



Notice of Meeting and Meeting Agenda Capital Regional District Board

Wednesday, October 11, 2023

1:10 PM

6th Floor Boardroom
625 Fisgard Street
Victoria, BC

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

1. TERRITORIAL ACKNOWLEDGEMENT

2. APPROVAL OF THE AGENDA

3. ADOPTION OF MINUTES

3.1. [23-685](#) Minutes of the September 13, 2023 Capital Regional District Board Meeting

Recommendation: That the minutes of the Capital Regional District Board meeting of September 13, 2023 be adopted as circulated.

Attachments: [Minutes - September 13, 2023](#)

4. REPORT OF THE CHAIR

5. PRESENTATIONS/DELEGATIONS

The public are welcome to attend CRD Board meetings in-person.

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

Alternatively, you may email your comments on an agenda item to the CRD Board at crdboard@crd.bc.ca.

6. CONSENT AGENDA

- 6.1.** [23-699](#) Strategic Plan 2024-27: Review of Complete Document
- Recommendation:** [At the September 27, 2023 Arts Commission meeting, the following motion was carried: "That the 2024-27 Strategic Plan for the Arts & Culture Support Service be approved and reported to the Capital Regional District Board for information."] There is no recommendation. This report is for information only.
- Attachments:** [Staff Report: Strategic Plan 2024-27: Review of Document](#)
[Appendix A: Updated Timeline for Development](#)
[Appendix B: Summary Of Core Elements with Revisions](#)
[Appendix C: 2024-27 Strategic Plan for Arts & Culture](#)
- 6.2.** [23-708](#) 2023 Technical and Community Advisory Committee and Core Area Liquid Waste Management Committee Terms of Reference Update
- Recommendation:** The Core Area Liquid Waste Management Committee recommends to the Capital Regional District Board:
That the updated Terms of Reference for the Core Area Liquid Waste Management Committee and Technical and Community Advisory Committee be approved as presented.
(NWA)
- Attachments:** [Staff Report: TCAC and CALWMC Terms of Reference Update](#)
[Appendix A: TCAC Terms of Reference](#)
[Appendix B: CALWMC Terms of Reference](#)
[Appendix C: CALWMC Terms of Reference Redlined](#)
- 6.3.** [23-698](#) Fire Services Governance Review Report
- Recommendation:** The Electoral Areas Committee recommends to the Capital Regional District Board:
That staff be directed to distribute the report and to engage the fire commissions and fire societies and to report back to the Committee with an implementation plan.
(NWA)
- Attachments:** [Staff Report: Fire Services Governance Review Report](#)
[Appendix A: Fire Services Governance Review Report](#)
- 6.4.** [23-663](#) Vancouver Island and Coastal Communities Climate Leadership Steering Committee - Funding Request
- Recommendation:** The Environmental Services Committee recommends to the Capital Regional District Board:
That the CRD provide \$31,500 to the Community Energy Association to act as a secretariat and support priority initiatives of the Vancouver Island and Coastal Communities Climate Leadership Steering Committee through 2024.
(WP - All)
- Attachments:** [Staff Report: VICC Climate Leadership Steering Committee - Funding Request](#)
[Appendix A: Funding Request Letter to CRD Chair & Board - July 24, 2023](#)

- 6.5.** [23-656](#) Vancouver Island and Coastal Communities Committee on Solid Waste and Circular Economy - Terms of Reference and CRD Appointment
- Recommendation:** The Environmental Services Committee recommends to the CRD Board:
1. That the Vancouver Island and Coastal Communities Committee on Solid Waste and Circular Economy Terms of Reference be endorsed; and
 2. That the Environmental Services Committee Chair be appointed as the Vancouver Island and Coastal Communities Committee on Solid Waste and Circular Economy as the Capital Regional District elected representative, with the Environmental Services Committee Vice-Chair as alternate.
- (NWA)
- Attachments:** [Staff Report: VICC on Solid Waste & Circular Economy - TOR & Appointment](#)
[Appendix A: Draft TOR for VICC Committee on Solid Waste](#)
[Appendix B: RFP - Committee Secretariat and Admin Services](#)
- 6.6.** [23-548](#) First Nations Relations Operational Update
- Recommendation:** There is no recommendation. This report is for information only.
- Attachments:** [Staff Report: First Nations Relations Operational Update](#)
- 6.7.** [23-701](#) Motion with Notice: CRD Rural Housing Strategy (Director Holman)
- Recommendation:** That the proposed CRD rural housing strategy include specific measures to address homelessness in electoral areas, including the focus of programs funded or administered by CRD.
- (NWA)
- 6.8.** [23-661](#) Provision of Park Land for the Subdivision of Rem. Parcel A (DD 143426I) of Section 97, Renfrew District, Except Plans 15462, VIP77871, EPP24972 and EPP104826 (PID: 009-592-423)
- Recommendation:** The Land Use Committee recommends to the Capital Regional District Board: That in accordance with Section 510 of the Local Government Act, park dedication in the amount of 5% be required for the 1.38 ha land area proposed by the subdivision of Parcel A (DD 143426I) of Section 97, Renfrew District, except plans 15462, VIP77871, EPP24972 and EPP104826 (PID: 009-592-423), except that a lesser amount may be acceptable where the owner agrees to dedicate land and construct a roadside trail to JdF Community Parks and Recreation Standards on that portion of the subject property and amending the Capital Regional District Statutory Right-of-Way CB96336 registered on the affected and new title certificates prior to subdivision approval.
- (NWP - Voting Block A: JDF EA, Colwood, Langford (Goodmanson), Metchosin, Sooke)
- Attachments:** [Staff Report: Provision of Park Land Subdivision - Applications SU000759 & SU](#)
[Appendix A: Location Map](#)
[Appendix B: Proposed Subdivision Plans SU000759 & SU000754](#)
[Appendix C: CB96336 Reference Plan](#)
[Appendix D: Minutes of the June 27, 2023, JDF Community PRAC](#)
[Appendix E: Annotated Proposed Trail Dedication](#)
[Appendix F: Section 510 of the LGA](#)

