removed from the syngas to prevent equipment fouling and ensure product quality. Various cleaning and conditioning methods, such as cyclones, filters, and scrubbers can be used to purify the syngas.
- 5) The syngas produced through gasification can be used to produce heat or for power generation through combustion in boilers or gas turbines, or it can be transported to be processed to produce synthetic fuels, chemicals, or hydrogen.
- 6) Gasification also produces solid residues known as slag or ash, which contain inorganic materials and unburned carbon. The ash can potentially have beneficial applications, such as construction materials or agricultural amendments.

Gasifying wastewater treatment waste biosolids and septage biosolids has the following advantages and disadvantages:

Advantages:

- Syngas produced can be a useful renewable energy source that can be used to generate heat. At larger scale facilities the syngas can be used to produce electricity or it can be processed further to produce valuable products like synthetic fuels, chemicals, or hydrogen.

- Gasification significantly reduces the mass and volume of wastewater biosolids, thermally decomposing the organic matter to a much smaller quantity of solid residue or ash.
- The high temperatures involved in gasification effectively destroy any pathogens that may be present in the biosolids, eliminating any biohazard potential.
- The ash produced during gasification will contain nutrients and minerals that can have value as a soil amendment or fertilizer.

Disadvantages:

- A gasification system is expected to have a high capital cost due to the specialized equipment and infrastructure required. The high temperatures and controlled environments require robust and durable materials, increasing the overall cost.
- Ongoing operations and maintenance costs are also expected to be high.
- Varying biosolids composition, particularly if co-treatment with organic solid waste is considered, can make it challenging to achieve consistent gasification performance. Variations in moisture content, chemical composition, and contaminants can affect the gasification process and its efficiency. Additional pre-treatment steps or feedstock conditioning may be required.
- Gasification can produce emissions, including particulate matter, volatile organic compounds (VOCs), and potentially hazardous gases. Proper emission control measures, such as gas cleaning systems, must be implemented to meet environmental regulations and minimize air pollution.
- Gasification generates solid residues (e.g. ash or slag) that require proper management and disposal. Depending on the composition and characteristics of the residues, specific handling, and disposal methods may be necessary to ensure environmental compliance.
- Gasification is a complex process that requires careful optimization and control of various parameters including temperature, pressure, and gas composition. Operator expertise and continuous monitoring is expected to be a critical factor in achieving optimal performance and product quality.

Table I provides a summary of the capacity and cost components for a gasification process.

Table I. Gasification Systems Specifications

| Capacity | Energy Required | Energy Produced | Footprint | Cost |
|-----------|--|-----------------|-------------|---------------------------|
| 1 Ton/day | 22 KW + 11.5 L/h of fuel for up to 1.5 hours to initiate the process | 122 kW | 2.5m x 3.5m | \$ 500,000 ^[1] |

[1] Vendor costs (2023).

2.5.6 Dehydration

Sludge drying is a process that removes moisture from sludge by heating it to remove water vapor. The sludge is normally dried to solid concentrations above 65 percent to produce pellets or, at the highest solids concentrations of >90 percent or more, to produce powder. If done by applying heat, the elevated temperatures required to evaporate the water are typically sufficient to destroy any pathogens that may be present as well as produce a low moisture content to prevent any biodegradation of the dried product during storage or following packaging.

Dewatered sludge with at least 15% solids can be fed to the drying process. Commercially-available biosolids and manure dehydration systems operate in a cycle base of 16 hours and further details can be found in Table J.

A waste biosolids and septage solids process involving dehydration typically follows a series of steps to process dewatered biosolids to achieve a final product that can be bagged and sold for fertilizer use or pelletized. Here is an overview of the process:

- 1) The dewatered biosolids are dehydrated to further reduce the moisture content and achieve a more stable and transportable product. Dehydration is typically achieved through thermal processes, such as indirect or direct drying. Indirect drying utilizing hot air or direct contact with hot gases.
- 2) Additives, such as lime or sulfur may be added to the dried biosolids to adjust pH or enhance the nutrient content to optimize the products beneficial use as fertilizer.
- 3) The dehydrated and conditioned biosolids may be further processed for bagging or pelletization. Bagging involves packaging the material into bags of suitable sizes for easy handling, transportation, and storage. Alternatively, the material can be pelletized, where it is compacted and shaped into small pellets, in a similar manner to the pelletization process employed at the Hartland Landfill anaerobic digester facility. Pelletization improves the handling and application characteristics of the dried sludge product and enhances its marketability.
- 4) Quality control measures will need to be implemented to ensure the final product meets regulatory requirements and quality standards, likely requiring regular testing for parameters such as moisture content, nutrient content, heavy metal concentrations, and pathogens. Compliance with applicable regulations is crucial for the safe and sustainable use of the product.
- 5) Once the dried biosolids are bagged or pelletized, and meet quality standards, they can be marketed and distributed on or off-island for beneficial fertilizer use. Proper labeling and documentation are essential to inform users about the product's composition, application rates, and handling instructions.

The drying of dewatered biosolids could be carried out using a number of technologies including the following:

- Rotary Drum Dryer: A rotating drum with internal lifters or flights subjected to hot air or steam. The rotating drum maximizes the contact between the biosolids and the drying medium, ensuring efficient moisture removal.
- Fluidized Bed Dryer: Dewatered biosolids are suspended on a cushion of hot air or gas, creating a fluidized bed. The continuous movement and agitation of the biosolids in the fluidized bed enhance heat and mass transfer enables rapid and efficient drying.
- Drum Dryer: A drum dryer operates similar to a rotary drum dryer but passes hot air through a thin layer of biosolids on the inner surface of the drum and the dried biosolids are then scraped off the drum's surface.

Although the elevated temperatures required to evaporate the majority of the water in the biosolids to 10 – 15% moisture content is sufficient to remove (destroy) any pathogens that may be present, it does not satisfy the volatile reduction (stabilization) requirements to meet Class A biosolids requirements. Adding lime to the biosolids prior to or after drying could be carried out to meet Class A biosolids requirements for land application. Alternatively, pelletizing the dried biosolids and using it as a combustible fuel, as was done up until recently by the CRD for the Hartland Landfill Residuals Management facility biosolids could be a consideration. If the CRD Board is not willing to consider the land application of Class A biosolids within the Regional District, the application of these biosolids for land or mine reclamation and silviculture application could be considered.

Using drying technology to treat wastewater treatment process waste biosolids and septage solids offers several advantages and disadvantages. Here are some key points to consider:

Advantages:

- Drying reduces the moisture content making the biosolids easier to handle, transport, and store. The low moisture content also helps to minimize the risk of microbial growth and odor generation.
- The volume of waste solids is significantly reduced in comparison to dewatered biosolids.
- The sustained elevated temperatures involved in drying can achieve Class A biosolids pathogen inactivation requirements.
- The dried biosolids can be beneficially used as a soil amendment or fertilizer, contributing to sustainable agriculture and closing nutrient loops.
- Some drying technologies, such as fluidized bed dryers or rotary drum dryers, can recover energy by utilizing waste heat or by incorporating energy-efficient designs. This can offset operational costs and improve the overall energy efficiency of the wastewater treatment process.

Disadvantages:

- The drying technology can be capital-intensive.

- The energy consumption to dry the biosolids to a percent moisture content and temperature can be significant.
- The drying technology requires specific equipment and infrastructure, which may require space and additional resources.
- Biosolids can have varying characteristics, including moisture content, chemical composition, and contaminants that can pose challenges in achieving consistent and efficient drying performance. Additional pre-treatment steps or feedstock conditioning may be necessary to optimize the drying process.
- Some drying technologies may produce emissions, such as particulate matter, volatile organic compounds (VOCs), or odorous gases. Proper emission control measures, such as filtration systems or air scrubbers, may be required to ensure compliance with environmental regulations and maintain good air quality.
- Drying technologies may involve complex operating parameters (e.g. temperature, air flow, and residence time) and proper control and optimization of these parameters are crucial for achieving desired drying efficiency and product quality.

Table J provides a summary of the capacity and cost components for two dehydration units noting the 7,000 kg/yr of solids in 2023 is expected to increase to 11,100 kg/yr by 2043.

Table J. Dehydration Systems Specifications

| Capacity | Energy Required | Energy Produced | Dimensions | Costs |
|------------|-----------------|-----------------|---------------------|---------------------------|
| 680 kg/day | 90 kW | 600 kW | 4.74m x 1.1m x 1.8m | \$ 100,000 ^[1] |
| 800 kg/day | 13 kW/h | - | 1.9m x 1.6m x 2m | \$ 166,705 ^[2] |

[1] Vendor cost estimate (2023) for EGOR system.

[2] Vendor cost estimate (2023) for belt dryer system.

2.5.7 Composting

Septage and biosolids waste streams can be composted as a liquid or as a dewatered cake; however, recognizing the costs of dewatering and the treatment and disposal of the liquid fraction would add considerably to the costs of composting, the following composting assessment assumes the waste streams will be composted as received.

Composting requires a bulking agent and as bulking agent requirements for liquid septage and wastewater sludge composting are substantial, unless a suitably absorbent bulking agent is available at very low or (preferably) no cost, this approach is unlikely to be economical. Assessing the availability and cost of waste sawdust and wood chips on Salt Spring Island is outside the scope of this assessment. Sufficient bulking agent must be added to achieve a 40 percent initial moisture content. For 2023, the 460 m³ of combined

septage and waste biosolids sludge would require 690 m³/mo of bulking material, increasing to 1,160 m³/mo by 2043.

Composting septage and wastewater sludges is also labor-intensive due to requirements to mix the waste-streams with the bulking agent, to monitor pile temperatures to ensure minimum temperatures are achieved to meet regulatory requirements, to break down piles and restack them in curing piles, to screen the cured material to recover bulking agent, to monitor product distribution and, if windrow composting is selected, to turn the compost piles daily.

In addition, as noted earlier, the CRD prohibits the application of biosolids or biosolid derived products (compost) to land within the regional district.

Composting can be carried out in a number of ways including windrow, aerated pile and in-vessel systems. All rely on maintaining aerobic conditions using wood waste as a source of carbon for the bacteria responsible for degrading the biosolids. The degree of capital investment in equipment is inversely proportional to the amount of land and labour required to compost and directly proportional to the rate of composting.

Windrow Composting

The lowest capital cost system is a windrow composting process can be employed to treat waste biosolids using wood waste as a carbon source. The highest capital cost and the most rapid means of composting is an in-vessel composting system, such as the system employed by the University of British Columbia to process food and green waste on campus.

Process Description:

- 1) Following screening of the septage, both septage and wastewater biosolids would be composted as received with a wood waste bulking agent that will also serve as a source of carbon. The carbon-to-nitrogen (C/N) ratio of around 25:1 to 30:1 to promote microbial activity and proper composting.
- 2) The mixed biosolids and wood waste are formed into long, narrow piles called windrows, typically up to 2 m high and 3 to 4 m wide. These windrows are typically placed on an impermeable surface such as asphalt surface, sufficient space between the windrows for turning.
- 3) Proper aeration is crucial for the composting process. The windrows are regularly turned using equipment such as a front-end loader or compost turner. Turning provides oxygen to the bacteria in the windrow, ensuring elevated temperatures and uniform decomposition.
- 4) The windrows temperature is monitored regularly using temperature probes inserted into the composting material. To achieve Class A biosolids, the temperature must reach and be maintained at a minimum of 55 degrees Celsius (ideally 55 – 70 degrees C) for at least 5 consecutive days. This temperature range ensures pathogen destruction and produces a stable, sanitized product.

- 5) The moisture content of the windrows should be monitored and adjusted as necessary. Composting typically requires a moisture content of from 40 to 60 percent. Maintaining proper moisture levels is essential for microbial activity and decomposition.
- 6) Adequate pH levels are also important and gypsum is typically added to the compost mixture to balance pH.
- 7) The duration of windrow composting can vary from several weeks to months, depending on factors such as the initial composition, management practices, and environmental conditions.
- 8) After the active composting phase, allow the windrow to cure for a few weeks to several months and screen the finished compost to remove any remaining large particles as well as to recycle any undecomposed wood products before land application.

The time it takes to compost wastewater biosolids using the windrow method depends on the initial moisture content, the carbon-to-nitrogen (C/N) ratio, the temperature conditions, and the operations practices employed. Composting wastewater biosolids using the windrow method can take several weeks to months to achieve a stable, mature compost product.

The windrow composting process goes through different stages including an initial mesophilic phase, a thermophilic phase, and a maturation phase. The initial mesophilic phase typically lasts a few days to a few weeks, depending on the initial conditions and the microbial activity. During this phase bacteria decompose readily available organic matter and the temperature of the windrow typically ranges from ambient to around 40-45 degrees Celsius. During the thermophilic phase, the main active phase of composting, the windrow temperature rises above 55 degrees Celsius promoting the destruction of pathogens and weed seeds, and typically lasts around 2 to 4 weeks. The windrow is typically turned during this phase weekly to maintain oxygen supply and temperature distribution.

After the thermophilic phase, the windrow temperature gradually decreases and the compost enters the maturation phase. This phase can last several weeks to several months, during which the compost undergoes further stabilization and the remaining organic matter continues to break down. The compost reaches a more stable state, and the windrow may be turned less frequently or left undisturbed.

Advantages:

- Assuming adequate temperatures are attained and maintained to meet regulatory requirements for pathogen reduction, a Class A compost can be produced that could be used for agronomic benefit as a nutrient supplement and humus to improve soil moisture retention.

Disadvantages:

- Labour intensive requiring turning of the compost piles on a daily basis.
- Generates significantly greater amount of material to be managed than for dried solids (roughly 290 m³/wk (2023) to 480 m³/wk of compost will be processed compared to 2.5 m³/wk of dehydrated biosolids (dehydration is referenced here for volume comparison purposes and will be discussed later in this report).
- High capital cost for concrete slabs and leachate drainage management.
- High operator labour requirements to operate turning equipment, monitor temperature in all of the piles undergoing maturation, bulking agent recovery, etc. (likely at least two operators full time).
- CRD prohibition on applying biosolids in any form onto land within the Regional District.
- Potential for odour generation during processing if piles are not adequately turned to maintain aerobic conditions or become saturated by rainwater.
- Produces leachate and contaminated runoff that will have to be managed, treated and disposed under Environmental Management Act regulations.
- Will require (at minimum) tarp coverage to minimize wet weather impact on operations.

Land Area Required:

Land area estimates need to consider a number of factors including windrow size, spacing, and turning frequency. Assuming a windrow width of 4 meters, a height of 1-2 meters, and a turning frequency of once per week, the following calculations provides an estimate of the necessary land area required:

- 2043 combined waste-stream = 179 m³/wk @ 1.5% solids (2,600 kg/wk)
- Wood Byproducts (shavings, bark, sawdust (40% moisture) = 270 m³/wk
- Windrow Volume = 448 m³/week
- Windrow Length = 448 m³/wk / (4 m * 2 m) = 56 m/wk
- Windrow Separation = 2 m
- Assumed composting duration (including maturation) = 8 wks

Figure N illustrates the existing concrete composting pads indicated by the grey rectangular areas along the right side of the figure, outlined in the right-most rectangular yellow boxes. Each of the largest eight rectangular areas is approximately 50 m long and represents the area required to complete an 8 wk composting operation. The five left-most rectangular areas roughly represent the area required to accommodate the variation in biosolids generation over the year (i.e. the maximum biosolids generation rate shown in Figure C is roughly 50 percent greater than the average. The exact dimensions and a more detailed assessment will need to be carried out if composting is chosen as a

preferred method of biosolids treatment; but this estimate is deemed suitable for cost comparison purposes.



Figure N. Composting Land Area

Table K provides a summary of the capacity and capital cost for a windrow composting process. Note the capital cost of turning equipment is not included, as the CRD has already purchased a suitable loader located at the Burgoyne Bay facility.

Table K. Windrow Composting Systems Specifications

| Capacity | Windrow Pad Area | Unit Cost ⁽¹⁾ | Cost |
|--------------------------|----------------------|--------------------------|-----------|
| 448 m ³ /week | 2,400 m ² | \$110 m ² | \$264,000 |

(1) Cost for reinforced concrete slab (concrete, formwork) and drainage system. Costs for a loader to turn the windrows is not included as the CRD have already purchased a loader. Some additional costs will be required to collect, treat and dispose of compost leachate and runoff.

Aerated Static Pile Composting:

As noted above, aerated static pile composting combines biosolids with wood chips or sawdust in similar manner to windrow composting; however, unlike a windrow which relies on periodic turning of the compost to improve oxygen supply to the bacteria in the compost, an aeration system is installed beneath the static pile using blowers or fans, to provide oxygen to support microbial activity and decomposition. The process ensures consistent and controlled aeration throughout the pile, in particular controlled elevated temperature conditions to enable efficient and rapid decomposition as well as minimize odors. Proper moisture management is important in aerated static pile composting and moisture levels must be monitored and adjusted to maintain the optimal conditions. Excessive moisture can be removed through aeration, while moisture can be added if the pile becomes too dry. Forced aeration also helps regulate and control the temperature within the pile and with the increased oxygen supply, microbial activity generates heat, facilitating the composting process and achieving desired temperatures. The elevated and sustained temperature provides an effective means of pathogen reduction when proper temperatures are reached and maintained. The high oxygen levels and controlled aeration contribute to pathogen destruction.

The primary advantage of aerated static pile composting is the higher rate of composting that can be achieved under controlled conditions and the lower labour costs. However, the reduced area requirement is off-set by the higher capital costs for the aeration system and necessary cover. Should this prove to be of interest to the CRD following this review, a capital and operating cost assessment can be carried out.

2.5.8 Transport Dewatered Solids

Transportation of dewatered solids could be a cost-effective alternative to treating and disposing of the solids on-site. Dewatering can reduce the (2043) 774 m³/mo waste-stream volume at 1.5 percent solids to 77 m³/mo with 15 percent solids, reducing the current transportation and disposal costs by 90 percent. Under current waste-stream generation conditions, the transportation costs to haul the dewatered biosolids to either of the two CRD biosolids treatment locations would be about \$90,000 per year plus tipping fees.