6.9. [23-680](#) Road Sign Renewal - SEAPARC

Recommendation: The Sooke & Electoral Area Parks and Recreation Commission recommends to the CRD Board:
That the 2023 SEAPARC Capital Plan be amended to include \$45,000 for road sign replacement, funded by capital reserves.
(WA)

Attachments: [Staff Report: Road Sign Renewal - SEAPARC](#)

7. ADMINISTRATION REPORTS**7.1.** [23-731](#) CAO Quarterly Progress Report No. 3, 2023

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

Attachments: [Staff Report: CAO Quarterly Progress Report No. 3, 2023](#)
[Appendix A: Photographs of Corporate Activities and Initiatives](#)
[Appendix B: Board Priorities Dashboard Progress Q3, 2023](#)
[Appendix C: Board Priorities Dashboard - Summary of Completed Actions](#)
[Appendix D: Staff Report: CRD Advocacy Strategy](#)
[Appendix E: Advocacy Dashboard Progress Q3, 2023](#)
[Appendix F: Operating Variance Financial Report Q2, 2023](#)
[Appendix G: Capital Variance Financial Report Q2, 2023](#)
[Appendix H: Human Resources Trends and Corporate Safety](#)

8. REPORTS OF COMMITTEES**Electoral Areas Committee****8.1.** [23-650](#) Bylaw No. 4573: Tax Exemption (Permissive) Bylaw, 2023

Recommendation: The Electoral Areas Committee recommends to the Capital Regional District Board:
1. That Bylaw No. 4573, "Tax Exemption (Permissive) Bylaw, 2023", be introduced and read a first, second and third time;
(WA)
2. That Bylaw No. 4573 be adopted.
(WA, 2/3 on adoption)

Attachments: [Staff Report: Bylaw No. 4573 Tax Exemption Permissive Bylaw, 2023](#)
[Appendix A: Bylaw No. 4573](#)
[Appendix B: Correspondence 2024 Tax Exemption](#)
[Appendix C: BC Assessment Property Classifications](#)
[Appendix D: Tax Exemption Application Process](#)

Environmental Services Committee

8.2. [23-676](#) 2022 Regional Greenhouse Gas Inventory

Recommendation: [At the September 27, 2023 Environmental Services Committee, the report was presented for information and the following MOTION ARISING was passed:]
That the Environmental Services Committee recommend to the Capital Regional District Board:
Given an increase in CRD emissions, staff to present new innovative and ambitious options and measures to reduce this trend in future years, and achieve our existing 2038 emissions target.
(NWA)

Attachments: [Staff Report: Regional Greenhouse Gas Inventory](#)
[Appendix A: GHG Emissions Inventory Report - Stantec \(September 14, 2023\)](#)
[Appendix B: 2007 Base Year & 2022 Reporting Year Energy & GHG Emissions](#)
[Appendix C: CRD CO2e Emissions Per Capita \(September 2023\)](#)

Hospitals & Housing Committee**8.3. [23-692](#) Alliance to End Homelessness in the Capital Region - Funding Increase**

Recommendation: The Hospitals and Housing Committee recommends to the Capital Regional District Board:
1. That staff be directed to negotiate a one-time increase of \$120,000 from \$225,000 to \$345,000 in 2024;
2. That staff be directed to amend the 2024 Financial Plan to reflect the increase in funding; and
3. That staff work through the 2025 service planning cycle to revisit the allocation of resources between the Alliance and those dedicated directly to advancing the CRD Board and Corporate priorities.
(WP- All)

Attachments: [Staff Report: AEHCR - Funding Increase](#)
[Appendix A: Alliance Funding Request Letter-Aug 21, 2023](#)
[Appendix B: Alliance Draft Financial Statement](#)
[Appendix C: Alliance Funding Request Present'n-Sep 6, 2023](#)
[Appendix D: Alliance 2022-23 Service Agreement-Annual Rpt](#)
[Appendix E: Alignment with CRD Plans & Strategies](#)
[Appendix F: Reaching Home Projects & Alliance Activities](#)
[Appendix G: Funding Alternatives](#)

8.4. [23-693](#) Aboriginal Coalition to End Homelessness - Funding Extension

Recommendation: The Hospitals and Housing Committee recommends to the Capital Regional District Board:

1. That the Capital Regional District commits to three years of annual funding to support the Aboriginal Coalition to End Homelessness starting at \$155,250 (2024) and increased annually based on the consumer price index for Victoria; and
2. That staff be directed to amend the Financial Plan to reflect the extended Service Agreement funding commencing in 2024.

(WP - All)

Attachments: [Staff Report: ACEH - Funding Request](#)
[Appendix A: ACEH Funding Request Letter- August 15, 2023](#)
[Appendix B: ACEH Funding Request Present'n–September 6, 2023](#)
[Appendix C: ACEH 2022-23 Service Agreement–Annual Rpt](#)
[Appendix D: ACEH Audited Financial Statement 2023](#)
[Appendix E: ACEH 5-Year Housing Strategy Identified Priorities](#)

Regional Parks Committee**8.6. [23-671](#) CRD Regional Parks & Trails - Non-Tax Revenue Options**

Recommendation: [At the September 27, 2023 Regional Parks Committee meeting, this report was referred to the CRD Board meeting without discussion due to lack of time:]

1. That staff initiate a gradual implementation of parking fee changes over three years, including the expansion of seasonal paid parking to nine additional regional parks in 2024 to generate additional funds through non-tax revenue for the Regional Trestles Renewal, Trails Widening and Lighting Project; and
2. That staff bring back an amendment to the Capital Regional District Regional Parks Services and Facilities Fees and Charges Bylaw No. 4545 in 2024.

(WP - All)

Attachments: [Staff Report: CRD Regional Parks & Trails – Non-Tax Revenue Options](#)

9. BYLAWS**10. NOTICE(S) OF MOTION****10.1. [23-739](#) Motion with Notice: Secondary Suite Incentive Program in Electoral Areas Advocacy (Director Holman)**

Recommendation: [At the October 4, 2023 Hospitals and Housing Committee meeting, the following motion with notice was read into the record and referred to the CRD Board meeting:]
That the CRD Board request the BC Housing Minister to include CRD electoral areas in the Secondary Suite Incentive Program.
(NWA)

10.2. [23-745](#) Motion with Notice: Drake Road Supported Housing Advocacy (Director Holman)

Recommendation: [At the October 4, 2023 Hospitals and Housing Committee meeting, the following motion with notice was read into the record and referred to the CRD Board meeting:] That the CRD Board urge the BC Housing Minister to expedite completion of their Drake Road supported housing project, originally proposed by BC Housing in 2019. (NWA)

11. NEW BUSINESS

12. MOTION TO CLOSE THE MEETING

12.1. [23-726](#) Motion to Close the Meeting

Recommendation:

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

13. RISE AND REPORT

14. ADJOURNMENT

Voting Key:

NWA - Non-weighted vote of all Directors

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

WA - Weighted vote of all Directors

WP - Weighted vote of participants (as listed)

Meeting Minutes

Capital Regional District Board

Wednesday, September 13, 2023

1:10 PM

6th Floor Boardroom
625 Fisgard Street
Victoria, BC

PRESENT

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

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

EP - Electronic Participation

Guest: G. Horth; Capital Region Emergency Service Telecommunications (CREST)

The meeting was called to order at 1:09 pm.

1. TERRITORIAL ACKNOWLEDGEMENT

A Territorial Acknowledgement was provided in the preceding meeting.

2. APPROVAL OF THE AGENDA

MOVED by Director Little, **SECONDED** by Director Desjardins,
That the agenda for the September 13, 2023 session of the Capital Regional District Board be approved with the following amendments:
- Item 6.1. be moved from consent agenda to be considered under Reports of Committees as item 8.3.
- Item 8.2. be removed.
CARRIED

3. ADOPTION OF MINUTES

3.1. [23-625](#) Minutes of the August 9, 2023 Capital Regional District Board Meeting

MOVED by Director Coleman, **SECONDED** by Director Tait,
That the minutes of the Capital Regional District Board meeting of August 9, 2023 be adopted as circulated.
CARRIED