The estimate was based on \$100/ m³, based on the hauling costs paid in 2022 (\$638,934) to transport 6,936 m³ of slurry.

2.6 Liquid Fraction Management and Treatment

2.6.1 General

Thickening and dewatering septage and waste biosolids produces a liquid stream that has a high concentration of soluble and particulate organic material that requires management and/or treatment. The characteristics of the liquid stream generated depends on the technology selected to concentrate the solids.

The amount of liquid that will be produced through dewatering is expected to increase from an average of about 5,000 m³/yr increasing to about 8,500 m³/yr if current trends in septage and waste treatment sludge continue to increase.

2.6.2 Liquid Disposal Options

This document considers three options for managing the liquid fraction of the waste streams: 1) transport for treatment at the Ganges WWTP; 2) ground dispersal onsite without treatment; 3) ground dispersal following secondary treatment.

2.6.3 Transport to Ganges for Treatment

The Ganges WWTP produces most of the waste biomass received at the Burgoyne Bay facility. By 4043 this will represent an average of 220 m³/mo. Because of space limitations, it is impractical to further dewater the waste biosolids at the Ganges WWTP; however, if the waste biosolids were dewatered at Ganges to achieve a 20% solids content, the amount of excess liquid that would be produced and returned to the Ganges plant for treatment and disposal through the outfall would be about 190 m³/month.

As the Ganges WWTP treatment capacity is well in excess of the current loading conditions, instead of treating the liquid from dewatering operations at Burgoyne Bay, consideration should be given to transporting the liquid from dewatering to the Ganges WWTP.

As the trucks hauling septage and waste biosolids will return empty to their next location, likely travelling through Ganges, the cost to transport the excess liquid from the Burgoyne Bay facility to the Ganges WWTP could be relatively minimal. This would involve the Burgoyne Bay facility both receiving the trucked waste-streams for dewatering and then filling the empty trucks with water from the dewatering operation for the return trip.

Assuming a hauling fee of \$50 for a 7 m³ truck, it would take 1,076 truckloads to transport the annual volume of liquid, for a cost of about \$53,000 per year (an average of 4 truckloads per weekday over the year).

2.6.4 Liquid Fraction Ground Dispersal

Site Ground Dispersal Without Biological Treatment

A ground dispersal system is designed to distribute wastewater to ground in a manner that enables bacteria in the soil to remediate the wastewater as it percolates through the unsaturated ground to eventually become part of the ground water. This is done both without and with prior biological treatment, with the latter requiring a smaller ground dispersal area for infiltration due to lower organic loading (i.e. less reliance on bacteria in the soil for treatment).

The Burgoyne Bay site was previously assessed for ground dispersal by TRAX Developments Ltd². in 2013, with the purpose of designing a dispersal system under the Ministry of Health Sewerage System Regulation which applies to ground dispersal systems with daily flows less than 22.7 m³/d.

The TRAX report notes the site has a drilled well that produces 2 gpm. No test pitting was conducted by TRAX; however, hand-augering and soil profiling of exposed cutbanks and two permeameter tests were carried out, sufficient effort to reportedly identify the favourable soil area for a dispersal field along the south boundary of the site. The slope in this area is steep at 30 – 40 percent, but are reported to appear stable. Depth of soil to fill was generally observed to be 110 to 150cm, and the depth to seasonal water table in the fractured fill or to flow restrictive layer was reported to appear to be in excess of 2.5 m over much of the area. The expected permeability of the soil was reported to be 3 to 30 minutes per inch, requiring a pressure distribution system. While the TRAX assessment of ground dispersal potential is very promising, a detailed site assessment will be required to confirm suitability for a ground dispersal.

TRAX used an assumed flow of 22.7 m³/d of secondary effluent and developed a dispersal design consisting of a 4-zone distribution system consisting of 268 m of infiltration trench with 6 laterals per zone.

We would recommend the CRD consider using infiltrator chambers for the dispersal field construction with a pressure distribution system. The soil conditions onsite should be examined again in detail to verify the hydrogeological conditions and dispersal field design.

The following sub-sections describe the ground dispersal of the untreated liquid from dewatering onsite, and the reduced field size if the liquid is first treated to a secondary effluent standard prior to ground dispersal.

² TRAX Developments Ltd (2013) "Burgoyne Bay septage facility evaluation of feasibility and site capability for alternate Biosolids management with anaerobic digestion and ground discharge of effluent".

Note that the following estimates are intended to be used for comparative purposes in considering the various options described in this document. A detailed soils assessment will be required to confirm the design and associated capital costs.

Dispersal of Primary (Type 1) Effluent

The following considered the discharge of the dewatering liquid-stream to a dispersal field without treatment:

- Kfs = 1100 mm/day
- Daily design flow= 22,700 L/day of Type 1 effluent
- HLR based on soil type (Loam/silt) = 15 – 23 L/day/m²
- HLR based on kfs (1,100) = 30 L/day/m²
- HLR selected= 20 L/day/m²
- Minimum area of infiltrative surface (AIS)= 22,500 / 20 = **1,125 m²**

Dispersal of Secondary (Type 2) Effluent

- Using Table II-23 from the BC Ministry of Health Standard Practice Manual, for a percolation rate of 15 – 30 minutes per inch the loading rate for a Type 2 system is 23/40 x 100 = 58 percent of the area required for a Type 1 effluent.
- Minimum area of infiltrative surface (AIS)= 1,125 m² x 0.58 = **653 m²**

Table L provides details of the dispersal field area requirements based on the type of effluent.

Table L. Dispersal Field Systems Specifications

| Effluent | Required Area | Unit Cost ⁽¹⁾ | Cost |
|----------|----------------------|--------------------------|-----------|
| Type 1 | 1,125 m ² | \$200 m ² | \$225,000 |
| Type 2 | 653 m ² | \$200 m ² | \$130,600 |

(1) Cost allowance of \$200/m² for excavation, chamber supply and placement, backfilling, and site restoration.

2.6.5 Type 2 Biological Treatment

Orenco AdvanTex AX100 Intermittent Recirculation Biofilter

For the purpose of assessing the costs of secondary treatment to meet a Type 2 effluent criteria, the Orenco AdvanTex AX100 (Figure O) is proposed as an appropriate low operations and maintenance treatment process with minimum energy costs and robust operating characteristics, suitable for the isolated nature of the Burgoyne Bay location. It

has only one mechanical component (a low-head recirculation pump) and requires minimal operator attention and has low energy requirements. The Orenco AdvanTex AX100 system can treat 19 m³/d (5,000 gpd) of wastewater, and can sustain extended period of overloading, suitable for accommodating variations in septage discharges. While this is suitable for the current loading conditions, a second AX100 may be required to treat the future flows through to 2043.

It is a recirculating biofilter with frequent dosing of fabric media for 30 seconds every ten minutes using a low-head distribution pump. As noted, the process is very robust and can tolerate extended periods of organic and hydraulic overloading as well as underloading. Such conditions would be expected to significantly affect a conventional secondary suspended growth wastewater treatment process. The process requires extremely little operator attention involving periodic visual inspection of the media for signs of excess biological growth and inspection of the pump in the recirculation chamber.

Table M provides a cost estimate for the Orenco AdvanTex AX100 unit. While the installation cost is minimal, there will be a nominal additional cost for equalization storage of dewatering liquid.



Figure O. Orenco AdvanTex AX100 Treatment Process

Table M. Liquid Fraction Secondary Treatment

| Orenco Model | Capacity m ³ /d | Cost |
|--------------|----------------------------|---------------|
| AX 100 | 19 | \$112,000 [1] |

[1] Vendor cost (2023).

Lagoon and Reed Bed

The Burgoyne Bay site previously utilized septage lagoons to receive septage discharges with the, understood, intent to extract the accumulating biosolids for composting purposes. Three previous lagoons were constructed and back-filled within the clearing to the north of the existing operations building, and there are two depressions for septage lagoons to the south-east of the building. For these to be re-used, the two basins to the south-east would need to be lined, and their limited size and depth would provide a very basic level of secondary treatment, biosolids should be removed prior to the liquid fraction being discharged to the lagoons, and water in the lagoons would be subject to cold weather temperature losses affecting the level of treatment. Accordingly, it is recommended that if secondary treatment is deemed to be required, a more active means of wastewater treatment process be considered (e.g. Orenco AdvanTex AX100 treatment process).

Similarly, interest was expressed by the Commission in having a reed bed considered as a means of septage treatment. Like a lagoon treatment system, reed beds are a passive means of biological treatment that require significantly larger amounts of land than a mechanical treatment process. Further, like lagoons, reed beds are also significantly impacted by temperature losses during cold weather. Where they differ from lagoons is they are a form of attached growth biological treatment relying on a bacterial biofilm within the reed bed media for treatment. They do not offer a significant benefit over a mechanical treatment process, and have a disadvantage with respect to having higher operating costs associated with maintaining the vegetation growing within the reed bed.

2.6.6 Ground Dispersal Following Biological Treatment

As noted above, the area required for a Type 2 (secondary treated) effluent is less than that required for a Type 1 (primary – septic treated) effluent. Generally, Type 2 is selected because of limited land area available for the dispersal field; however, the secondary treated effluent is also expected to be less problematic with respect to accommodating organic load variations and minimizing problems associated with solids deposition within the distribution pipe.

3 OPTIONS ASSESSMENT

3.1 General Options Considered

The fundamental processing concept for the Burgoyne Bay facility is to thicken and dewater the waste-streams to create two separate waste-streams for further processing: 1) a liquid waste-stream; and 2) a solids waste-stream. Each of the three process components shown in Figure P has technology options that can be independently considered. Further analysis is required to determine the most suitable equipment to accomplish the recommended management and treatment processes.

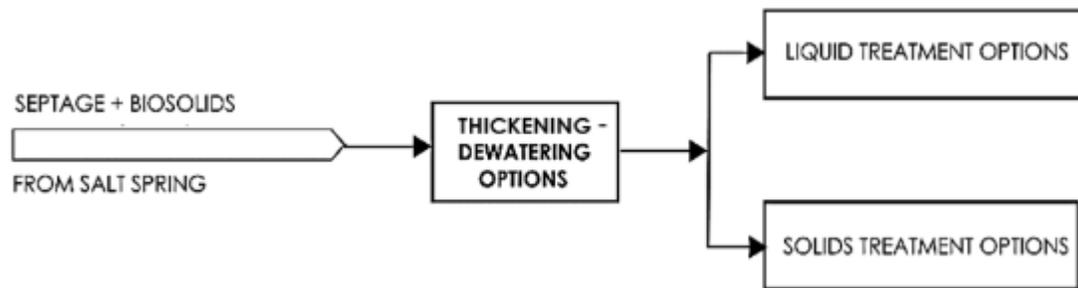


Figure P. Process Component Options Diagram

The thickening and dewatering options discussed in this report include:

- 1) Suspended Air Flotation (SAF) + Dewatering Bin.
- 2) Plate Filter Press.
- 3) Screw Press.
- 4) Geotubes.

The liquid-stream treatment options discussed in this report include:

- 1) Transport to Ganges WWTP.
- 2) Ground Dispersal Without Treatment.
- 3) Ground Dispersal with Secondary Treatment.

The solids-stream treatment options discussed in this report include:

- 1) Transport to SPL Wastewater Recovery Centre (Victoria) or Hartland Residuals Management Facility.
- 2) Enzyme Hydrolysis.
- 3) Hydro-Thermal Carbonization.
- 4) Gasification.
- 5) Pyrolysis.
- 6) Dehydration.
- 7) Composting (Windrow or Aerated Static).

3.2 Lowest Capital Cost Option

3.2.1 Solid and Liquid Fraction Disposal

The lowest capital-cost option is to separate the liquid and solids from the waste-streams and transport the liquid fraction to the Ganges WWTP for treatment, and after thickening

and dewatering the solids, transport the solids fraction to either the SPL facility or the Hartland Residuals Management Facility on Vancouver Island.

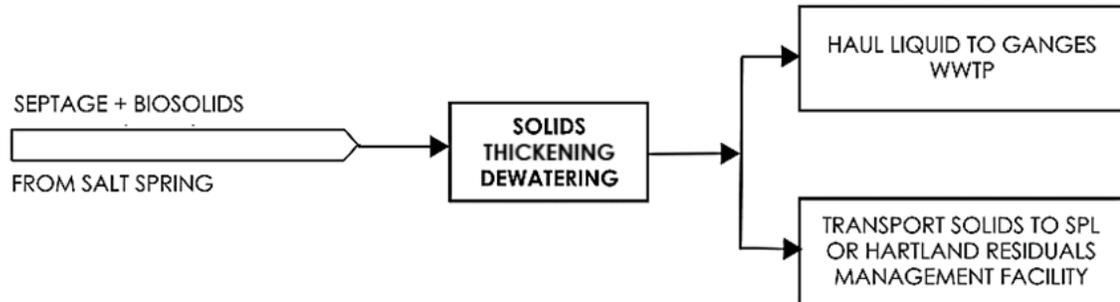


Figure Q. Lowest Capital Cost Option

Assuming the cost to transport the liquid fraction to the Ganges WWTP in the same trucks that would otherwise return empty from transporting septage or wastewater sludge to the Burgoyne facility is \$50 per truck-load, the current annual cost to transport the liquid fraction to Ganges would be about \$36,000 per year. Regarding the current cost to transport the dewatered solids to the facilities on Vancouver Island, it would be about \$57,000 per year. These costs are expected to increase to \$57,000 and \$94,000, respectively, by 2043 if current increasing trends in septage and biosolids generation continue.

3.2.2 Thickening and Dewatering

In addition to transportation costs, there would also be a capital and operating cost for the solids-liquid separation and dewatering technologies.

Of the thickening and dewatering technologies considered in this report, it is suggested that the Heron Innovators SAF process would be the most appropriate selection for the Burgoyne Bay facility as it eases the following dewatering process. The SAF process has low power requirements, and it can operate unattended with minimal O&M requirements. Along with the SAF system, a dewatering device is recommended to achieve >15% solids content and improve the following solids management and treatment. A screw press has been proposed for this purpose due its lower capital cost of \$231,000 in comparison to a filter press.

3.3 Second Lowest Capital Cost Options

3.3.1 Thickening and Dewatering

Due to the low solids content in the slurry received at the facility, a solids separation system is required to thicken and dewater the solids regardless of the subsequent management of the liquid and solids fractions.

As discussed in Section 3.2.2, the Heron SAF and a screw press remains the recommended combined thickening and dewatering technologies, with a capital cost of \$ 471,000 and a processing capacity of about 29 m³/hr.

3.3.2 Ground Dispersal of the Liquid Fraction

In the event transporting the waste-stream liquid-fraction to the Ganges WWTP for treatment and disposal is not acceptable, it will need to be treated and disposed of onsite by ground dispersal, taking into consideration the options illustrated in Figure R.

Primary treatment, or solids-liquid separation, is defined as Type 1 treatment under the Health Act - Sewerage System Regulation. The lowest capital cost for disposing the liquid fraction onsite would be to construct a ground dispersal system designed for Type 1 effluent, with a capital cost of about \$ 225,000.

The alternative would be to treat the liquid-fraction to a secondary (Type 2) standard using the AdvanTex AX100 treatment process, reducing the ground dispersal cost by about \$89,000 while increasing the capital cost related to treatment by \$112,000, resulting in a total capital cost of \$243,000. This option will result in a significant reduction in the land required for ground dispersal (40 percent smaller) and it is expected the higher effluent quality will make dispersal easier and less problematic. Note the ground dispersal costs are a conservative estimate based prior soils assessments done by others. A detailed site soils assessment will be required to verify the costs, which may be lower.

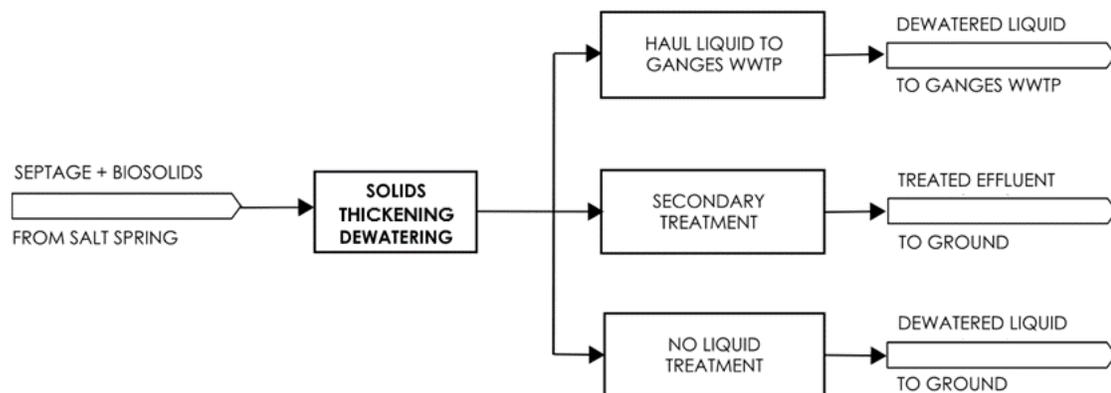


Figure R. Liquid Management Treatment and Disposal Options

3.4 Solids Treatment

Each solids treatment option has its own feedstock percent solids requirements, which will determine the level of dewatering.

Table N summarizes the solids-fraction treatment options, which indicates that Pyrolysis is potentially the lowest cost option. However, the indicated cost could not be verified with a recent quotation and the feedstock needs to have 35% solids. This is expected to require a combination of three unit-processes: 1) Solids Separation & Dewatering (\$240,000); 2) Drying (\$100,000); and 3) Pyrolysis (\$100,000). This would increase the overall capital cost for pyrolysis to about \$440,000.