4. REPORT OF THE CHAIR

I wish to provide the Board and the public some updates as well as ask you to think about what is coming forward in the next few months. Working with staff I have continued to meet with Local First Nations leadership and conduct Government to Government discussions. This is in response to our shared strategic priority to focus on and improve our First Nations Relations and pursue reconciliation opportunities. We have had meetings with the Pacheedaht, Sooke and Songhees Nations recently and I look forward to coming meetings with the Paquachin and Esquimalt Nations as well other First Nations that we have extended a request to meet. Typically at these meetings senior staff and I attend and share our organization's commitment and desire to have respectful and effective relationships with local First Nations governments. We share that we have some funding to support these discussions and that we are open to pursuing a memorandum of understanding if they are interested. I truly believe the pursuit of an MOU is the way forward as it provides both governments an understanding of how we will work together and provide a framework that will endure beyond Board terms. This coming September 30th is Orange Shirt Day. As you may recall we have been fortunate in the past to fly Eddy Charlie's Victoria Orange Shirt Day flag. Eddy has allowed us to fly the flag again this year. Eddy expressed his gratitude to the CRD for once again asking to fly the flag. He expressed that it's an important step towards reconciliation, and that given racism this kind of public initiative is a step towards supporting people to be safer when they walk down the street. I also look forward to seeing you and your Councils at our Forum of All Councils on Saturday October 14, 2023. You will likely have seen a letter on our correspondence portal from the Comox Valley Regional District Board Chair to the Island Corridor Foundation, indicating their regional district is now in support of reversion of the Island Corridor rail line where "such reversionary rights exist and the local First Nation has a desire to regain ownership of the land." In the future, likely sooner than later, our board will need to provide guidance to the Island Corridor Foundation on our region's stance on the matter. As you may recall the provincial government provided the CRD \$600,000 to meet and consult with local First Nations about the future of the corridor. These meetings are ongoing and the Board will be kept up to date on the discussions. As you will recall we are meeting at the end of October to approve our provisional 2024 Budget. In May of this year we provided the following guidance to staff: To exercise constraint and cost containment, the core inflationary adjust will be kept to 3.5% in the planning process. During the next two months we will be asking committees to approve our Community Needs Summaries at committee and these lead to the creation of our budget. As committee members I would ask you to please ask lots of questions and ensure that you believe the planned initiatives and proposed service levels meet your expectations as a director of this Board. Potential changes and amendments are possible at the committee level. Transportation as some of you know the CRD is asking each local government to provide input on a potential Transportation Service in the region. I am encouraging you again as directors to please continue to champion this initiative in your home jurisdiction. As presented in our previously endorsed documents we have a timeline in front of us where we could see meaningful change in transportation governance in our region during this term but we need to be united both here at the Board and also ensure our local jurisdictions can support a regional initiative while also

ensuring their local needs are met. It is a delicate balance but I am truly optimistic with the people around this table we can get there. And finally, I want to end by saying thank you to all of CRD staff who continue to deliver the valuable services our body provides. You are greatly appreciated and valued.

5. PRESENTATIONS/DELEGATIONS

5.1. Presentations

5.1.1. [23-642](#) Presentation: Gord Horth (General Manager) Capital Region Emergency Service Telecommunications (CREST); Re: Member Agency Report

G. Horth provided a presentation on the Member Agency Report.

Discussion ensued regarding:

- call levies for cell phones
- potential revenue sources from radio users
- operating capital

6. CONSENT AGENDA

Item 6.1. was removed from the consent agenda and moved to be considered under Reports of Committees as Item 8.3.

**MOVED by Director Tait, SECONDED by Director Little,
That consent agenda items 6.2. and 6.3. be approved.
CARRIED**

6.2. [23-525](#) Capital Regional District External Grants Update

This report was received for information.

6.3. [23-644](#) 2022 Capital Regional District Origin Destination Household Travel Survey

This report was received for information.

7. ADMINISTRATION REPORTS

- 7.1. [23-655](#) Consent on Behalf for Bylaw 4551 - Amendment to Increase Annual Requisition for Land Assembly, Housing and Land Banking Service

K. Morley spoke to Item 7.1.

MOVED by Director de Vries, SECONDED by Director Murdoch,

1. That participating area approval for Bylaw No. 4551, "Land Assembly, Housing and Land Banking Service Establishment Bylaw No. 1, 2010, Amendment Bylaw No. 2, 2023" be obtained via two-thirds consent on behalf of municipal and electoral area participating areas.

2. That participating area approval in the electoral areas for Bylaw No. 4551 be provided by the Electoral Area Directors consenting on behalf, rather than alternative approval process.

CARRIED

- 7.2. [23-641](#) Regional District Wide AAP for Bylaw 4552 - Land Assembly, Housing and Land Banking Loan Authorization Bylaw No. 3, 2023

K. Morley spoke to Item 7.2.

MOVED by Director de Vries, SECONDED by Director Murdoch,

1. That elector approval for long-term borrowing under Bylaw No. 4552 be obtained by alternative approval process for the entire service area, as per section 345 of the Local Government Act.

CARRIED

MOVED by Director de Vries, SECONDED by Director Murdoch,

2. That third reading of Bylaw No. 4552, "Land Assembly, Housing and Land Banking Loan Authorization Bylaw No. 3, 2023," be rescinded.

CARRIED

MOVED by Director de Vries, SECONDED by Director Murdoch,

3. That Bylaw No. 4552 be amended by replacing in its entirety Whereas Clause E with the following:

"E. Pursuant to section 407 of the Local Government Act, participating area approval is required for this borrowing and shall be obtained by alternative approval process for the entire service area under section 345 of the Local Government Act.

CARRIED

MOVED by Director de Vries, SECONDED by Director Murdoch,

4. That Bylaw No. 4552 be read a third time as amended.

CARRIED

MOVED by Director de Vries, SECONDED by Director Murdoch,

5. That Bylaw No. 4552 as amended be referred to the Inspector of Municipalities.

CARRIED

7.3. [23-559](#) Bylaw No. 4570: 2023 to 2027 Financial Plan Bylaw, 2023, Amendment No. 2, 2023

N. Chan spoke to Item 7.3.

**MOVED by Director Brice, SECONDED by Director Kobayashi,
1. That Bylaw No. 4570, "2023 to 2027 Financial Plan Bylaw, 2023, Amendment Bylaw No. 2, 2023" be introduced and read a first, second, and third time.
CARRIED**

**MOVED by Director Brice, SECONDED by Director Kobayashi,
2. That Bylaw No. 4570 be adopted.
CARRIED**

7.4. [23-615](#) Bylaw No. 4569 and 4568: Temporary Borrowing Saanich Peninsula Recreation Services

N. Chan spoke to Item 7.4.

**MOVED by Director McNeil-Smith, SECONDED by Director Jones,
1. That Bylaw No. 4569, "Temporary Borrowing (Saanich Peninsula Recreation Services Centennial Park Multi-Sport Box) Bylaw No. 1, 2023", be introduced and read a first, second and third time.
CARRIED**

**MOVED by Director McNeil-Smith, SECONDED by Director Jones,
2. That Bylaw No. 4569 be adopted.
CARRIED**

**MOVED by Director McNeil-Smith, SECONDED by Director Jones,
3. That Bylaw No. 4568, "Temporary Borrowing (Saanich Peninsula Recreation Services Panorama Heat Recovery System) Bylaw No. 1, 2023", be introduced and read a first, second and third time.
CARRIED**

**MOVED by Director McNeil-Smith, SECONDED by Director Jones,
4. That Bylaw No. 4568 be adopted.
CARRIED**

7.5. [23-524](#) Growing Communities Fund Allocation and Project Approvals

N. Chan spoke to Item 7.5.

**MOVED by Director Murdoch, SECONDED by Director Brice,
That the recommendations provided to the Capital Regional District Board in
Appendix D Option 1 be endorsed.**

Discussion ensued regarding the allocation of equitable funding towards projects in the electoral areas.

**MOVED by Director Brent, SECONDED by Director Holman,
That the main motion be amended by replacing it in its entirety with the
following:**

That the CRD Board amend the staff recommendation to provide \$3 million in Growing Communities Fund funding to support housing in the core and the Juan de Fuca and Salt Spring Electoral Areas (EA) eligible applications be provided \$5.8 million between them, distribution determined based on further discussions between the EA Directors and staff and that \$2.75 million of the fund be allocated the Southern Gulf Islands EA housing application.

Discussion ensued regarding:

- per capita allocation of funds
- grant funding programs for municipalities and regional districts related to identifiable projects
- eligibility of projects if an equity gap exists
- what staff anticipates as identifiable projects
- provincial distribution of funding to smaller municipalities and electoral areas

Chair Plant ruled that the amendment be referred to staff to identify eligible projects in the electoral areas.

Referral Motion:

**MOVED by Director Brent, SECONDED by Director Holman,
That the amendment be referred back to staff for them to bring a report back that reflects the amendment.**

DEFEATED

OPPOSED: Alto, Brice, Brownoff, Caradonna, Coleman, de Vries, Murdoch, Murdock, Plant, Szpak, Tait, Thompson, Tobias, Williams

Chair Plant ruled the amendment to the main motion out of order due to the lack of eligible projects being identified.

Director Holman challenged whether the Chair be sustained in his ruling permitting the amendment to the main motion.

SUSTAINED

OPPOSED: Holman, Wickheim

Referral Motion:

**MOVED by Director Desjardins, SECONDED by Director Brent,
That the Regional Trails Widening and Lighting project be removed and be referred back to staff to work with electoral area directors to identify projects and**

come back to the Board with those projects.

Discussion ensued regarding:

- potential projects for the electoral areas
- equity of allocated of funds
- impact of removing the Regional Trails Widening and Lighting project
- prioritization of projects within the region
- active transportation grant program

MOVED by Director Murdoch, **SECONDED** by Director Brent,
That the previous question on the referral motion be called.

CARRIED

Opposed: Holman, Wickheim

The question was called on the referral motion:

That the Regional Trails Widening and Lighting project be removed and be referred back to staff to work with electoral area directors to identify projects and come back to the Board with those projects.

DEFEATED

Opposed: Alto, Brice, Brownoff, Caradonna, Coleman, de Vries, Jones, Murdoch, Murdock, Plant, Szpak, Tait, Thompson, Tobias, Williams

The question was called on the main motion:

That the recommendations provided to the Capital Regional District Board in Appendix D Option 1 be endorsed.