Table N. Solids Treatment Options

| Solids Management | Cost |
|----------------------------------|----------------------|
| Pyrolysis - > 35% solids | \$ 70,000 |
| Dehydration - >15% solids | \$ 100,000 – 227,000 |
| Composting | \$ 264,000 |
| HTC - >25% solids | \$ 500,000 |
| Gasification - 50% solids | \$ 2,200,000 |

The next apparent lowest cost solids treatment option is composting; however, that option has the highest operations cost as it would require full time operator attention to turn piles and manage compost mixing, screening and wood residuals management. It would also require leachate and runoff management, treatment and disposal, as well as a considerable amount of land area. The alternative to windrowing, as described earlier, would be to use an aerated static pile process, which is expected to have a similar capital cost and require less labour. However, the fundamental concern with this method of biosolids management, or dehydration by itself, is the CRD prohibition on the land application of biosolids within the region.

3.5 Waste-Stream Management

It is recommended the two waste-streams, septage and waste biosolids, be stored separately prior to dewatering due to the reported foaming problems and sticky-solids experienced with the Ganges waste biosolids stream. Consideration should be given to storing the septage and waste biosolids separately in each of the two 20,000-gallon (75 m³) capacity tanks. Additional storage is anticipated to be required depending on the method of solids-liquid separation and dewatering, and the selected frequency of operation. In addition, common storage will be required for the liquid-fraction with the volume dependent on whether the liquid-fraction will be transported to the Ganges WWTP, or dispersed to ground.

3.6 Option 20-Year Cost Summary

Table O provides a summary of the capital and expected operating costs for four options that take into consideration both the primary capital cost components and the main operating costs, excluding power costs which are deemed similar, between those options with mechanical equipment components. The labour costs shown are based on an assumption of one FTE (one full time operator) having an annual cost of \$100,000, and also assuming the site will be attended part-time, as indicated, by two operators.

While the first option of dewatering and transporting the liquid and solids fractions as previously discussed has the lowest capital cost (\$551,000), the estimated transportation costs along with modest one-day-per-week labour costs dominate the total cost over 20 years, and make the option with the lowest capital cost the most expensive option overall at \$4.2 M.

The lowest 20-Year cost option has the highest capital cost (\$919,000) but the lowest 20-Year total cost at \$2.5 M. It does not take into consideration any transportation costs for the biochar that is produced; however, the biochar is not expected to be impacted by the CRD prohibition for the land application of biosolids, and the product has both nutrient and carbon value as a soil amendment and there is a growing market in British Columbia for biochar as a soil amendment.

Table O. Four Options - 20-Year Cost Summary

| OPTION | CAPEX | OPEX | 20-YEAR COST |
|--|-----------|--------------|-----------------|
| Thicken, Dewater & Transport | | | \$4.3 M |
| SAF Unit | \$240,000 | \$3,160 | |
| Screw Press | \$231,000 | | |
| (2) 20,000 gal Tanks | \$80,000 | | |
| Liquid Transport | | \$53,000 (1) | |
| Solids Transport | | \$90,000 (1) | |
| Labour | | \$40,000 (2) | |
| Thicken, Dewater, Transport & Disperse | | | \$ 3.3 M |
| SAF Unit | \$240,000 | \$3,160 | |
| Screw Press | \$231,000 | | |
| Ground Dispersal | \$225,000 | | |
| Solids Transport | | \$90,000 (1) | |
| Labour | | \$40,000 (2) | |
| Thicken, Dewater, Transport, Treat & Disperse | | | \$ 3.3 M |
| SAF Unit | \$240,000 | \$3,160 | |

| | | | |
|---|---------------|--------------|-----------------|
| Screw Press | \$231,000 | | |
| Ground Dispersal | \$136,000 | | |
| Treatment | \$112,000 | | |
| Solids Transport | | \$90,000 (1) | |
| Labour | | \$40,000 (2) | |
| Thicken, Dewater, Dry, Pyrolysis, Treat & Disperse | | | \$ 2.5 M |
| SAF Unit | \$240,000 | \$3,160 | |
| Screw Press | \$231,000 | | |
| Ground Dispersal | \$136,000 | | |
| Treatment | \$112,000 | | |
| Drying | \$100,000 (3) | | |
| Pyrolysis | \$100,000 | | |
| Labour | | \$80,000 (4) | |

(1) Estimated average annual cost over the next 20 years

(2) Based on \$100,000 per FTE operator and two (2) operators in attendance

(3) Assumes net energy produced by charring process will be sufficient to dry feedstock to 35%

(4) Additional 1-day-per-week labour for attended batch pyrolysis operation.

4 RECOMMENDATIONS

The SAF and screw press were used as the indicated technologies for the purposes of thickening and dewatering; however, the final selection will need to take into consideration the dewaterability characteristics of the Ganges waste biosolids. It is recommended to verify the ability of the selected dewatering equipment to dewater the waste biosolids.

If biochar can be confirmed to be exempt from the CRD prohibition for land application of biosolids, the 4th Option shown in Table O is the lowest cost option over 20 years, and would enable the CRD to recover the nutrient value and soil amendment characteristics of the biochar produced by the pyrolysis process. It also manages the liquid-fraction in an environmental stewardship manner that returns the liquid fraction to the environment in a highly treated state.

If biochar is concluded to be affected by the CRD prohibition or it is determined there is no market value for the biochar product on Salt Spring, the next most logical alternative or option would be to dewater the waste-streams and transport the solids fraction to either of the two facilities on Vancouver Island and disperse the liquid fraction to ground following biological treatment.



As a final note, the capital and operating cost estimates are suitable for the purpose of comparing options; however, a detailed cost assessment of the selected option must be carried out in order to establish a capital works budget for construction.

5 CLOSURE

Integrated Sustainability would like to thank the CRD for the opportunity to support the Burgoyne Bay Septage Study. We trust that this preliminary design brief meets the needs and expectations of CRD.

Please contact the undersigned at any time should you have any questions or comments.

Sincerely,

Integrated Sustainability

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Technical Director, Senior Environmental Engineer



Andrea Ninabanda, M.Eng., EiT
Junior Environmental Engineer

**PERMIT TO PRACTICE
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Engineers and Geoscientists
of British Columbia (EGBC)

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Making a difference...together

REPORT TO THE SALT SPRING ISLAND LOCAL COMMUNITY COMMISSION MEETING OF TUESDAY, AUGUST 22, 2023

SUBJECT LCC Meeting Management and Public Participation

ISSUE SUMMARY

To review the Local Community Commission (LCC) meeting schedule with respect to frequency and timing, and to consider alternatives for enabling greater public participation.

BACKGROUND

The LCC held its inaugural meeting on June 20, 2023. In planning the establishment of the LCC, staff considered the volume and urgency of matters required to administer the LCC services and determined that a meeting schedule of one daytime meeting per month would be sufficient to accomplish the business of the LCC. No additional staff resources were budgeted to support the LCC on the basis that it would not require an increase in service level beyond what was previously provided to the service commissions that were amalgamated into the LCC's jurisdiction.

While no additional resources were approved for the 2023 fiscal year, there was an acknowledgment that the LCC, as a new governance body, may need to review and adjust its meeting schedule and support needs for subsequent years in its term once Commissioners were established in their roles.

At its inaugural meeting on June 20th, the LCC passed the following motion:

That the Commission request staff to report by our next meeting on options to achieve:

- 1. Holding each monthly regular meeting over two sessions, each to take place on a different day;*
- 2. One of the monthly sessions to be held during the day and the other to be held in early evening; and,*
- 3. Holding town halls and similar meetings on an as-required basis.*

The LCC passed a further resolution at that meeting, to:

Request staff report back to the Commission on their [sic] request to add a public participation section topic to be included on the agenda to every regular meeting.

At its meeting on July 18th, the LCC endorsed a motion relevant to meeting management that included a commitment to open government by being accessible, transparent, accountable, and open to community advice and guidance. The full text of that motion is attached to this report at Appendix A.

This report presents options on meeting schedule and frequency and reviews the implications of altering the existing service level to accommodate evening meetings. The report further addresses the request to add public participation to regular meeting agendas, considers bylaw limitation to doing so, and recommends options within the powers of the LCC to enhance public engagement in line with its commitment to open government.

ALTERNATIVES

Alternative 1

1. That the LCC maintain a regular meeting schedule of one daytime meeting per month, and Town Hall meetings at the call of the Chair, for the remainder of 2023; and,
2. That additional resources to support two regular meetings per month be considered as part of budget planning for 2024.

Alternative 2

1. That the LCC hold one regular daytime meeting per month and one evening meeting per month, starting at 5:00 pm and limited in duration to 2 hours, subject to the CRD reaching agreement on overtime or variation of normal work hours;
2. That staff make any operational changes necessary to accommodate the service level adjustment, including deferring planned work or reducing public office hours if necessary;
3. That costs related to additional staff or auxiliary resources to support LCC evening meetings on an ongoing basis be included in the 2024 Salt Spring Island Administration Budget.

Alternative 3

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

IMPLICATIONS

Evening Meetings

The majority of CRD committee and commission meetings are held during daytime hours, as is typical of most government advisory committees. For example, Islands Trust Local Trust Committee meetings on Salt Spring are held during daytime hours. Daytime meetings align with the normal work schedules of staff and help to ensure that any staff required to support the meeting (including off-island corporate support staff) are available to attend when required. This is particularly important within a unionized environment, where CRD is bound by the requirements of the Collective Agreement with its union and has limited ability to unilaterally direct unionized staff to work beyond their defined hours of work without agreement. Unionized staff on Salt Spring Island that support the LCC currently have normal daytime hours of work, 8:30 am to 4:30 pm Monday to Friday, established under the provisions of the Collective Agreement.

Directing staff to work evening meetings would require either an agreement to work overtime at an overtime rate of pay; or agreement of the Union to formally amend the impacted employees' hours of work to include evening hours on an ongoing basis; and/or the securing of additional auxiliary or contracted resources. Non-union management staff may be assigned to evening meetings in lieu of other regular time worked, however, some staff may have personal responsibilities that would restrict their evening availability. Capping the length of evening meetings would help mitigate some of the concerns and create consistency and predictability for staff and commissioners alike.

The motion does not identify the motivation for holding evening meetings, however it may be to enable greater public participation for individuals that are unable to view or attend meetings during daytime hours. Accessibility is a crucial component to meeting transparency and accountability.

Timing of meetings is one component of accessibility; however, staff have found that post-covid accessibility across electronic platforms has a greater effect on encouraging participation than timing of meetings. Many individuals who are employed during daytime hours now have greater flexibility over their work schedule with higher rates of working from home. Legislative Services staff have found that the majority of residents who wish to speak as a delegation or watch meetings are choosing to do so electronically. Currently anyone can request a link to join an LCC meeting electronically and either participate as a delegation or simply watch and listen to the meeting live. Staff are also working to post recordings of meetings online and in 2024, will be able to stream live webcasts of LCC meetings.

Meeting Frequency

The staff resources currently devoted to the LCC can support one meeting per month without a service level adjustment. If the LCC were to move to model of two regular meetings per month, it may require additional funding and resources to ensure that CRD could maintain expected service levels across all SSI services.

There is significant workload associated with holding additional meetings, beyond the time spent in the meeting. A two meeting per month schedule doubles the volume of work associated with meeting management, including report drafting, agenda review and publication, preparation and certification of meeting minutes, and web posting of meeting recordings. Accommodating this workload with existing resources would require an adjustment to service plans and staff would need to triage existing projects to determine what can be delayed. This could affect non-LCC services. In addition to the LCC, staff are responsible for eight other commissions/committees and service delivery for all CRD Salt Spring Island services. Ensuring consistent and sustainable service delivery for SSI residents requires a balancing of priorities.

It is important to note that there is no efficiency in the model proposed in the June 19th motion of one regular meeting and a continuation of that meeting on a separate day – effectively two meetings per month. Meetings dates need to be pre-determined and scheduled for the benefit of public transparency and to ensure meeting dates are operationally feasible (i.e. staff are available, reports deadlines are clear, meeting space is booked, etc.). Continuation of a meeting is usually only necessary when the agenda cannot be completed within the assigned time. A continuation cannot be pre-determined, rather the date of the continuation is assigned at the end of the unfinished meeting. When the meeting is resumed, it does not include the opening elements of a regular agenda, like receiving delegations. The effect of this is that delegations wishing to address an agenda item would need to appear at the first meeting but would have uncertainty as to when the item they are interested in would be discussed by the Commission, which may not happen until the meeting continuation on another date. Additionally, there cannot be changes to an agenda or new items added between the first meeting date and the continuation of that meeting, which could restrict the flow of business and hamper the LCC's ability to be nimble. Best practice is to have an agenda published for each meeting, with a reasonable number of agenda items that can be completed in one sitting of the LCC.

Public Participation

All CRD Boards, standing committees, and local commissions are subject to established rules of procedures, based on the requirements of the *Local Government Act* and Roberts Rules of Order.

The LCC's Establishment Bylaw No. 4507 states in section 16:

The Commission shall observe at its meetings the procedural rules set out in Bylaw No. 3828, "Capital Regional District Board Procedures Bylaw, 2012" [the "Procedures Bylaw"]

Bylaw 4507 further states in section 18:

The rules, policies, procedures and bylaws which govern the Regional Board shall apply to the Commission where applicable.

The Procedures Bylaw is prescriptive on the ways that CRD Boards, committees and commissions can receive public input at meetings. Section 13 outlines the requirements for the public to address the commission. Delegations can only be received on agenda items and are limited to 3 minutes per speaker unless the time is extended by a two-thirds majority vote of the committee. Delegations need to register 2 days prior to the meeting, however, late delegations can be permitted to speak at the meeting with a unanimous vote of the commission.

The LCC is bound by these requirements pursuant to its establishing bylaw and the Procedures Bylaw. In special circumstances, if the LCC wished to waive the requirements of the Procedures Bylaw to allow additional speakers on non-agenda items, it could take a vote to suspend the rules of procedure under section 3 of the bylaw by a two-thirds majority vote. While this is an option available under the bylaw, suspending the application of the rules should be used sparingly rather than on a regular basis.

The goal of restricting the scope of participation to agenda items and limiting the time for speakers is meeting efficiency. Efficiency ensures that all necessary business can be dealt with in a set meeting time. It ensures that the public watching the meeting, or waiting to speak as a delegation can predict how long the public input session of the meeting will last and plan their time accordingly. Speaking as a delegation is just one way the public can express its views to the LCC. Many members of the public prefer to communicate by written correspondence, which is another option for public input. Any correspondence received by staff is distributed to Commissioners.

The public participation section of the Procedures Bylaw has been reviewed a number of times by the Regional Board. In 2021, the CRD Board requested staff review section 13 of the Procedures Bylaw with regard to delegations, with the goal of balancing fair access to delegations and reasonable use of the Board's time. Staff reported back to Governance Committee on October 6th, 2021, attached as Appendix B to this report. The report is included here to inform the LCC of the history on the Board's consideration of enabling more public participation at CRD meetings. The report includes an informative cross-jurisdictional review of public input procedures across CRD municipalities and other regional districts, which demonstrates that some municipalities have broader provisions to allow public input, however, 9 out of the 13 jurisdictions in the CRD had a set total maximum time for delegations or public input per meeting.

Given the bylaw limitations, the LCC has limited ability to enable broader public participation at its regular meetings absent the CRD Board adopting an amendment to its Procedures Bylaw. That said, the LCC can convene informal Town Hall meetings at the call of the Chair, which would not be bound by the strict rules of procedures in the Procedures Bylaw. Town Hall meetings could be a forum to allow the public to communicate its thoughts and views to the LCC on matters of local importance. There are some limitations to this format, in that the LCC cannot pass motions or materially advance any decisions at these meetings because they are not regular meetings, however the informality of this meeting structure also means that it requires minimal staff support

and has no formal record keeping requirements under legislation.

CONCLUSION

Salt Spring Island Administration can currently support one daytime LCC meeting per month without a service level adjustment, but accommodating two regular meetings a month and evening meetings will require additional resources to maintain levels of service delivery across all SSI services. In addition, CRD has limited ability to unilaterally direct unionized staff to work evening meetings which are outside defined hours of work, absent an agreement with the union on varied work hours. While evening meetings are one way to potentially increase accessibility to the public, electronic participation is another effective way of enabling public participation in meetings which is currently available for LCC meetings and will be expanded with live web streaming in 2024.

While the Board Procedures bylaw limits the form and extent of public participation in regular meetings, the LCC may wish to utilize informal Town Hall meetings as a forum for public input and dialogue. The public are also encouraged to provide feedback and input to Commissioners via written communication, which can be distributed by staff to Commissioners.

RECOMMENDATION

1. That the LCC maintain a regular meeting schedule of one daytime meeting per month, and Town Hall meetings at the call of the Chair, for the remainder of 2023; and
2. That additional resources to support two regular meetings per month be considered as part of budget planning for 2024.

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| Submitted by: | Kristen Morley, J.D., General Manager, Corporate Services & Corporate Officer |
| Submitted by: | Karla Campbell, M.B.A., B.P.A., Senior Manager, Salt Spring Island Administration |
| Concurrence: | Ted Robbins, B. Sc., C. Tech., Chief Administrative Officer |

ATTACHMENT(S)

Appendix A: Notice of Motion [Commissioner Corno] Carried July 18th, 2023

Appendix B: Staff Report: Review of Delegations Speaking Time in the Board Procedures Bylaw, October 6, 2021.

Notice of Motion - Commissioner Corno

That the Commission adopts the following commitment to open government:
The Salt Spring Island Local Community Commission will work on an ongoing basis to be accessible, transparent, accountable and open to community advice and guidance.