CARRIED

Opposed: Brent, Desjardins, Goodmanson, Holman, Kobayashi, Little, Wickheim, Williams

8. REPORTS OF COMMITTEES

Finance Committee

8.1. [23-405](#) Capital Region Emergency Service Telecommunications Inc. (CREST) Service Agreement

MOVED by Director Brice, **SECONDED** by Director Jones,

1. That the March 9, 2022 Board resolution pertaining to the approved Service Agreement be rescinded;
2. That the Chief Administrative Officer be authorized to enter into a further revised Service Agreement to provide emergency communications services, as attached at Appendix C; and,
3. That Staff be directed to amend the Financial Plan to reflect the increased service agreement payments for 2022 to 2027.

CARRIED

Motion Arising:

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

That the CRD Board Chair advocate with the Minister of Public Safety and Solicitor General on the implementation of a call answer levy on cell phone devices, and that revenue be available to the CRD to fund CREST operations.

Discussion ensued regarding:

- call levy for cell phones and impact on the agreement
- contract terms related to negotiation of terms

MOVED by Director Kobayashi, **SECONDED** by Director Brice,

That the word "operations" be replaced with the words "service agreement".

CARRIED

The question was called on the main motion as amended:

That the CRD Board Chair advocate with the Minister of Public Safety and Solicitor General on the implementation of a call answer levy on cell phone devices, and that revenue be available to the CRD to fund CREST service agreement.

CARRIED

Transportation Committee

8.2. [23-529](#) Motion with Notice: Transferring of Regional Trails to CRD (Director Caradonna)

This Motion with Notice was withdrawn.

8.3. [23-614](#) Household Hazardous Waste Pickup in Electoral Areas

MOVED by Director Brent, **SECONDED** by Director Holman,
That CRD staff speak to Fire Departments in the Electoral areas and examine if they have any concerns with the storage of household hazardous waste in electoral areas.

MOVED by Director Wickheim, **SECONDED** by Director Brent,
That the main motion be amended to add the word "residential" after the word "the" and before the word "storage".

CARRIED

The question was called on the main motion as amended:

That CRD staff speak to Fire Departments in the Electoral areas and examine if they have any concerns with the residential storage of household hazardous waste in electoral areas.

CARRIED

9. BYLAWS

There were no bylaws for consideration.

10. NOTICE(S) OF MOTION**10.1. [23-646](#) Motion with Notice: Implications of Funding for Homelessness Agencies (Director de Vries)**

Discussion ensued regarding the inclusion of annual work plans of liaison agencies in the report coming back to the Board.

MOVED by Director de Vries, **SECONDED** by Director Murdock,
That staff return to the October meeting of the Hospitals and Housing Committee with a Staff Report detailing the implications associated with a requested 5-year funding extension to the Aboriginal Coalition to End Homelessness (\$150,000 annually with an annual inflation indexation) and a requested increase in funding (\$120,000 annually with an annual cost of living indexation) for the Alliance to End Homelessness in the Capital Region (totaling \$345,000 annually).

CARRIED

11. NEW BUSINESS

There was no new business.

12. MOTION TO CLOSE THE MEETING

12.1. [23-630](#) Motion to Close the Meeting

MOVED by Director Tait, **SECONDED** by Director Murdoch,

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

CARRIED

MOVED by Director Tait, **SECONDED** by Director Murdoch,

2. That the meeting be closed for Labour Relations in accordance with Section 90(1)(c) of the Community Charter.

CARRIED

MOVED by Director Tait, **SECONDED** by Director Murdoch,

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

CARRIED

The Capital Regional District Board moved to the closed session at 3:34 pm.

13. RISE AND REPORT

The Capital Regional District Board rose from the closed session at 3:59 pm and reported on the following items:

- In accordance with Bylaw No. 4288 that the following be appointed to the Juan de Fuca Board of Variance for a term to expire September 30, 2024: Owen Poppy

- In accordance with the Solid Waste Advisory Committee Terms of Reference that the following be appointed to the Solid Waste Advisory Committee for a term to expire December 31, 2026: Claire Remington

- Island Corridor Foundation Annual General Meeting

1. Recognize the historic and ongoing access, safety and economic development impacts of the island rail corridor on First Nations, and that the future of the corridor be determined through a reconciliation-based approach.

2. Support the reversion of land from the portions of the island rail corridor extracted from reserves to First Nations.

3. Request the Island Corridor Foundation and provincial and federal governments expedite land reversion.

4. Request the Province continue to convene meetings of all participants.

5. Direct staff to participate in joint working groups to support the land reversion process and the determination of a future vision for the corridor that includes consideration for existing assets.

6. That Director Desjardins be nominated for election to the Island Corridor Foundation Board for a two-year term.

7. That the chair write on behalf of the organization indicating it's support of land reversion and the other policies as identified.

14. ADJOURNMENT

MOVED by Director Tait, **SECONDED** by Director Goodmanson,

That the September 13, 2023 Capital Regional District Board meeting be adjourned at 4:00 pm.

CARRIED

CHAIR

CERTIFIED CORRECT:

CORPORATE OFFICER



Making a difference...together

REPORT TO ARTS COMMISSION MEETING OF WEDNESDAY, SEPTEMBER 27, 2023

SUBJECT **Strategic Plan 2024-27: Review of Complete Document**

ISSUE SUMMARY

The Arts Commission has approved the core elements of a new strategic plan, including revised mission and vision statements, as well as priorities, goals, and actions. A final design document has been assembled for review by the Arts Commission by adding background information on the service and consultation as well as supplementary information on reporting and evaluation.

BACKGROUND

On February 22, 2023, the Arts Commission approved a process to develop a new strategic plan for 2024-27 (see Appendix A for updated strategic planning timeline). The consultation and engagement phase of strategic planning concluded at the end of May 2023. Feedback from the community consultation was gathered in the [What We Heard Report](#) and provided important information about community needs and aspirations that informed the subsequent stages of the strategic planning process.

On June 28, 2023, Arts Commission reviewed and approved revisions to the mission and vision statements, determining the purpose and ideal outcomes of the service.

On July 26, 2023, the Arts Commission reviewed and approved the core elements of the new strategic plan with some amendments (revisions shown in Appendix B). Ten goals are grouped into five strategic priorities aligned to the purpose and function of the service. Each goal has key actions that indicate implementation pathways.

Staff have assembled the strategic plan document based around the core elements, by adding background on Arts and Culture Support Service and the consultation process, as well as evaluation and reporting methods (Appendix C).

ALTERNATIVES

Alternative 1

That the 2024-27 Strategic Plan for the Arts & Culture Support Service be approved and reported to the Capital Regional District Board for information.

Alternative 2

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

IMPLICATIONS

Service Delivery

Once the strategic plan document is approved, the next steps will be to prepare a timeline of when and how goals and actions will be implemented over the next four years. The current aim

is to produce this timeline for review by the Arts Commission in early 2024.

The new strategic plan will be posted publicly on the CRD website, the dedicated community engagement webpage, and promoted through CRD Arts and Culture communications tools such as the e-newsletter, which has over 800 subscribers.

The 2024-27 Strategic Plan for the Arts & Culture Support Service will guide program delivery, outreach, and policy development over the next four years.

Alignment with Board & Corporate Priorities

In the CRD 2023-26 Corporate Plan, initiative 10a-1 is to “[d]evelop and implement a revised Arts & Culture Support Service Strategic Plan”. The production of a new strategic plan completes the “develop” component of this initiative.

The overall desired outcome for the Arts and Recreation section in the CRD Corporate Plan is that “[r]esidents have access to appropriate and affordable arts and recreation opportunities that enhance quality of life”. The new strategic plan outlines multiple ways that the Arts & Culture Support Service can contribute to that outcome.

CONCLUSION

The strategic planning process for the Arts and Culture Support Service for 2024-27 has reached its final stage. Based on community knowledge as well as Arts Commission discussions, staff have prepared a final strategic plan document for review by the Arts Commission with the previously approved core elements, additional background information, and reporting and evaluation methods.

RECOMMENDATION

That the 2024-27 Strategic Plan for the Arts & Culture Support Service be approved and reported to the Capital Regional District Board for information.

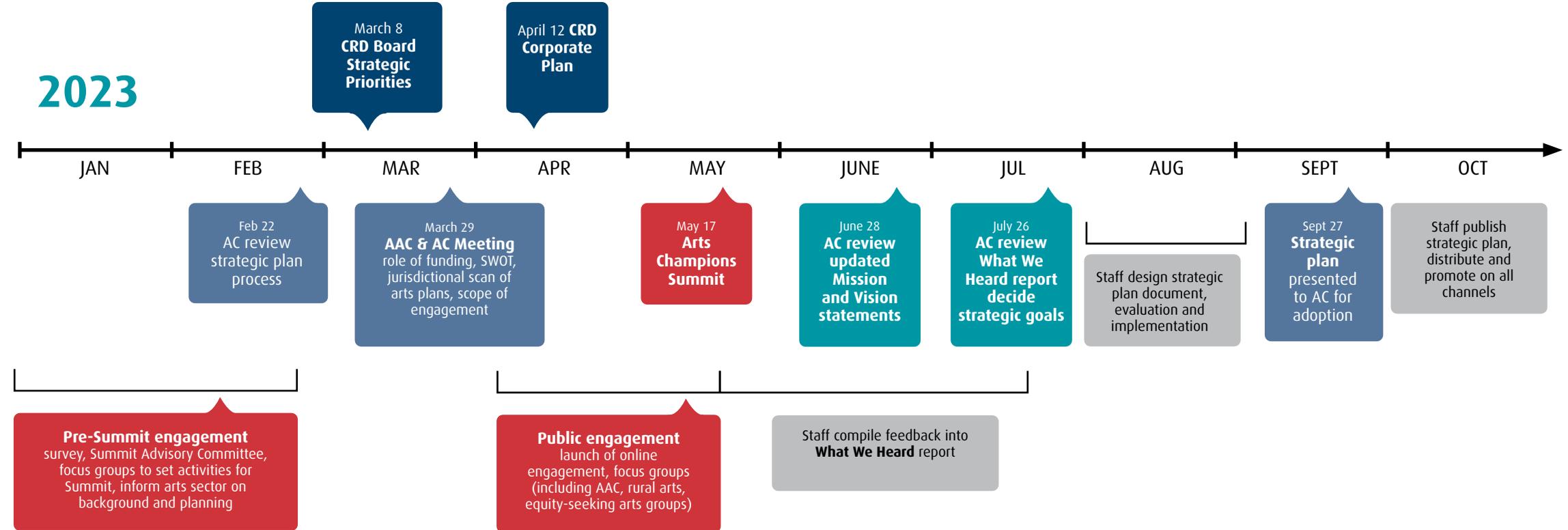
Submitted by:	Chris Gilpin, MPA, Manager, Arts & Culture
Concurrence:	Nelson Chan, MBA, FCPA, FCMA, Chief Financial Officer
Concurrence:	Ted Robbins, B. Sc., C. Tech., Chief Administrative Officer