Accessibility

We will be accessible to our community by:

- Holding meetings at times and locations that make them as accessible to community members as possible,
- Making information available to the community in advance on what topics we will be discussing, where and when
- Exploring the feasibility of making our meetings – and recordings of them – available via video

Transparency and Accountability

We will work actively to be transparent and accountable to our community by:

- Minimizing the use of closed meetings, as guided by the relevant Provincial legislation
- Sharing information widely on the priorities we identify
- Reporting to the community on a regular basis about our progress, and
- Holding a reporting and accountability session at least once yearly to report to the community on our activities and receive feedback on how we are doing

Community Advice and Guidance

We commit to welcoming and considering public advice and guidance. We invite Salt Spring residents to provide this by:

- Sending us e-mails or letters
- Speaking as a delegation at an LCC meeting
- Inviting LCC members to attend community meetings and other gatherings

CARRIED

**REPORT TO GOVERNANCE COMMITTEE
MEETING OF WEDNESDAY, OCTOBER 06, 2021**

SUBJECT **Review of Delegation Speaking Time in the Board Procedures Bylaw**

ISSUE SUMMARY

The Governance Committee was referred a motion with notice to review options for the public to appear as delegations before Boards and Committees while also giving consideration to the limited time for meetings.

BACKGROUND

At the June 2, 2021 Governance Committee meeting, the following Motion with Notice was carried:

That the Governance Committee be requested to review Section 13 of the Procedures Bylaw related to Delegations, with the goal of providing fair access to delegations and a reasonable use of the Board's time.

At the same meeting, the following motions arising were also carried:

- 1. That staff bring back any information previously prepared, and information related to today's discussion, to the next Governance Committee to allow us to continue this discussion; and,*
- 2. Invite staff to bring back any other recommendations on amendments to the Procedure Bylaw.*

The notice of motion was originally served during the adjourned May 12, 2021 CRD Board meeting which was continued on May 26. The CRD Board received 30 applications by the deadline to appear as a delegation at the May 12 meeting. At the meeting, the Board passed a 2/3 vote to suspend the rules in order to reduce the maximum time allotted for each delegation to 3 minutes instead of 4 minutes. In addition, there was one late delegation that was not permitted to speak as the Procedures Bylaw required unanimous approval of the Board.

Staff conducted a review of the previous meeting minutes for the Governance Committee (formerly Governance and Finance Committee) since 2018. In regards to delegations, in March 2019 a new business item was defeated and later a notice of motion was withdrawn in May 2019. Excerpts of the meeting minutes is attached as Appendix A.

ALTERNATIVES

Alternative 1

The Governance Committee recommends to the Capital Regional District Board:

1. That the maximum speaking time for each delegation be reduced to 3 minutes;
2. That no more than 10 delegations be heard per meeting;

3. That delegations be registered on a first come, first served basis;
4. That late delegation requests only be considered when the maximum number of delegations has not been reached;
5. That delegations be limited to speaking only once on an agenda item, except to introduce new and material information; and
6. That staff report back through the Governance Committee with a draft bylaw to amend the Board Procedures Bylaw as directed.

Alternative 2

The Governance Committee recommends to the Capital Regional District Board:
That staff report back with options on limiting the number of delegations that a Committee or Board will hear on a single agenda item.

Alternative 3

The Governance Committee recommends to the Capital Regional District Board:
That staff report back with options on establishing different procedures for delegations that appear before Board versus Committees and Commissions.

Alternative 4

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

IMPLICATIONS

Bylaw 3828: Board Procedures Bylaw

Currently, a person wishing to address the Board would submit their application in writing after the agenda is published (i.e. Friday). The application must indicate the meeting and agenda item they wish to speak to, what municipality/electoral area they reside in, the reason for the presentation, and the organization they represent (if applicable). Applications are due no later than 4:30 pm on the Monday prior to the meeting. All applications received by the deadline are placed in the order they were received on the meeting agenda. Each delegation is limited to 4 minutes unless a 2/3 vote is passed to extend the time.

Delegation requests that are received after the deadline are considered late and require unanimous vote of the Board to be heard. For more information on delegations, see Section 13 of the *CRD Board Procedures Bylaw* (attached as Appendix B).

Jurisdictional Review of Speaking Times

A jurisdictional review of delegation (public input) procedures among CRD member municipalities and select regional districts was conducted (attached as Appendix C). The review found that there is no consistent time limit for delegations. Delegation times ranged from 2 to 10 minutes, and in some cases there being no limit at all. A key finding was that 9 of the 13 CRD member municipalities, and half of the regional districts reviewed, have set a total maximum time for delegations/public input per meeting. A second key finding was that regional districts had fewer opportunities for the public to participate in a meeting compared to municipal councils.

Recommendations & Alternatives on Delegation Speaking Times

The staff recommendation is to amend delegation procedures in the Bylaw as follows: reducing the time limit per delegation; setting a total maximum number for delegations per meeting (including late delegations); registering delegations on a first come, first served basis; and limiting delegations to speaking only once on an agenda item.

In order to provide an opportunity for the Board to hear from as many stakeholders as possible, staff recommend reducing the time limit per delegation from 4 minutes to 3 minutes. At the direction of the Governance Committee, this time limit can be further reduced to 2 minutes per delegation.

To ensure the Board has adequate time to deal with the business matters on an agenda, staff recommend that the delegation portion of a meeting be no longer than 30 minutes or 10 delegations at 3 minutes each. The Bylaw limits meetings to 3 hours unless the time is extended by a majority vote. At the direction of the Governance Committee, this time limit can be further reduced while keeping in mind the impact of the individual delegation speaking time. For example, 15 minutes for delegations that are up to 3 minutes each would result in a maximum of 5 delegations being heard per meeting.

If a maximum number of delegations per meeting is established, staff recommend that applications be approved on a first come, first served basis. This approach is recommended as the most transparent and efficient to administer. At the direction of the Governance Committee, a recommendation can be made to the Board that delegations be selected by lot if there were more applications received by the deadline than time allowed. Another alternative is directing staff to report back on limiting the number of delegations that a Committee or Board will allow on a single agenda item (presented as Alternative 2).

To eliminate the possibility of the same delegation being heard when an agenda item is considered by Committee and then again at Board, staff recommend that delegations be registered to speak only once on an agenda item. The one exception would be to introduce new and material information (at the discretion of the Corporate Officer). In most cases, new and material information would only be considered if the recommendation from the Committee to the Board had changed significantly from the staff recommendation. Another alternative is directing staff to report back on establishing different procedures for delegations at committee meetings versus board meetings (presented as Alternative 3).

Publication of Written Submissions from Delegations on the Agenda

Currently written submissions to the Board on agenda items are circulated through the Board Correspondence Portal. When a high volume of correspondence is received directly before a meeting, staff endeavor to ensure Directors are aware of the correspondence with an email prompt to review the portal. It is not the practice at CRD to publish written submissions from the public with the agenda item and staff are not recommending any changes to the current practice. Doing so would require that the correspondence be redacted prior to publication to remove any personal information and to screen for any comments that could be considered defamatory. Given the high volume of correspondence that is received for hot button issues, often within a day or two of the meeting date, the required redaction and screening of correspondence would prompt a service level change and require additional staff resources.

Additional Amendments to Delegation Procedures

If direction is given to amend the Board Procedures Bylaw for delegations, staff recommend that section 13(1) be modernized to remove the option of having the Corporate Officer provide hard copies of written submissions to Board or Committee Members. All correspondence from delegations should be provided electronically and is distributed via the Board Correspondence Portal.

Staff also recommend that section 13(3) be amended to clarify that delegations cannot be by video presentations only; however, they are permitted as part of a delegation's address and will count towards the speaking time allotted. Staff recommend a further amendment to clarify that all video presentations need to be reviewed and approved by the Corporate Officer in advance of the meeting. This is the current practice and allows staff to screen for appropriateness of the material before it is publically displayed in an open meeting.

CONCLUSION

The Governance Committee was directed to review Section 13 of the Procedures Bylaw related to delegations, with the goal of providing fair access to delegations and a reasonable use of the Board's time for conducting meetings. Staff were also directed to bring back information previously prepared on the issue and any other recommended amendments to the Bylaw. Staff are recommending that the Board Procedures Bylaw be amended to reduce the time limit per delegation, to set a total maximum number of delegations per meeting, to register delegations on a first come, first served basis; and to limit delegations to speaking only once on an agenda item. Staff will report back through the Governance Committee with a draft bylaw to amend the Board Procedures Bylaw.

RECOMMENDATION

The Governance Committee recommends to the Capital Regional District Board:

1. That the maximum speaking time for each delegation be reduced to 3 minutes;
2. That no more than 10 delegations be heard per meeting;
3. That delegations be registered on a first come, first served basis;
4. That late requests to appear as a delegation only be considered when the maximum number of delegations has not been reached;
5. That delegations be limited to speaking only once on an agenda item, except to introduce new and material information; and
6. That staff report back through the Governance Committee with a draft bylaw to amend the Board Procedures Bylaw as directed.

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| Submitted by: | Marlene Lagoa, MPA, Manager, Legislative Services & Deputy Corporate Officer |
| Concurrence: | Kristen Morley, J.D., General Manager, Corporate Services & Corporate Officer |
| Concurrence: | Robert Lapham, MCIP, RPP, Chief Administrative Officer |

ATTACHMENT(S)

Appendix A: Excerpt of Previous Committee Minutes

Appendix B: Bylaw 3828 - CRD Board Procedures Bylaw (Consolidated for Convenience)

Appendix C: Jurisdictional Review of Delegates Speaking Times

Excerpt of Previous Governance and Finance Committee Minutes

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| <p>GFC 6 2019-03-06</p> | <p>New Business</p> <p>Chair Plant brought forward the following motion: "That the Governance and Finance Committee ask staff to report back on options on how to manage delegations at Committees and Board meetings and to recommend potential changes to the Capital Regional District Board Procedures Bylaw."</p> <p>Discussion ensued on the following:</p> <ul style="list-style-type: none"> - the procedures for allowing a Notice of Motion on the table for debate - suspending the rules of procedure to allow the motion on the table by a two thirds majority vote - waiting for the next meeting to see if the pattern of extra delegations occurs and continue to monitor delegations requests <p>MOVED by Board Chair Plant, SECONDED by Director Blackwell, That the proposed motion put on the table by Board Chair Plant be allowed for debate. DEFEATED OPPOSED: Brice, Windsor, Murdoch, Desjardins, Isitt</p> <p>The proposed motion was considered a Notice of Motion for discussion at the next Governance and Finance Committee meeting.</p> |
| <p>GFC 2019-06-05 5.8 (19-458)</p> | <p>Motion with Notice (Chair Plant)</p> <p>That the Governance and Finance Committee ask staff to report back on options on how to manage delegations at Committees and Board meetings and to recommend potential changes to the Capital Regional District Board Procedures Bylaw.</p> <p>Chair Plant withdrew motion as issue has been deemed resolved. This Motion with Notice was withdrawn.</p> |
| <p>2021-06-02 GC 7.1. (21-464)</p> | <p>Motion with Notice: Review of Time Allocation for Delegations (Directors Isitt, Windsor, Murdoch)</p> <p>MOVED by Director Isitt, and SECONDED by Director Windsor, That the Governance Committee be requested to review Section 13 of the Procedures Bylaw related to Delegations, with the goal of providing fair access to delegations and a reasonable use of the Board's time. CARRIED Opposed: Ranns</p> <p>Discussion ensued regarding:</p> <ul style="list-style-type: none"> - Statistical information regarding delegations - Public engagement and accessibility - Meeting length pertaining to procedure bylaw - Procedure bylaw <p>MOVED by Director Windsor, and SECONDED by Director Isitt</p> <ol style="list-style-type: none"> 1. That staff bring back any information previously prepared, and information related to today's discussion, to the next Governance Committee to allow us to continue this discussion; and, 2. Invite staff to bring back any other recommendations on amendments to the Procedure Bylaw. |



Making a difference...together

BYLAW NO. 3828

**CAPITAL REGIONAL DISTRICT BOARD
PROCEDURES BYLAW, 2012**

(as amended by Bylaw No. 3951, 3999, 4024, 4044, 4129, 4206, &
4262, 4312, 4313, 4353, 4368)

**A bylaw to regulate the proceedings
of the Capital Regional District Board**

For further details, please contact the Capital Regional District,
Legislative Services Department, 625 Fisgard St., PO Box 1000, Victoria BC V8W 2S6
T 250-360-3128, F 250-360-3130, www.crd.bc.ca

**CAPITAL REGIONAL DISTRICT
BYLAW NO. 3828
REGIONAL DISTRICT PROCEDURES BYLAW**

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CAPITAL REGIONAL DISTRICT

BYLAW NO. 3828

A BYLAW TO REGULATE THE PROCEEDINGS
OF THE CAPITAL REGIONAL DISTRICT BOARD

The Board of the Capital Regional District enacts as follows:

PART 1 – INTRODUCTION

Definitions

1. In this Bylaw:

“**Board**” means the governing and executive body of the CRD;

“**Chair**” means the Chair or Vice Chair of the CRD elected pursuant to section 215 of the *Local Government Act* or other person presiding at a meeting of the Board or committee, as the context requires;

(Bylaw No. 4262)

“**Committee**” means a standing, advisory, select, or other committee of the Board, but does not include Committee of the Whole or a local service committee or a service committee;

“**Commission**” means a commission established by the Board under section 263(1)(g) of the *Local Government Act* and a local service committee and a service committee established by the Board.

(Bylaw No. 4262)

“**Corporate Officer**” means the officer of the CRD assigned the corporate administration responsibilities of section 236 of the *Local Government Act*, and includes that officer’s designate;

(Bylaw No. 4262)

“**COW**” means the Committee of the Whole Board;

“**CRD**” means the Capital Regional District;

“**CRD Offices**” means the CRD located at 625 Fisgard Street, Victoria, BC;

“**CRD Website**” means the information resource found at an internet address provided by the CRD;

“**Delegation**” means an individual or an organization addressing the Board, a committee or commission about a specific item on the agenda of a meeting;

"First Nation Member" means a First Nations' elected representative who is permitted to participate on an Advisory Committee, Select Committee, or Standing Committee by the relevant Terms of Reference and includes their alternate if acting in the place of a First Nation Member;
(Bylaw No. 4368)

"Member" means a Member of the Board, whether a municipal director or an electoral area director, and includes their alternates if acting in the place of a Member;

"Presenter" means a person(s) or organization(s) invited by the CRD to make a presentation to the Board. It also includes a request to speak by a First Nations Elder or Chief and a federal, provincial or local government elected official.
(Bylaw No. 4024)

"Public Notice Posting Place" means the notice board, whether electronic or not, located in the front foyer of the CRD offices and the CRD Website; and, in the case of a Commission, means a consistent local public location designated by the Commission;

"Vice Chair" means the Member elected as Vice pursuant to section 215 of the *Local Government Act*.
(Bylaw No. 4262)

Application of Rules of Procedure

2. (1) The provisions of this Bylaw govern the proceedings of the Board, COW, all standing and select committees of the Board and all commissions, as applicable.
- (2) In cases not provided for under this Bylaw, The Newly Revised Robert's Rules of Order, 11th edition, 2011, apply to the proceedings of the Board, COW, committees and commissions to the extent that those rules are:
 - (a) applicable in the circumstances; and
 - (b) not inconsistent with provisions of this Bylaw, the *Local Government Act* or the *Community Charter*.
- (3) No provision of this bylaw relating to the procedure of the Board shall be altered unless notice of the proposed amendment is given in accordance with section 225 of the *Local Government Act*.

Suspension of Rules of Procedure

3. Except for those provisions of this Bylaw that are statutorily mandated, the rules of procedure contained in this Bylaw may be suspended for a temporary time period specified by the Board with a 2/3 vote of those Members present.

PART 2 – BOARD MEETINGS

Inaugural Meeting

4. (1) The Board shall meet in an inaugural meeting during the month of November at such time as shall be advised by the Corporate Officer in writing.
(Bylaw No. 4129)
- (2) The presiding officer of the inaugural meeting shall be the Chief Administrative Officer until such time as the Chair has been elected.
- (3) The Chief Administrative Officer shall announce results of elections and confirm that new Members have completed the Oath of Office set out in the *Local Government Act*, following which the Chair shall be elected from among the Members of the Board.

Election of Chair and Vice Chair

5. (1) The Chief Administrative Officer shall call for nominations for Chair and conduct a vote by secret ballot in which the person receiving a majority vote of those Members present shall be elected Chair. Each Member shall have only one vote. If only one candidate is nominated for an office, that candidate shall be declared elected by acclamation. The call for nominations for the office of Vice Chair shall be called by the Chair.
- (2) Nominations do not need to be seconded and a candidate must consent to the nomination.
- (3) If a candidate is not present at the meeting, his or her written consent to the nomination must be provided to the Corporate Officer at the meeting.
- (4) At the close of nominations, if more than one candidate has been nominated, each candidate will be given a maximum of four (4) minutes to address the Board in favour of his/her candidacy in the order of his/her nomination. If a candidate is not present at the meeting, he or she may have their nominator deliver a prepared speech on his or her behalf not to exceed three minutes in duration.
- (5) At the conclusion of the candidates' speeches, the Corporate Officer and Deputy Corporate Officer or designate will circulate a ballot box in which the completed ballots will be placed. When all of the ballots have been collected the Corporate Officer will remove the ballot box to a separate room and the ballots will be counted in accordance with subsection (6).
- (6) The counting of the ballots will be conducted by the Corporate Officer together with the Deputy Corporate Officer or designate. Either the CRD's legal counsel or a judicial justice appointed under the *Provincial Court Act* will be present to observe the counting of the ballots.
- (7) Following the counting of the ballots, the Corporate Officer shall advise the Chief Administrative Officer of the candidate that has received a majority of the votes.
- (8) The number of votes received by each candidate will not be disclosed to the Board unless

a resolution requiring disclosure is passed.

- (9) In the event that there are more than two candidates for the election of Chair or Vice Chair and if no person receives a majority of the votes of those Members present, the candidate receiving the least number of votes shall be eliminated and subsequent ballots shall be taken until one candidate receives the majority of votes of those Members present; unless there is a tie between the two candidates with the least votes of those Members present, in which case, subsequent ballots shall be taken until one candidate receives the least number of votes of those Members present and is eliminated. If the tie for the least number of votes of those Members present continues after three elections have been held, the candidate who shall be eliminated will be decided by a lot between the candidates as outlined in section 5(3). The voting on subsequent ballots will then proceed without the eliminated candidate until one candidate receives the majority of votes of those Members present.
- (10) In the event of a tie vote for the most votes of two (2) or more candidates, the candidates who are tied remain in the election. If a definitive election result cannot be declared after three (3) elections have been held, then the majority vote shall be deemed to be determined by a lot between the candidates as follows:
- (a) the names of the candidates shall be written on separate pieces of paper and placed in a container;
 - (b) the Corporate Officer shall be asked to withdraw one paper; and
 - (c) the candidate whose name is on the withdrawn paper shall be declared elected.
- (11) Once a candidate has been declared elected, the ballots shall be destroyed by way of a Board resolution.
- (12) Following the election of the Chair, the CRD Board shall elect one of its Members to be Vice Chair. The procedure for determining the Member to be elected Vice Chair shall be as set out in sections 5(1) to (11) for electing the Chair of the Board.

(Bylaw No. 4044)

Meetings and Adjournment

6. Regular meetings shall be held at the CRD Board Room, 625 Fisgard Street, Victoria, BC on the second Wednesday of the month commencing at 1:00 pm unless otherwise determined by resolution of the Board.

(Bylaw No. 4262)

- 6.1 Regular and special meetings shall be adjourned no later than three (3) hours from the scheduled start time of the meeting unless the Board resolves to proceed beyond that time by an affirmative vote of the majority of the members present.

(Bylaw No. 3951)

Quorum

7. (1) The quorum for a meeting of the Board shall be a majority of all the Members.

- (2) At the appointed time for commencement of the meeting, the Chair or, in his/her absence, the Vice Chair, shall ascertain that a quorum is present before proceeding to the business of the meeting. If neither the Chair nor the Vice Chair is present within fifteen (15) minutes after the time appointed for a meeting, the Corporate Officer shall call the Members to order, ascertain that a quorum is present and, if so, the Board shall appoint an Acting Chair who shall preside during the meeting or until the arrival of the Chair or Vice Chair. Such person appointed as Acting Chair shall have all the powers and be subject to the same rules as the Chair.
- (3) If a quorum has not been made within sixteen (16) minutes after the appointed time, the Corporate Officer shall record the names of the Members then present and the Board shall stand adjourned until the next meeting date or until another meeting shall have been called in accordance with this bylaw or to such time as the Chair shall appoint.

Notice of Regular Meetings

8. At least seventy-two (72) hours before a regular meeting of the Board, the Corporate Officer must give public notice of the time, place and date of the meeting by way of a notice and agenda posted at the Public Notice Posting Place.

Notice of Special Meetings

9. (1) Except where notice of a special meeting is waived by a unanimous vote of all Members under section 220(3) of the *Local Government Act*, before a special meeting of the Board, the Corporate Officer shall:
 - (a) at least twenty-four (24) hours in advance, give notice of the general purpose, time, place and date of the meeting by way of a notice posted at the Public Notice Posting Place; and
 - (b) at least five (5) days before the date of the meeting, mail to each Member the notice of the general purpose, time, place and date of the meeting.
(Bylaw No. 4262)
- (2) Despite section 9(1), in the case of an emergency, notice of a special meeting may be given in accordance with section 220(4) of the *Local Government Act*.
(Bylaw No. 4262)

Notice of Committee Meetings

10. (1) At least seventy-two (72) hours before a regular meeting of a committee or COW, excluding a commission, public notice must be given of the time, place and date of the meeting by way of a notice posted at the Public Notice Posting Place.
- (2) At least twenty-four (24) hours before a special meeting of a committee or COW, excluding a commission, public notice must be given of the time, place and date of the meeting by way of a notice posted at the Public Notice Posting Place.

Notice of Commission Meetings

11. (1) At least seventy-two (72) hours before a regular meeting of a commission, public notice must be given of the time, place and date of the meeting by way of a notice posted in a consistent public location in the area served by the commission.
- (2) At least twenty-four (24) hours before a special meeting of a commission, public notice must be given of the time, place and date of the meeting by way of a notice posted in a consistent public location in the area served by the commission.

Agenda

12. (1) The Corporate Officer, under the direction of the Chair, shall prepare an agenda and shall circulate a copy of the agenda to each Member at least four (4) days before the meeting. If necessary, a supplementary agenda for a meeting of the Board will be circulated at least 24 hours before the meeting. At any meeting other than a special meeting, the Chair may add items of an emergent or time sensitive nature to the agenda.
(Bylaw No. 4262)
- (2) At a meeting, a Member may, at the time adoption of the agenda is being considered, propose to place an additional item of an emergent or time sensitive nature on the agenda. The item must be added to the agenda only if the resolution is adopted by at least two thirds of the votes cast.

PART 3 – BOARD PROCEEDINGS

Delegations

13. (1) The Board may, by resolution, allow a delegation to address the meeting in person on the subject of an agenda item, provided written application on a prescribed form has been received by the Corporate Officer no later than 4:30 pm two (2) calendar days prior to the meeting. Each address shall be limited to four (4) minutes unless a longer period is agreed to by 2/3 vote of those Members present. The order of speakers will be based on the order in which the request was received. The Corporate Officer may determine the number of copies of any written submissions to be provided by each delegation to the Board. Each delegation shall provide the number of copies as determined by the Corporate Officer, for distribution at the time of the delegation's appearance.
 - (a) As an alternative to addressing a meeting as a delegation, a person may submit their comments in writing to the Corporate Officer for circulation to Members in advance of the next meeting.
(Bylaw No. 3951)
- (2) Where written application has not been received as prescribed in section 13(1), an individual or delegation may address the meeting if approved by a unanimous vote of the Members present.
- (3) Any video presentations used as part of a delegation's address to the Board will count toward the time limit permitted for the delegation.

- (4) If a delegation has registered to address a meeting but is no longer able to attend the meeting, a different delegation will not be permitted to address the meeting in substitution.
- (5) The Board shall not permit a delegation to address a meeting of the Board regarding a bylaw in respect of which a public hearing has been held, where the public hearing is required under an enactment as a prerequisite to the adoption of the bylaw.
- (6) The Board shall not permit a delegation to address a meeting of the Board regarding a matter to be dealt with as a grievance under a collective agreement, or that is within the exclusive mandate of the Greater Victoria Labour Relations Association Board.
- (7) The subject matter upon which a delegation wishes to speak must:
 - (a) be within the jurisdiction of the Board; and
 - (b) be within the terms of reference of the Committee or Commission for which the delegation wishes to appear.
- (8) The Chair may deny any delegation the right to address a meeting if, in the Chair's opinion, the spokesperson or any Member of the delegation:
 - (a) immoderately raises his or her voice, or uses profane, vulgar or offensive language, gestures or signs; or
 - (b) addresses issues not contained within the written application of the individual or delegation.

Presentations

14. (1) The CRD may, with the Chair's approval, invite a person, persons, or organization(s) to make a presentation to the Board. Time permitting, the Corporate Officer shall include the subject of the presentation and the designated speaker on the meeting agenda.
- (2) With the Chair's approval, the Corporate Officer shall include a request to speak by a presenter on the meeting agenda.
- (3) All presentations shall be limited to 10 minutes unless a longer period is approved by a majority vote of those Members present.

(Bylaw No. 4024)

Order of Proceedings and Business

15. (1) The order of business at all regular meetings shall be as follows:
 1. Territorial Acknowledgement
 2. Approval of Agenda
 3. Adoption of Minutes of Previous Meeting

4. Report of the Chair
5. Presentations/Delegations
6. Consent Agenda
7. Administration Reports
8. Reports of Committees (not included in the Consent Agenda)
9. Correspondence
10. Bylaws and Resolutions
11. Motions for Which Notice Has Been Given
12. New Business
13. Motion to close the meeting in accordance with the applicable provisions of the *Community Charter*
14. Adjournment

(Bylaw No. 4262, 4312)

(2) The order of business at all special meetings shall be as follows:

1. Territorial Acknowledgement
2. Approval of Agenda
3. Presentations/Delegations
4. Special Meeting Matters
5. Motion to close meeting in accordance with the applicable provisions of the *Community Charter*
6. Adjournment

(Bylaw No. 4312)

(3) The order of business at all closed meetings whether regular or special shall be as follows:

1. Approval of Agenda
2. Approval of Minutes of Previous Closed Meeting
3. Closed Meeting Matters
4. Rise and Report
5. Adjournment

(4) A change to the prescribed order of business other than a special meeting may be ordered by the Chair or moved by a Member, with unanimous consent.

(5) The Consent Agenda portion of the agenda shall consist of staff or committee report items that contain clear take action, give approval, or receive for information recommendations.

(6) Members may vote on and adopt in one motion all recommendations appearing on the Consent Agenda that are subject to the same voting rule.

(7) At approval of the Consent Agenda, a Member may for the purpose of:

- (a) debate or discussion;
- (b) voting in opposition to a recommendation on the consent agenda or to propose an amendment to the motion; or

- (c) declaring a conflict of interest with respect to an item on the consent agenda;

request that an item be removed from the consent agenda, without debate or vote of the Members.

(Bylaw No. 4262)

Minutes

16. (1) Minutes of all proceedings of the Board shall be kept by the Corporate Officer; such minutes to be concise and to detail proceedings of the Board. The minutes shall be legibly recorded, certified as correct by the Corporate Officer, and signed by the Chair, Vice Chair, or the person presiding at such meeting or at the next meeting at which they are adopted.
- (2) Minutes of proceedings of standing and select committees, and commissions shall be legibly recorded and signed by the Chair, or Member presiding.
- (3) Subject to section 16(4), and in accordance with sections 97(1)(b) and (c) of the *Community Charter*, minutes of the proceedings of the Board or of a body referred to in section 17(2) must be open for public inspection at the CRD Offices, Legislative Services, during their regular office hours and may be posted to the CRD website.
- (4) Section 16(3) does not apply to minutes of a Board meeting or a meeting of a body referred to in section 17(2) for that part of the meeting from which persons were excluded under section 90 of the *Community Charter*.

Correspondence

- 16.1 (1) Following consultation with the Chair or other person who is to preside at the applicable meeting, the Corporate Officer may place correspondence from another government or government agency that requests an action from the Board, on the agenda of the next convenient Board meeting, or on an agenda of the meeting of a committee or commission whose mandate or terms of reference includes the requested action, together with any report from Regional District staff that the Chair or the Chief Administrative Officer consider advisable.
- (2) Any other correspondence to the Board not accounted for in section 16.1(1), including but not limited to written comments received pursuant to section 13(a), may be placed on the meeting agenda at the request of the Chair or such other person who is to preside at the meeting where the correspondence is to be considered, or by way of Notice of Motion made in accordance with section 22(6).

(Bylaw No. 3951)

Attendance of Public at Meetings

17. (1) Except where the provisions of section 90 of the *Community Charter* apply, all Board meetings must be open to the public. Before a meeting or part of a meeting is closed to the public, the Board must pass a resolution in the public meeting in accordance with section 92 of the *Community Charter*.
- (2) The requirement in section 17(1) applies to meetings of bodies referred to in section 93 of the *Community Charter* including, without limitation:

- (a) Advisory Commissions
- (b) Advisory Committees
- (c) a Commission established under s. 263(1)(g) of the *Local Government Act*
- (d) Board of Variance
- (e) Parcel Tax Review Panel
- (f) Select Committees
- (g) Standing Committees
- (h) Committee of the Whole
- (i) a body that under the *Local Government Act* or another *Act* may exercise the powers of the CRD or its Board

(Bylaw No. 4262)

- (3) Despite section 17(1), the Chair may expel or exclude a person from a Board meeting or meeting of a body listed in section 17(2) of this Bylaw in accordance with section 133 of the *Community Charter*.

Closed Meetings

- 18 (1) No Member shall disclose to the public the proceedings of a closed meeting, unless a resolution has been passed at the closed meeting to allow disclosure.
- (2) As soon as practicable, the Corporate Officer shall review and determine whether to seek a resolution of the Board for the release of closed minutes and related information that would no longer undermine the reason for discussing it in a closed meeting.
- (3) Minutes of a closed meeting shall be kept in the same manner as a regular meeting but shall not be filed with the minutes of regular meetings.
- (4) The Board must not vote on the reading or adoption of a bylaw when its meeting is closed to the public.

Use of Video Recording Devices

- 19. (1) The Chair shall preserve order and decorum at a meeting and at his/her discretion may require that any video recording devices be placed in a designated location while being used and remain in that location during the course of the meeting. This applies to the Chairs of Board, Committee, Commission and COW meetings.

Chair and Presiding Officers

- 20. (1) The Chair, if present, shall preside at meetings of the Board. Any Member of the Board may preside at a COW.
- (2) The Vice Chair shall preside in the absence of the Chair or when the Chair vacates the chair.
- (3) In the event that neither the Chair nor the Vice Chair is able to take the chair, the presiding officer shall be such person, as the Board may choose.

- (4) The Chair shall preserve order and decorum and shall rule on all points of order, stating his/her reasons and the authority for ruling when making a ruling. The ruling of the Chair shall be subject to an appeal to the Board without debate.
- (5)
 - (a) If an appeal be taken from the decision of the Chair, the question "Shall the Chair be sustained?" shall be put forthwith and decided without debate by a simple majority of the Members present (exclusive of the Chair) and in the event of the votes being equal, the question shall pass in the affirmative. The names of the Members of the Board voting for or against the question shall be recorded in the minutes.
 - (b) If the Chair refuses to put the question "Shall the Chair be sustained?", the Board shall forthwith appoint the Vice Chair or, in his/her absence, one of the Members, to preside temporarily in lieu of the Chair. The Vice Chair, or Member so appointed, shall proceed in accordance with paragraph 20(5)(a).
- (6) The Chair shall vote at the same time as the other Members of the Board.

Rules of Order

21.
 - (1) The Chair's ruling on a point of order shall be based on rules of order as stated in section 2 herein.
 - (2) All questions shall be decided by a vote on motion.
 - (3) The Chair shall have the discretion to call the question on completion of debate and the Chair shall then advise that the debate is closed. Following closure of debate no Member shall speak further to the question.

Motions

22.
 - (1) Motions shall be phrased in a clear and concise manner so as to express an opinion or achieve a result.
 - (2) The Chair may divide a motion containing more than one subject if the Chair feels this would produce a fairer or clearer result and the same shall be voted on in the form in which it is divided.
 - (3) A motion to adjourn the meeting or to adjourn the debate shall always be in order.
 - (4) An amendment to a motion does not require notice. Only one amendment to an amendment shall be allowed at one time and the same shall be dealt with before the amendment is decided. Amendments must be strictly relevant to the main motion and not alter in a material way or be contrary to the principle embodied in the main motion.
 - (5) Any Member desiring to bring before the Board any new matter, other than a point of order or privilege, shall do so by way of motion; provided, however, that any new matter of major import, which may require further information than could or would normally be available to the Board at such meeting, may be referred to a Board Standing Committee agenda by the Chair, or may be ruled by the Chair as a notice of motion and shall be dealt with as provided by section 22(6).

- (6) Any Member may give notice of a motion to the Board by providing the Corporate Officer with a written copy of such motion before or during a meeting, and the Corporate Officer shall, upon the Member being acknowledged by the Chair and the notice of motion being read to the meeting, include it in the minutes of that meeting as a notice of motion and shall add the motion to the agenda of the next regular Board meeting, or to the agenda of a special Board meeting scheduled for that purpose.
- (7) Notwithstanding section 12(2), a motion under section 22(6) shall only be decided at its meeting of introduction if all of the following are met:
 - (a) the motion's subject matter falls into one or more of the following classes:
 - (i) those items with an urgent deadline;
 - (ii) those items of minor organization impact (e.g. simple advocacy or letters of support); or
 - (iii) those items supporting the position of member local governments;
 - (b) the Members present vote with a two-thirds majority to consider it.

(Bylaw 4313)

Reconsideration of an Adopted Bylaw, Resolution or Proceeding

- 23. (1) The Chair may require a matter to be reconsidered in accordance with Section 217 of the *Local Government Act* and if it has not been acted on by an officer, servant or agent of the Board.

(Bylaw No. 4262)
- (2) The Chair may state his/her reasons to the Board. The Corporate Officer shall record in the Minute Book the reasons, suggestions or amendments of the Chair.
- (3) The Board shall, as soon as convenient, consider the reasons and either reaffirm or reject the bylaw, resolution or proceeding, and if rejected, it is deemed repealed and is of no force or effect.
- (4) The rejected bylaw, resolution or proceeding shall not be reintroduced to the Board for six (6) months, except with the unanimous consent of the Board.
- (5) The conditions which apply to the passage of the original bylaw, resolution or proceeding apply to its rejection.

Debate and Conduct

- 24 (1) Debate shall be strictly relevant to the question before the meeting and the Chair shall warn speakers who violate this rule.
- (2) No Member shall speak until recognized by the Chair.
- (3) Every Member desiring to speak shall address himself to the Chair. No Member shall interrupt a person speaking except to raise a point of order.

- (4) A matter of privilege (a matter dealing with the rights or interests of the Board as a whole or of a Member personally) may be raised at any time and shall be dealt with forthwith before resumption of business.
- (5) Members speaking at a Board meeting:
 - (a) must use respectful language;
 - (b) must not use offensive gestures or signs;
 - (c) must speak only in connection with the matter being debated; and
 - (d) must adhere to the rules of procedure established under this Bylaw and to the decisions of the Chair and the Board in connection with the rules and points of order.
- (6) If a Member does not adhere to section 24(5) or the Chair considers the Member to be acting improperly, the Chair may order the Member to leave the Member's seat.
- (7) A Member may speak to a question, or speak in reply, for no longer than fifteen (15) minutes unless the majority of the votes of the Board support a time extension.
- (8) A Member may speak more than once in connection with the same question only if:
 - (a) every other Member has spoken, or has had the opportunity to speak; and
 - (b) if the Member has already spoken for fifteen (15) minutes, the Member who wishes to speak a second time may request to do so by making a motion that must be approved by at least two-thirds of the votes cast by the Board.
- (9)
 - (a) a Member may not speak for longer than a total time of fifteen (15) minutes unless the Member has done so in accordance with sections 24(7) and (8); and
 - (b) a Member speaking for a second time under section 24(8) shall speak for a maximum of five (5) minutes only.
- (10) The conflict of interest guidelines (*disclosure of conflict and restrictions on participation*) shall be in accordance with section 100 of the *Community Charter*.

Voting

25. (1) Voting rules will be in accordance with the *Local Government Act*.
- (2) On any question where the numbers of votes, including the vote of the person presiding, are equal, the question is defeated.
- (3) Where a Member who is present when a vote is taken abstains from voting, that Member shall be deemed to have voted in the affirmative.

- (4) Whenever a vote of the Board is taken, after the vote is taken the Chair must then state the names of those Members voting in the negative, and the Corporate Officer must enter those names in the minutes.

PART 4 – COMMITTEES AND COMMISSIONS

Board Standing Committees

26. (1) The Chair may establish a Board Standing Committee as a regular permanent committee whose mandate will be in relation to a CRD service or potential service.
- (2) The Chair shall appoint only Board Members to a Board Standing Committee with the following exceptions:
 - (a) Unless the authorizing legislation or Letters Patent for the Board Standing Committee defines its membership; and
 - (b) Where a Board Standing Committee Terms of Reference allow a First Nation Member to participate.

(Bylaw No. 4368)
- (3) The general duties of Board Standing Committees shall be as follows:
 - (a) To consider and report to the Board from time to time or whenever desired by the Board and as often as the interest of the CRD may require, on all matters referred to them by the Chair of the Board, or coming within their purview, and to recommend such action by the Board in relation thereto as they, the Committee, deem necessary or expedient.
 - (b) To carry out the instructions of the Board expressed by resolution in regard to any matter referred by the Board to any Committee for immediate action thereon, but in such cases the instruction of the Board shall be specific and the Committee shall report its action in detail at the next regular or other meeting of the Board thereafter as specified in the instructions of the Board Advisory Committees.

Advisory Committees

27. (1) The Board, or Board Standing Committees, may establish an Advisory Committee to provide advice and recommendations to the Board, or to a Board Standing Committee, on matters determined to be within approved terms of reference or within a specific resolution of the Board.
- (2) Members of an Advisory Committee shall be appointed by the Board, a Board Standing Committee, or the appointments may be delegated by the Board to the Chair.
- (3) Persons who are not Members may be appointed to an Advisory Committee but each Advisory Committee should include at least one (1) Member of the Board.
- (4) The term of any person who is appointed to an Advisory Committee who is not a Member

of the Board shall not exceed three (3) years.

Select Committees

28. (1) The Board may establish a Select Committee to consider or inquire into any matter dealing with a specific subject or issue referred to it by the Board and report its findings, opinions and recommendations to the Board, following its consideration and inquiry. Select Committees must have terms of reference approved by the Board.
- (2) The Select Committee will cease to exist once it has reported its findings, opinions and recommendations to the Board.
- (3) The Board may delegate to the Chair the establishment of a Select Committee and the appointment of its Members.

Commissions

29. (1) The Board may establish a Commission regarding a CRD service within the authorities delegated to it and as mandated by the Board by bylaw.

Electronic Participation at Commission Meetings

- 29.1 (1) A member of a Commission may participate in a regular or special meeting by means of electronic or other communication facilities that:
- (a) enable the meeting's participants to hear, or watch and hear, each other;
- (b) except for a meeting that is closed to the public, enable the public to hear, or watch and hear, the member participating by electronic or other communication facilities.
- (2) The person presiding at the Commission meeting must not participate electronically.
- (3) A person participating in a Commission meeting electronically is deemed to be present at the meeting as though they were physically present.
- (4) The recording secretary shall record in the minutes the persons present including those participating electronically.
- (5) Subject to section 29.1(9), no more than one person at one time may participate electronically.
- (6) The person wishing to participate in a Commission meeting electronically must advise the Corporate Officer at least 24 hours in advance of the meeting;
- (7) Subject to section 29.1(9), if more than one person wishes to participate electronically at a Commission meeting, the Corporate Officer will by lot choose the person who is entitled to participate electronically.

(Bylaw No. 4206)

(Bylaw Nos. 4206, 4262)

- (8) Electronic participation will only be permitted where existing technical facilities at the location of the Commission meeting accommodate electronic participation.
(Bylaw No. 3951)
- (9) Sections 29.1(5) and 29.1(7) do not apply to meetings of a Commission that operates a service that includes the entire Southern Gulf Islands Electoral Area as the service area.
(Bylaw No. 4206)

Electronic Participation in case of Emergency or Special Circumstance

- 29.2 (1) In an emergency, special circumstance, or public health event that prevents or restricts members from being able to physically meet in one location, members or persons appointed by the Board may participate in a meeting by means of electronic or other communication facilities that:
- (a) enable the meeting's participants to hear, or watch and hear, each other; and,
 - (b) except for a meeting that is closed to the public, enable the public to hear, or watch and hear, the member(s) and person(s) participating by electronic or other communication facilities.
- (2) Meetings called under subsection (1) will be at the call of the Board Chair.
- (3) Special meetings called under subsection (1) will be in accordance with section 9 of this bylaw and will comply with the requirements set out in subsection 2(2)(d) of the *Regional District Electronic Meetings Regulations*, B.C. Reg. 118/2018.
(Bylaw No. 4353)

Attendance at Committee Meetings

30. Members of the Board who are not Members of a Committee may attend meetings of that Committee and may take part in any discussion or debate by permission of a majority of the Committee Members present but may not vote.

Committee Reports

31. A Standing or Select Committee of the Board may report to the Board at any regular meeting or shall report as required by the Board.

Quorum

32. The quorum in a Standing or Select Committee shall be the majority of the Persons appointed to the Committee, but shall not include First Nation Members.
(Bylaw No. 4368)

Voting at Meetings

33. (1) On a vote in a Committee each person shall have only one (1) vote.
- (2) (a) The Chair shall be a Member of all Committees and entitled to vote on all matters.
- (b) Despite section 33(2)(a) the Chair, when in attendance, may be counted as one Member for the purpose of constituting a quorum.
- (c) First Nation Members are permitted to abstain from voting on an item, provided that they declare their abstention prior to the vote being called on the item.
(Bylaw No. 4368)
- (d) When an abstention from voting on an item is declared by a First Nation Member, it shall be noted in the meeting minutes and the total number of votes on the item shall not include those First Nation Members who have abstained from voting.
(Bylaw No. 4368)

Operation

34. No Committee or Commission will operate outside of its expressed mandate or terms of reference without prior approval of the Board.

PART 5 – COMMITTEE OF THE WHOLE

Procedures for COW Meetings

35. (1) The Board may resolve to sit as a COW at any time.
- (2) The Chair may appoint another Member to preside over the COW who shall maintain order therein and report the proceedings thereof to the Board.
- (3) The rules of the Board shall be observed in COW as far as may be applicable. Motions shall be seconded and the names of Members shall not be recorded in case of a division. Divisions in COW shall be decided by a show of hands. A motion in COW to rise without reporting, or that the Chair of the Committee do leave the Chair, shall always be in order and shall take precedence over any other motion. A motion to rise without reporting, if affirmed shall be considered as disposing of the matter before the Committee in the negative.
- (4) When all matters referred to the COW have been considered, a motion to rise and report shall be adopted. The Committee may report progress and ask leave to sit again if the matter before it has not been disposed of. On the Committee rising, the Chair shall report to the Board and an adoption of the report shall be moved.
- (5) Discussion in COW shall be strictly relevant to the item or clause under consideration.
- (6) First Nation Members may attend COW when invited in advance by the Board Chair.
(Bylaw No. 4368)

PART 6 – BYLAWS

36. (1) Bylaws shall be passed by the following stages:
- (a) Introduction and first reading shall be decided by the motion "that Bylaw No. ____ be introduced and read a first time". The question shall be decided without amendment or debate.
 - (b) Second Reading - Debate on second reading shall be limited to the general principle of the bylaw.
 - (c) Third Reading - A bylaw may be amended at third reading and passed upon the motion "that Bylaw No. ____ (as amended or as presented) be read a third time".
 - (d) Despite sections 36(1)(a), (b) and (c) every proposed bylaw may be introduced and given first, second, and third readings at the same meeting by one motion for all three readings.
 - (e) Adoption - Not less than one clear day after third reading, the bylaw shall be adopted upon the motion "that Bylaw No. ____ be adopted", unless the Board adopts the bylaw in accordance with subsection (2) and section 228 of the *Local Government Act*.
- (Bylaw No. 4262)*
- (2) A bylaw that does not require approval, consent or assent under the *Local Government Act* or any other Act before it is adopted may be adopted at the same meeting at which it passes third reading, so long as the motion for adoption receives at least two thirds of the votes cast.
- (3) A copy of every bylaw shall be endorsed by the Corporate Officer with a record of the stages through which it has proceeded and shall be kept among the records of the Board. A copy of every adopted bylaw signed, sealed and where necessary bearing evidence of registration by the Inspector of Municipalities shall be kept with the records of the Board.

PART 7 – RESOLUTIONS

37. A resolution may be introduced at a Board meeting only if a written copy is given to each Member before consideration unless the Board waives this requirement.

PART 8 – GENERAL

38. The rules of the Board shall be observed in proceedings of the Capital Regional Hospital District Board, and Standing and Select Committees of the Board as far as may be applicable.
39. The provisions of sections 22 and 24 of this bylaw that apply to Members shall apply to First Nation Members.
- (Bylaw No. 4368)*

40. The following bylaw is repealed: Bylaw No. 3708, "Capital Regional District Board Procedures Bylaw, 2010", and any amendments thereto.

41. This Bylaw may be cited as "Capital Regional District Board Procedures Bylaw, 2012".

READ A FIRST TIME THIS 19th day of September, 2018

READ A SECOND TIME THIS 19th day of September, 2018

READ A THIRD TIME THIS 19th day of September, 2018

ADOPTED THIS 10th day of October, 2018

[Original signed by]
CHAIR

[Original signed by]
CORPORATE OFFICER

Jurisdictional Review of Delegates Speaking Times

| Local Government | Time Per Speaker | Total Time Max. | Notes |
|---------------------------|---|---|--|
| CRD Municipalities | | | |
| Central Saanich | Delegation = 10 mins Public Questions = 2 mins Invited presentations or speakers to (their own) correspondence on agenda = 2 mins | Delegation = 2 per Regular Council Meeting | <ul style="list-style-type: none"> • Application Req. • |
| Colwood | Presentation = 5 mins Public Participation = no maximum | Public Participation Period = 20 min | <ul style="list-style-type: none"> • Must be residents or property owners, unless approved by 2/3 of Council • Where two or more delegations apply to address Council on the same subject, only one delegation may address Council either in favour or against the subject. • Organizations or associations are not permitted more than one delegation every six months on the same issues unless prior consent has been obtained by a resolution of Council. |
| Esquimalt | Public Input/Comment Period = 2 mins Delegations = 5 mins Presentations = 10 mins | Presentations = 2 per meeting | |
| Highlands | Delegation = 5 mins | | <ul style="list-style-type: none"> • Delegation application |
| Langford | <ul style="list-style-type: none"> • Must be limited to agenda items | <ul style="list-style-type: none"> • Public Participation = 20 mins | <ul style="list-style-type: none"> • May be specified in next Procedure Bylaw update |
| Metchosin | Public Participation = 4 mins Presentation = 10 mins Question Period = no limit | Public Participations = 45 mins Presentation = no limit Question Period = 20 mins | <ul style="list-style-type: none"> • Includes standing committees • Presentation by written request |
| North Saanich | Public Participation = 3 mins Delegations = 5 mins | Public Participation = 20 mins | <ul style="list-style-type: none"> • Delegation may be scheduled for advisory body if |

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| | | | appropriate |
| Oak Bay | Public Input @ Council = 3 mins / agenda item Public Input @ COTW = 3 mins Public Comment & Question Period @ COTW = 2 mins Delegations = 5 mins Presentation = 10 mins | Public Comment & Question Period @ COTW = 30 mins max Delegations = 2 people per meeting Presentation = 1 person per meeting | <ul style="list-style-type: none"> • Delegations at COTW only • Presentations by invitation only |
| Saanich | Delegation = 10 mins Public Input Council & CW Meetings = 3 mins Neighborhood Comm. Assoc @ COTW = 6 mins | Delegation = 1 people at each COW Meeting | <ul style="list-style-type: none"> • Application Req. • Neighborhood Assoc. must have carried out an engagement process. • Where two or more delegations apply to address Council on the same subject, only one delegation may address Council either in favour or against the subject. • Organizations or associations are not permitted more than one delegation every six months on the same issues unless prior consent has been obtained by a resolution of Council. |
| Sidney | Public Input = 4 mins Presentation/Delegation = 10 mins | Public Input = 20 mins | |
| Sooke | Delegation = 5 mins Public Input = 2 mins | Delegation – 2 people per Regular Council meeting Public Question & Comment Period = 10 mins | <ul style="list-style-type: none"> • Council or the Corporate Officer may refuse to place a delegation on the agenda if the issue is not considered to fall within the jurisdiction of Council or if the same subject matter has been presented by the same |

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| | | | individual or delegation in the past six (6) months. |
| Victoria | Individual or Delegation w/notice = 5 mins Individual or Delegation w/o notice= 2 mins | Not specified | <ul style="list-style-type: none"> • Application req. • First 6 speakers are heard prior to the HEARINGS section of the meeting, all other speakers requests will be added to the second section, which takes place after the HEARINGS section of the Council meeting. |
| View Royal | Delegation = 15 mins. Public Participation = 5 mins Question Period = 2 mins | Public Participation = 30 mins Question Period = 15 mins | <ul style="list-style-type: none"> • Application req. • Where a delegation has addressed Council on a particular matter, if a subsequent request to address Council is received from the same delegation on the same matter within three (3) months of having address Council, and no significantly new information is to be provided, the Corporate Officer may refuse to place the delegation on the agenda, but will circulate the information submitted to Council under |

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| | | | separate cover. |
|---------------------------|--|--|---|
| Regional Districts | | | |
| Central Okanagan | Delegations = 10 mins Presenters = 15 mins Land Use Applicant with negative recommendation = 5 mins Public Input = 5 mins | Delegations = 2 people Presenters = 2 people except where 2 delegations are previously scheduled, then presentations will be limited to 1 per meeting Public Input = not indicated | <ul style="list-style-type: none"> Application req. |
| Comox Valley | Delegations = 10 mins | Delegations = 3 people | <ul style="list-style-type: none"> Application req. |
| Cowichan Valley | Delegations = 10 mins Public Input = 3 mins | Delegations = 2 people* Public Input = 5 people | <ul style="list-style-type: none"> Application req. *Additional delegations may address the meeting if approved unanimously by the members present. |
| Fraser Valley | Delegations = 10 mins Public Question Period = no limit (at end of agenda) or submitted in writing the day before meeting | Not specified | <ul style="list-style-type: none"> Application req. The Chair must approve all delegations before they are set on the agenda. |
| Metro Vancouver | Delegations = 5 mins Presenter = not indicated | Not specified | <ul style="list-style-type: none"> Application req. |
| Nanaimo | Delegations = 5 mins | Not specified | <ul style="list-style-type: none"> Application req. Delegations speaking to items not on the agenda will be placed at the end of the agenda. No person(s) may appear more than once to the same item except to introduce new & material information. |
| North Coast | Delegations = 10 mins | Delegations = 2 people | <ul style="list-style-type: none"> Application req. |
| Strathcona | Delegations = 10 mins | Not specified | <ul style="list-style-type: none"> Application req. Public input on |

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| | | | agenda items is by correspondenc e only |
| Thompson-Nicola | Delegations = 10 mins Presenters = not indicated | Delegations = 2 people | <ul style="list-style-type: none"> • Application req. |



July 13, 2023

Attn: Karla Campbell
Senior Manager, Salt Spring Island Administration
Capital Regional District
#108 – 121 McPhillips Avenue
Salt Spring Island, BC V8K 2T6

Re: Transit Improvement Program - 3 Year Transit Expansion

Dear Karla

The purpose of this letter is to confirm transit service expansion plans for 2024/25 and approve transit expansion priorities for the subsequent two years.

BC Transit confirms service expansion plans with local government partners on an annual basis to coordinate the development of three-year budgets and capital plans with the Provincial Service Plan. Confirmation of next year's desired level of transit service expansion is also required to support the procurement of buses.

As your transit system has service initiatives requiring expansion funding, we have attached a Memorandum of Understanding (MOU) to formalize the process of securing provincial funding on your behalf. This MOU summarizes specific transit expansion initiatives for the next three operating years from 2024/2025 through to 2026/2027. These initiatives are derived from recommendations outlined in the most recent service plan(s) received by your Council/Board and validated in collaboration with local government staff.

Transit service expansion investments are important components to sustaining and growing a successful transit system. These investments in your transit system come with several considerations. To support Council/Board decision making, we have provided updated order-of-magnitude costing for each transit service initiative. These are based on the estimated annual increase to revenue service hours, and/or the estimated increases to the Taxi Supplement budget for Custom Transit (if applicable). If your expansion requires additional vehicles, this is identified and factored into estimated total costs. Should vehicles be procured following MOU signoff and a decision is made to not pursue service expansion, the lease fees for the new vehicles will still be added to your operating budget for a minimum of one year. If expansion requests exceed available provincial funding, BC Transit's expansion prioritization process will be used to determine which projects receive funding.

One of the key challenges we continue to face through this process is the higher probability that demand for expansion vehicles will exceed the availability in each fleet category. More advanced lead times are required for procurement and delivery of buses, and bus orders need to be strategically timed to align with our deployment plans. While every effort is made to align bus orders with demand, some expansion initiatives will likely be impacted by the limited availability of certain vehicle types. Despite these challenges, we continue to work with our local government

partners to identify and develop expansion priorities, and to align our expansion initiatives with our overall fleet procurement plans.

By conveying proposed transit service expansion initiatives as far in advance as possible, we are seeking to achieve four important goals:

1. Ensure 3-year expansion initiatives are consistent with the expectations of local governments.
2. Provide local government partners with enhanced 3-year forecasts that identify longer term funding requirements.
3. Ensure transit system infrastructure investments needed to support transit service expansion plans are aligned with transit service expansion initiatives identified in both local government and BC Transit's 3-year operating budgets and the long-term capital plans.
4. Attain a commitment from local governments that allow BC Transit to proceed with the procurement and management of resources necessary to implement transit service expansions.

Upon confirmation of your Council/Board's commitment to the expansion initiatives, we will include your request in BC Transit's Service Plan funding request to the Province. Following confirmation of the provincial budget, I will confirm with you if supporting provincial funding was secured and initiate a transit service implementation plan and work with local government to advance any capital infrastructure planning that may be required to ensure alignment with transit service expansion initiatives. I look forward to working with you on the continued improvement of your transit service and encourage you to contact me if you have any questions regarding these proposed initiatives.

We ask that a signed copy of this letter be returned to BC Transit by September 29, 2023. If you are unable to meet this deadline, please contact me at your earliest convenience.

Yours truly,



Seth Wright
Senior Manager, Government Relations
BC Transit

Three-Year Transit Expansion Plan

| | |
|---------------|--------------------|
| Date | July 13, 2023 |
| Expiry | September 29, 2023 |
| System | Salt Spring Island |

Proposed Transit Service Expansion Initiatives

The table below outlines expansion initiatives for the 2024/25 fiscal year with an estimated costing based on the hourly rates of your existing system. Please ensure that these initiatives are consistent with your local government expectations. Upon receipt of this MOU, we will confirm funding from the Province on your behalf. Please keep in mind that should vehicles be procured to support your expansion following agreement to the MOU and a determination is made that an expansion is no longer desired by the local government, the lease fees related to the new vehicles will still be added to your operating budget for a minimum of one-year.

| PROPOSED TRANSIT EXPANSION INITIATIVES – YEAR 1 (2024/25) | | | | | | |
|---|----------------------|--------------------|---|--------------------------|------------------------------|--------------------------------------|
| AOA Period | Estimated In Service | Annual Hours | Vehicle Requirements | Estimated Annual Revenue | Estimated Annual Total Costs | Estimated Annual Net Municipal Share |
| 2024/25 | October | 520 | 1 | 6,939 | 183,491 | 89,119 |
| | | Description | Additional PM peak trip on weekdays for route 2 Fulford Harbour | | | |
| 2024/25 | June | 300 | 0 | 4,004 | 30,194 | 10,281 |
| | | Description | Extend route 7 Cusheon Lake to Beddis Beach | | | |

The table below outlines expansion initiatives for year two and three of the three-year transit service expansion initiatives with an estimated costing based on the hourly rates of your existing system. Please ensure that these initiatives are consistent with your local government expectations. Upon confirmation of your local government's intent to commit to the expansion and budget, we will proceed with the request to secure funding from the Province on your behalf.

| PROPOSED TRANSIT EXPANSION INITIATIVES – YEARS 2 & 3 (2025/26 & 2026/27) | | | | | | |
|---|-----------------------------|---------------------|--|---------------------------------|-------------------------------------|---|
| AOA Period | Estimated In Service | Annual Hours | Vehicle Requirements | Estimated Annual Revenue | Estimated Annual Total Costs | Estimated Annual Net Municipal Share |
| 2025/26 | June | 160 | 0 | 2,171 | 16,648 | 5,705 |
| | | Description | Additional weekend evening trips on Route 4 Long Harbour route and one additional trip on Route 9 Ruckle Park. | | | |
| 2025/26 | October | 1,780 | 1 | 24,157 | 206,359 | 82,721 |
| | | Description | Additional Fulford peak service and year-round service to Beaver Point/Ruckle Park. | | | |
| 2026/27 | October | 650 | 1 | 8,821 | 171,679 | 81,927 |
| | | Description | Reallocation of Route 6 SS Connector to improve service on routes 3 Vesuvius and 5 Fernwood. | | | |
| 2026/27 | October | 1,360 | 1 | 18,457 | 168,138 | 70,616 |
| | | Description | Separation of Fernwood and Walker's Hook to increase peak service. | | | |
| 2026/27 | June | 1,250 | 1 | 16,964 | 156,292 | 66,505 |
| | | Description | Flexible local Ganges shuttle | | | |

Approval

On behalf of the Capital Regional District, we are confirming to BC Transit to proceed with the request for funding to the Province on our behalf for the 2024/25 Fiscal year, and that we will budget accordingly for the initiatives identified above and will review and confirm on an annual basis as per the advice provided and with the knowledge a more detailed budget will follow as service details and capital initiatives are confirmed.

Signature: _____

Date: _____

Name: _____

Position: _____

Signature: _____

Date: _____

Name: _____

Position: _____

On behalf of BC Transit

Signature: _____

Date: _____

Name: Seth Wright

Position: Senior Manager,
Government Relations

| | | Estimated Annual Net Municipal | Implementation No. Month | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 |
|--|---|-----------------------------------|-----------------------------|----------------|-----------------------|-----------------------|-----------------------|-----------------------|----------------------|
| Requisition Before Expansion | | | | 261,262 | 350,586 34% | 427,968 22% | 449,370 5% | 458,358 2% | 467,530 2% |
| 1 | Route 2 Fulford Harbour | 89,119 | 3 Oct-24 | | 22,280 | 89,119 | 89,119 | 89,119 | 89,119 |
| 2 | Route 7 Cusheon Lake to Beddis Beach | 10,281 | 7 Jun-24 | | 5,997 | 10,281 | 10,281 | 10,281 | 10,281 |
| 3 | Route 4 and Route 9 | 5,705 | 7 Jun-25 | | | 3,328 | 5,705 | 5,705 | 5,705 |
| 4 | Additional Peak Fulford and Year Round Beaver Point | 82,721 | 3 Oct-25 | | | 20,680 | 82,721 | 82,721 | 82,721 |
| 5 | Reallocation of Route 6 | 81,927 | 3 Oct-26 | | | | 20,482 | 81,927 | 81,927 |
| 6 | Seperation of Fernwood and Walker's Hook | 70,616 | 3 Oct-26 | | | | 17,654 | 70,616 | 70,616 |
| 7 | Flexible Local Ganges Shuttle | 66,505 | 7 Jun-26 | | | | 38,795 | 66,505 | 66,505 |
| Total | Requisition Including Expansion | 406,874 | | 261,262 | 378,863 45% | 551,376 46% | 714,126 30% | 865,232 21% | 874,404 1% |
| Max Requisition Based on 2023 Assessment Value | | | | 6,930,721,212 | 0.076 | 526,735 | | | |
| New Max Requisition with 25% lift - 2023 Assessment Static | | | | | | 658,419 | 658,419 | 658,419 | 658,419 |
| Potential Exceeding Max Requisition in Year 2026 onwards | | | | (265,473) | (279,555) | (107,042) | 55,708 Alert | 206,814 Alert | 215,986 Alert |

Refresh and Restructure of the SSI Ferry Advisory Committee

D. Courtney proposed the following motion:

Whereas: Both BC Ferries and the Chair of the Salt Spring Island - Ferry Advisory Committee fail to respect the “Terms of Reference” when it comes to the rules regarding the Chair’s tenure.

Whereas: The Chair and one other Committee Member is effectively the FAC.

Whereas: A smaller tight knit focused Group of 5 individuals, including one Member of the LLC could be very effective.

Whereas: BC Ferries CEO is considering a 10 to 20 year Plan that involves \$5 Billion worth of improvements to the BC Ferries Service Network. We want to be part of that plan and Advocate effectively with the assistance of the Elected Commissioners of the LCC.

Whereas: BC Ferries is effectively our Lifeline to Vancouver Island and the Lower Mainland. Our FAC is extremely important to our Community.

Be It Resolved: That the Salt Spring Island Local Community Commission refreshes and restructures the Ferry Advisory to the following:

1. New Committee Chair.
2. 3 - Committee Members which includes 1 Member from each Route 4, 6 & 9 who travel the route regularly and are the eyes and ears for service on their particular route.
3. 1 - Commissioner from the LCC.
4. The New FAC Committee of 5 is selected by the LCC and appointed by BC Ferries with their concurrence. The 5 Member FAC then provides the suggestions of the greater issues to the LCC, who in turns Advocates those express wishes to BC Ferries.

OVERALL MANDATE - FACs

To represent the community in a consultative relationship with BC Ferries, while bringing forward local ferry service concerns identified by residents, businesses and other stakeholders to BC Ferries.

Members are to provide feedback on local ferry service to residents of the community, and in turn advise BC Ferries, on behalf of residents of the community, on long-term community planning requirements in relation to local ferry service.

Members are to advise BC Ferries on effective ways to communicate local ferry service issues to residents of the community (e.g. traditional media, social media, and public engagement sessions, etc.) and relay to local residents BC Ferries' long term plans and priorities (i.e. vessel/service strategy changes).

FUNCTIONALITY

Appointment

- Members are appointed by BC Ferries after receiving nominations from stakeholder groups or volunteers from local communities.
- The final decision on all appointments rests with BC Ferries, who have the discretion to decline any nomination if they feel a nominee's inclusion may not be a constructive addition to the FAC process.

Representation

- Members should represent customer and stakeholder interests (e.g. Local government, First Nations, students, seniors, commercial/economic interests, tourism, Chambers of Commerce, Ratepayers' Associations, and other community groups and organizations).
- BC Ferries reserves the right to directly solicit and appoint member(s) to represent interests it feels are not adequately represented on the committee.
- Current and former employees and Board members of BC Ferries are not generally eligible for appointment to a Ferry Advisory Committee.

Chairperson

- The committees are expected to appoint one of the members to serve as Chair.
- FAC-BCF communication is carried out between the Chair and the Public Affairs Manager; all members are asked to send questions via the Chair.
- The Chair is a member of the FAC Chairs Committee (FACC); this group meets in person once per year, and otherwise communicates via email.
- A Chair who is within the last year of completing of a second FAC term is to prepare to handover the Chair position to a member who will be continuing on the FAC.
- Ideally, the Chair should not be someone in their first year on a FAC.
- One main role is not necessarily to bring the committee to consensus, but rather to ensure that all community perspectives being brought forth by FAC members are brought to the attention of BC Ferries.

Responsibilities

- The Public Affairs Manager or their delegate is the key support person to the Executive Lead in the management and administration of the FAC process.
- Members are responsible for attending all committee meetings.
- Members and BC Ferries will work collaboratively and seek constructive solutions for both the community and BC Ferries.

Term

- Members are expected to serve a term of two years. At the end of each term, the membership will be reviewed and may continue a new, two year term. A review will be held at the end of each term completed.
- Members who resign are requested to do so in writing to the Chair of the FAC and to the Public Affairs Manager.
- A new member may be appointed by the Chair (in consultation with BC Ferries) of the FAC to serve the remainder of the term of the member who has resigned.

Expectations

- BC Ferries will provide the necessary background information for members' consideration of local ferry service and to assist members in their response to questions.
- BC Ferries will respond to FAC's advice on local ferry service by incorporating the input and/or by explaining why the input was not incorporated.
- FAC formal communications with BC Ferries should be directed to the Public Affairs Manager.

Decision Making Process

- The FAC ensures that ferry service issues are discussed thoroughly and all major points of view are represented and explored. General consensus is normally needed for the FAC to advise BC Ferries on a local ferry service issue.

Meeting Process

- Notice of a meeting will be provided by BC Ferries to the FAC as far in advance of the meeting time as possible.
- The agenda for meetings is jointly set by the Chair and BC Ferries sufficiently in advance of each meeting to allow time to address agenda items. The Chair may consult FAC members prior to setting the agenda, which is finalized at the beginning of each meeting.
- BC Ferries will take summary notes of the meeting. These notes are not verbatim, but rather, a recorded summary of issues and relevant action items. Once drafted by BC Ferries, they are forwarded to the FAC Chair as soon as possible after the meeting.
- FAC meetings may be made open to the public, but are not 'public meetings'. Presentations from members of the public or organizations are welcome, but must be scheduled prior to the meeting and included on the agenda. Presentations should generally be made at the beginning or end of the meeting, limited to five minutes each, and together take no more than 30 minutes at any one meeting.
- Meetings will occur in person twice each year, with a goal of holding meeting in spring (May/June) and another in the fall (October/November).
- Meetings shall be conducted in a mutually respectful manner.

Resources

- BC Ferries will provide meeting materials and facilities.
- BC Ferries will reimburse FAC members for reasonable expenses incurred for regular FAC meetings. Travel and accommodation can be arranged by FAC members, but should be done in consultation with the Public Affairs Manager.
- Expenses incurred outside of regular FAC meetings must be approved in advance by BC Ferries.
- There is no remuneration to members for serving on the FAC.

Capital Regional District

Transportation Governance Engagement Workbook

Questionnaire

Considering trade-offs

The purpose of this question is to gather information on which transportation network aspects could benefit from a greater degree of regional decision-making. This information is important as it provides an indication of the types of trade-offs that partners are willing to make. This helps CRD staff scope the scale of governance change being contemplated. The need to explicitly consider trade-offs early in the process is a lesson-learned from previous transportation governance attempts.

1. In each category below, which focus would have the greatest impact on improving mobility for your residents? Please consider the trade-offs and select only one statement from each category using the radio buttons.

A. Funding

4/4 Given a limited pool of funding, prioritize investments in local transportation projects and infrastructure improvements.

Given a limited pool of funding, prioritize investments in regional transportation projects and infrastructure improvements.

B. Connectivity

4/4 Your residents' ability to travel intra-municipally (within their municipality).

Your residents' ability to travel intra-regionally (between municipalities).

C. Transit

4/4 Allocate transit resources toward local transit routes in neighbourhoods.

Allocate transit resources toward frequent regional transit routes connecting high usage areas along transit oriented corridors.

D. Active transportation (includes regional trails)

4/4 Invest in active transportation infrastructure that meets the local needs of your residents (e.g., local sidewalks, cycling lanes and trails).

Invest in active transportation infrastructure that meets the regional needs of residents (e.g., continuous pedestrian and cycling network, regional trail network expansion, widening and lighting).

E. Traffic flow and congestion

4/4 Invest in local road improvements not on the Regional Multi-modal Network.

Invest in corridor improvements on the Regional Multi-modal Network (*see Figure 1*).

F. Transportation planning

4/4 Municipal transportation plans inform the Regional Transportation Plan (RTP).

The RTP takes precedence and directs municipal transportation plans.

G. Behaviour change

3/4 Local responsibility for delivering initiatives and programs to influence behaviour change.

1/4 Regional responsibility for delivering initiatives and programs to influence behaviour change.

H. New mobility services (e.g., ride hailing)

4/4 Local responsibility for policy and regulations (i.e., business licensing and curb side regulation).

Regional responsibility for policy and regulations (i.e., business licensing and curb side regulation).

I. Grants

4/4 Individually pursue grant funding for local transportation projects.

Collaboratively pursue grant funding for priority projects identified on the Regional Multi-modal Network.

Understanding expectations

Local governments and partner agencies use a number of actions – or levers – to improve mobility for residents. The purpose of this question is to gather information on the types of actions a regional decision-making body could take. This information is important as it provides direction about the type of service authorities a regional body would need to deliver on expectations. This helps CRD staff understand the level of change that is needed.

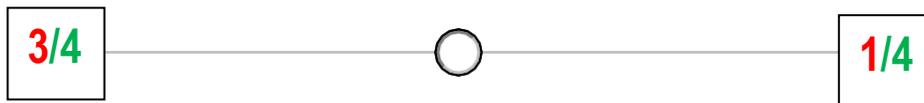
2. **With a change in transportation governance, it is important to acknowledge that some regional transportation projects may not have a direct local impact/benefit but will significantly improve regional mobility for residents. Please select whether you agree, neither agree nor disagree, or disagree with each statement using the radio buttons.**

Agree

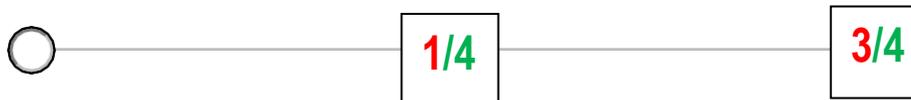
*Neither agree
nor disagree*

Disagree

- A. **A new governance structure should strike a balance between regional and local priorities.**



- B. **A new governance structure should focus on projects that have the greatest impact on improving regional mobility, even if it means fewer local projects in your jurisdiction.**



- C. **A new governance structure should require decision-makers to consider the regional impacts of local decisions when making policy, funding and service-level decisions.**



- D. **Some transportation services could be more efficiently delivered at a regional level by a new governance structure. If you agree, and have examples, please list up to three services for consideration.**



Examples:

Please list up to three service examples for consideration, if applicable.

Identifying opportunities

Governance changes create new opportunities and challenges. The next series of questions gather information about the benefits and concerns that matter most to municipalities, electoral areas and partner agencies. This helps CRD staff understand areas of agreement and disagreement across the region and provides the information needed to scope governance options.

3. Using a local government lens, please identify your concerns about a change in regional transportation governance by selecting all that apply using the checkboxes.

4/4

Loss of local control and decision-making power in balancing the diverse transportation needs of different jurisdictions (i.e., priority areas for new infrastructure would be established by a regional service and improvements would be directed toward the Regional Multi-modal Network or be required to reach a certain standard of design)

4/4

Financial implications and resource allocation among jurisdictions (i.e., resources being invested in jurisdictions other than our own, according to regional priorities)

3/4

Navigating jurisdictional complexities and legal considerations (i.e., amending or updating bylaws, local transportation plans, and dealing with the impacts of transferring authority)

4/4

May result in a lower level of service for our local government (i.e., concern that services may be concentrated in areas with higher population density when analysing trade-offs)

4. Please identify the following benefits that a change in transportation governance could bring to your local government by selecting all that apply using the checkboxes.

1/4

Improved transportation connectivity within the municipality or electoral area

3/4

Improved transportation connectivity within the region

1/4

Collaborative decision making regarding the implementation of transportation priorities and service delivery

2/4

Unified voice to pursue funding and/or policy changes for the regional multi-modal priorities and work with transportation service providers on service delivery

1/4

Harmonizing design standards and bylaws across the region

5. Please rank which factors should be the highest priority when building out the Regional Multi-modal Network from 1-4, with one being the most important. Enter the ranked number in each text box accordingly. When ranking, consider areas with the highest potential for meeting regional objectives.

- Connecting residential areas and employment centers **2/4 voted rank 1; 2/4 voted rank 3**
- Improving access to essential amenities (i.e., schools, healthcare facilities, shopping, recreational facilities and parks) **3/4 voted rank 2; 1/4 voted rank 3**
- Enhancing connectivity between neighboring municipalities **4/4 voted rank 4**
- Connecting to BC Ferries and Victoria International Airport (YYJ) **2/4 voted rank 1; 1/4 voted rank 2; 1/4 voted rank 3**

6. Please rank which factors should be given primary consideration when allocating funds for transportation infrastructure from 1-3, with one being the most important. Enter the ranked number in each text box accordingly.

- Maintenance, improvements and replacement of infrastructure **2/4 voted rank 1; 2/4 voted rank 2**
- Supporting anticipated future population growth **1/4 voted rank 1; 1/4 voted rank 2; 2/4 voted rank 3**
- Balancing investments between different modes of transportation based on regionally established targets and priorities (i.e., active transportation, transit and general purpose travel lanes) **1/4 voted rank 1; 1/4 voted rank 2; 2/4 voted rank 3**

7. Are there any additional comments or suggestions you would like to provide regarding the understanding of and support for a change in transportation governance in our region?

It is difficult to see how a regional transportation organization would be of benefit to the islands.

Most telling of all is how figure 1 in the workbook does not even show most of Salt Spring Island. This is understandable, given the population realities of the regional district, however, it also shows how inappropriate it would be to include Salt Spring within any future regional transportation governance model. Salt Spring has pressing transportation-related needs, but it is difficult to imagine how a regional governance structure would help meet these needs.

I am concerned that the proposed consolidation of the regional transportation planning function with the active transportation function of regional trails would leave Salt Spring Island out entirely. Salt Spring taxpayers have contributed millions in funding to regional parks over the past two decades without any projects being carried out on our island. This is unacceptable and the proposed consolidation, given how regional transportation priorities entirely exclude Salt Spring, risks Salt Spring residents contributing toward regional projects that continue to entirely exclude our island.

We have a pressing need for transportation improvements and particularly active transportation on Salt Spring Island. The current CRD regional parks plan calls for significant investments on Salt Spring Island in the area of active transportation. Whatever changes are made to regional transportation governance, it is essential that these investments on Salt Spring Island take place and that they be accelerated rather than lost in the shuffle as larger regional needs take priority over them.

The rationale and benefits of a regional transportation service are not at all clear, and if established, is best applied to Greater Victoria. Electoral Areas do not have the population to warrant investments from a regional entity, which means we would be taxed at the same rate (per \$ of assessed value), but would receive little in return. The regional trails function is an example of this inequity.

EAs also have specific transportation needs that a regional CRD system would not address. An example of this is BC Ferries in the gulf islands. Salt Spring also has a local transit service that was established separate from the Greater Victoria transit system, since joining that system would have meant paying the same tax rate (per \$ of assessed value) but without the same level of service. Joining the regional system would also mean paying the gas tax surcharge on fuel.

CRD does and should play a role in enhancing a regional cycling network, although planned investments in this network, such as the \$50 million borrowing proposed by the CRD Transportation Committee, should be allocated equitably among local jurisdictions (e.g., EAs could receive a proportion of such investments equal to their share of borrowing costs). CRD should continue to advocate for improved transit service in Greater Victoria and the reinstatement of the E&N railway service. CRD could even consider incremental investments in transit and the E&N (or related infrastructure) that were tied to clearly identifiable improvements in the level of service.

From a climate action perspective, one of the most important transportation-related investments CRD can make is to invest in the planning and installation of charging infrastructure, which does not require the creation of a regional transportation entity.

...Continued on next page

While I understand and appreciate the importance of regional transportation networks, as a representative of an island community with serious transportation challenges, I find myself placing these challenges at a higher priority than other (important) regional transportation issues.

Part of the reason for this is that Salt Spring already contributes heavily (in the hundreds of thousand of dollar every year) to some regional services with little local benefits.

While most likely agree that a regional transportation service could have great benefits for much of the CRD, it would be difficult to support a heavy tax increase to support a service that is unlikely to have a local (island) benefit as long as our serious transportation challenges exist.

Is there any consideration of making this a sub-regional service supported by the taxpayers who will benefit directly from it everyday rather than also taxing the island resident who only benefit occasionally?



Salt Spring Abattoir Society

1447b Fulford Ganges Road

Salt Spring Island BC V8K 2B2

saltspringabattoir.ca

Tel: (778) 354-1111

August 2023

Salt Spring Island LCC

Re: Request for Ongoing Financial Support for the Salt Spring Abattoir

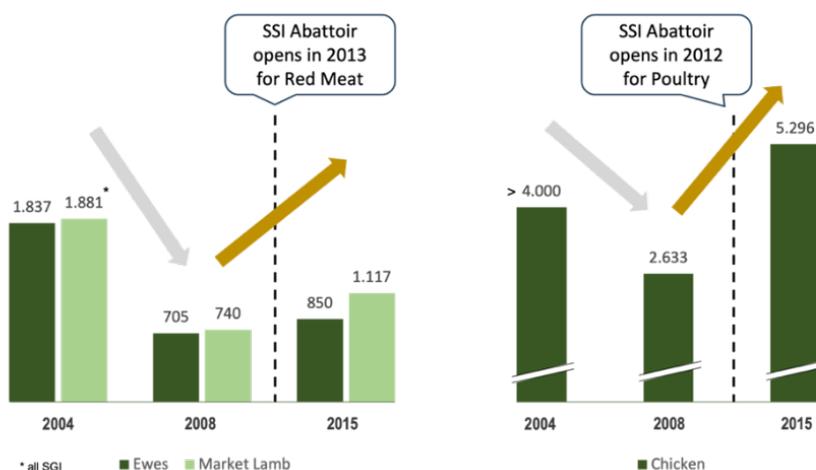
The Salt Spring Abattoir is a vital community resource providing a critical service to the Salt Spring Island community. It was established in 2012 to ensure agriculture remained a strong and productive part of the local economy. However, challenges like the avian flu, inflation and the general staff shortage on the island have made it increasingly challenging to run the Abattoir as an independent non-profit organization. We therefore ask for financial support to ensure that high-quality Abattoir services can be provided to the community for the long-term.

The Salt Spring Abattoir benefits the larger community as well as the individual farmer:

- Agricultural infrastructure is a key component of the SSI Climate Action Plan and SSI Area Farm Plan, helping to increase the supply of locally produced food which reduces emissions from transporting livestock off island and trucking food onto the island.
- It supports community food security and ongoing resilience in times of uncertainty and climate disasters.
- Animal agriculture supports all agriculture – recycling nutrients and reducing the need for imported fertilizers.
- It is essential for the economic viability of small-scale mixed farming. A local processing facility saves farmers time and money; it reduces stress on the livestock and on the farmer.

The importance of the Abattoir is strongly supported by historical figures: livestock numbers went down to an all-time low in 2008 when BC meat regulations outlawed on-farm slaughter for any meat not for personal consumption. The opening of the Salt Spring Abattoir in September 2012 for poultry and in January 2013 for Red Meat, has clearly had a very positive impact on the number of animals raised on the island.

Number of animals raised for meat on Salt Spring Island (Macey & Thompson 2016)



The Abattoir has been fortunate to receive infrastructure grants from government funding programs in the past and we have been able to upgrade our facilities to address the need for more capacity, but the facility cannot be used to its full potential without proper staffing or if rising costs for service put the farmers out of business.

The Abattoir has operated as a not-for profit business for more than 10 years but delivering the service has been increasingly challenging over the last few years. Several factors threaten our survival:

- Suitably qualified staff are hard to find and even harder to retain. We need to increase wages to reflect the increased cost of living and to retain committed core staff members. Lack of housing for potential new hires from off-island compounds the problem.
- We are not in the financial position to fund proper staff training. This can have an impact on both quality of service and staff motivation.
- The Abattoir is short in Working Capital making it very difficult to manage the seasonality of the business and to maintain stability during crisis situations like the Avian flu or if one or two producers decide to discontinue farming. Even though we have managed to recover from crisis in the past, we need reasonable Working Capital to be in a better position to navigate these situations.
- A general lack of contingency funds makes it difficult to carry out preventive maintenance tasks and repairs to avoid larger damages with potentially significant impact on service delivery. We cannot always be reliant on fundraising for equipment replacement. (Financial records for the past two years are attached).

We value the services the CRD already supports. We hope the important role of small-scale agriculture on Salt Spring will be recognized and supported by our local government.

We therefore request the following support to ensure the long-term availability of the Abattoir service to the community:

- An initial one-off contribution of \$20,000 to provide a reasonable amount of Working Capital for the Abattoir to deal with the seasonality of the business and to navigate crisis situations.
- An annual subsidy of \$15,000 to allow staff additions, targeted wage adjustments and proper staff training and to compensate for overall cost inflation. With this annual subsidy in place, we expect the Abattoir to generate a small annual surplus which would feed a contingency fund to cover upcoming repairs, maintenance and improvements.

This support will allow us to leave the current day-to-day survival mode behind us and return to continuous development of the Abattoir service and the broadening of our customer base for the benefit of the Salt Spring Island community.

Thank you for your consideration

The Salt Spring Abattoir Board of Directors

Appendix: Past Financials Salt Spring Island Abattoir

Abattoir Society - Operations Profit & Loss

| | 2022 | 2021 |
|------------------------------------|----------------|----------------|
| INCOME | | |
| Donations & Fundraising | 22,234 | 4,217 |
| Total sales | 99,876 | 108,237 |
| Federal Covid Subsidy | | |
| Memberships | 280 | 450 |
| Other income | 530 | 99 |
| Total Income | 122,920 | 113,003 |
| EXPENSE | | |
| Total Payroll Expenses/contractors | 73019 | 80604 |
| Supplies | 6858 | 7346 |
| Fundraising | 9878 | |
| Bookkeeping & office expenses | 3943 | 3299 |
| Licences/ Memberships | 614 | 562 |
| Repair & Maintenance | 4562 | 4219 |
| Insurance | 8245 | 4945 |
| Rent | 9750 | 8200 |
| Utilities | 5455 | 8631 |
| Misc | 229 | 145 |
| Total Expense | 122553 | 117951 |
| Surplus/Deficit | 367 | -4,948 |

0220-20



to Gary Holman
CRD Representative
PO Box 1000
Victoria, BC
V8W 2S6

Re: Saltspring Public Transit

I'm a senior  and
rely on public transit approximately 3-4 times
each week, to get to and from Ganges.

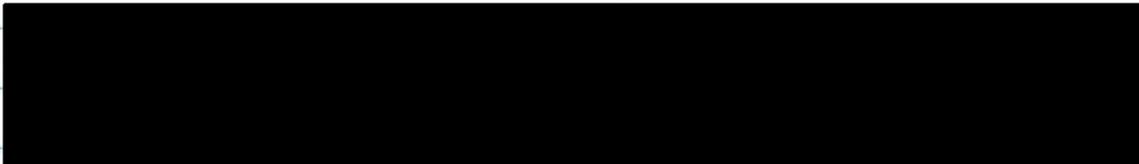
I appreciate the new buses, although I
share concern about the cameras. As well,
it seems a step back that they're equipped with
fewer seats.

Getting a seat on the bus to Fulford can be
anxiety-producing, particularly, the 3¹⁰ and 5¹⁰ runs
from Ganges.

I'm lobbying for more frequent service,
particularly on this route

Respectfully,
Tracy Teeple, IS

10/10/20



Faint, illegible handwriting on lined paper, possibly containing a list or notes.

Extensive faint handwriting on lined paper, appearing to be a detailed list or set of notes.

On Wednesday, August 2, 2023, 11:06:55 AM PDT, Threadkell [REDACTED] wrote:

Dear CRD Commissioners;

As someone who has been in and out of a wheelchair for most of the past forty years I am writing to request that you not remove any parking spaces from Ganges. People with limited mobility who want to be independent need to have adequate parking so that we can have access to stores and restaurants etc. Removing parking spots will just marginalize us even further and hurt businesses.

Please keep Ganges open for business for everyone.

Thank you,

Ida Marie Threadkell

Maxine Leichter
[REDACTED]

August 4, 2023

Salt Spring Island Local Community Commission
CRD Director, Gary Holman

Dear Director Holman and Commissioners:

I am writing to object to portions of the Active Transportation Plan that propose to remove substantial numbers of parking spaces from Ganges. I have been questioned regarding how many spaces would be lost. This is what the report says:

- Page 32 McPhillips Ave. - Remove of 6 parking spaces.
- Page 37 Rainbow Rd between Jackson and Lower Ganges Rd - Illegal parking spaces would be gone. The number is not given.
- Page 41 Fulford Ganges Rd from Seaview Ave to Lower Ganges Rd - Remove 9 parking spaces
- Page 44 - Fulford Ganges Rd between Lower Ganges Rd and Purvis Lane - Replace diagonal parking across the street from the banks with parallel spaces. Remove 7 parking spaces
- Page 46 - Lower Ganges Rd between Fulford Ganges Rd and Rainbow Rd. - Remove 9 parking spaces

The total is 31 spaces not including about 10 illegal spaces on Rainbow Rd and more on McPhillips.

This would be very harmful to people like myself who have difficulty walking and need to park close to where we are going. Since I raised this objection, I have heard suggestions of how to remove the parking spaces but still accommodate the physically challenged such as creating more parking at a distance from Ganges Core and changing the few remaining parking spaces to handicap spaces.

These suggestions reveal a true lack of understanding of the challenges faced by Ganges businesses and challenges faced by people with physical challenges. It is obvious from the likely well-meaning comments made by people who are not in this situation, do not understand the challenges we face or how to accommodate our needs.

It is also obvious that the authors of this report did not consult with those exact persons it proposes to accommodate. If you really care about making Ganges more accessible to those with physical challenges, the appropriate action is to undertake consultation with those very people before plans move further. Such consultation should also include the businesses on the streets listed above. **The publicity should be clear that removing parking spaces is recommended.** Anyone who wants to attend such a meeting should be allowed to do so. No more by invitation only consultation meetings as were held before. I would hope that such consultation could result in plans that really do make Ganges more accessible and do not remove more parking spaces than are absolutely necessary

I am sorry that I cannot attend your August meeting. I have to be off island that day due to plans made a long time ago. I hope you will give this letter careful consideration. I look forward to a positive response.

Sincerely yours,
Maxine Leichter

August 15, 2023

Dear Local Community Commissioners,

On Thursday, June 8th at about 8:40 am, I became another cycling casualty on Fulford-Ganges road. It appeared to be a lovely morning, hardly any cars, as I turned safely off of Charlesworth road onto Fulford-Ganges. At about the Sea Breeze Hotel, I was startled by a dark grey/black Tesla that came along my side only 2 cm away from my left handle. I was riding on the white line. The next thing I knew is that I was flying off of my bike onto the road and into the oncoming cars. My thought was " I am about to die".

By some miracle the drivers of the next two cars stopped, without hitting me, and came to my aid. The Tesla was gone. I am so gratefully to those drivers who helped me and all of the people who patiently stopped. The line up of cars was so long that Gayle from the Driftwood Newspaper ventured out to see what happened. I am told that there were 3 police, one ambulance, and one fire truck that came to my rescue. All for an accident that could have been avoided.

I was "clammed" off of the road and taken to the hospital as I was going into shock.

An ambulance attendant cleaned some of my meaty open wounds, left arm, elbow, and leg. I am forever glad I wore my helmet though I did suffer a concussion. My left hip suffered an mega sized bruise that developed into the swollen size of a third butt cheek and bruising that wrapped from front to back spine and about 20 cm wide. I could not walk. Amazingly, nothing was broken. Today, just over 2 months later, I can walk and swim again but still need medical attention to finish healing.

This all was so unnecessary. It has been known for many, many years now that we need proper walking and biking lanes on the Fulford-Ganges hill. Like many here, I find it appalling that this is knowingly neglected. Far too many people have been injured in this area. Action must be taken before more people are seriously injured or someone is killed. This summer saw more people than ever before using this road, walking and riding bikes. Little kids too.

Please, we do not need another survey or more time to think it through. Put in a bike lane and a walking lane on each side with proper distance. The pathways must be paved and not gravel. Educate the drivers that sharing the road means to stay back form cyclist 3 meters and when passing give 1 meter. These are my immediate requests.

Sadly, I will not ride again due to the trauma of the experience. I just ask that you please help everyone to be safe.

Sincerely,

Janice Parker