ATTACHMENTS

- Appendix A: Updated Timeline for Development of a Strategic Plan for 2024-27
- Appendix B: Summary of Core Elements with Revisions from July 2023 meeting
- Appendix C: 2024-27 Strategic Plan for the Arts & Culture Support Service

Appendix A: Updated Timeline for Development of CRD Arts & Culture Strategic Plan (2024-2027)

Public engagement	AC- Arts Commission AAC- Arts Advisory Council
Arts Commission direction	CRD Board
Decision point	Staff Action



Summary of Core Elements

2024-27 Arts & Culture Strategic Plan

Capital Regional District | updated August 31, 2023

Background

The current strategic plan for the Arts & Culture Support Service expires at the end of 2023. A new strategic plan is required to guide the service over the new four-year term of the CRD Arts Commission.

On February 22, 2023, the Arts Commission approved a process to generate a new strategic plan for 2024-27. This process involved community consultation with the arts sector and arts audiences was necessary to ensure that the strategic planning process is informed by community knowledge.

The Mission tells us *What We Do*; the Vision tells us *Where We Are Going*, and the Guiding Principles tell us *How We Will Get There*.

Mission Statement

Support, champion, and develop the arts.

Vision Statement

The arts are key drivers of community vitality, economic sustainability, and quality of life across the region, and artists and arts organizations are thriving, resilient, and well-supported.

Commitment to Equity

The CRD Arts and Culture Support Service is committed to supporting the development of equity in the region's arts sector. We are taking action to embed values of equity, diversity, inclusion, access, and cultural self-determination into our processes and policies, understanding that these concepts are not a static set of goals, but rather an evolving journey.

The aim of our commitment and these actions is to support the full diversity of artistic and cultural expression in the region. Recognizing that persistent and systemic discrimination has prevented equity-seeking groups from accessing resources, we continue to expand access and remove barriers to our funding. Equity-seeking groups include, but are not limited to, First Nations, Inuit and Métis people, those who are racialized, Deaf people, LGBTQ2+ people, and those with disabilities.

Strategic Priorities

Strategic Priority #1: Champion

- a) Goal: Scale up regional participation in the service to expand its scope and impact.
 - Action: Advocate for a regional approach to arts funding.
 - Action: Recruit non-participating jurisdictions to join the service.
- b) Goal: Raise awareness of the value of the arts to demonstrate how it contributes to economic sustainability, community vitality, and quality of life.
 - Action: Collaborate with arts organizations in celebrating the impact of the arts sector, and raising awareness about career pathways in the arts.
 - Action: Promote the importance of the arts in building liveable communities by sharing research and case studies.

Strategic Priority #2: Connect

- a) Goal: Foster collaboration and knowledge-sharing to boost organizational development.
 - Action: Support mentorship opportunities with a focus on small, emerging, and rural organizations.
 - Action: Enhance networking and convening opportunities for arts professionals.
- b) Goal: Work collaboratively with all levels of government to connect arts organizations with support for arts spaces and other funding.
 - Action: Provide resources to assist the arts sector in navigating provincial and federal grant opportunities with a focus on infrastructure funding.

Strategic Priority #3: Cultivate

- a) Goal: Support the region's arts ecosystem to grow sustainably.
 - Action: Expand funding for planning and capacity-building.
 - Action: Conduct full program evaluation of Incubator Grants.
 - Action: Expand scope of funding with an emphasis on regional distribution.
- b) Goal: Align funding programs to respond to community needs.
 - Action: Review parameters of project-based grants (Project, IDEA, and Equity Grants).

Strategic Priority #4: Extend

- a) Goal: Invest in underserved and marginalized communities to support the full artistic and cultural potential of the region.

- Action: Build on the momentum of applying equity, diversity, inclusion, and accessibility lenses across granting and operations.
- ~~Action: Expand scope of funding with an emphasis on regional distribution.~~ [moved up to Strategic Priority #3]

b) Goal: Reduce barriers to increase access to funding.

- Action: Enhance support for arts programming by and for youth.
- Action: Review eligibility to annual and multi-year Operating Grants.

Strategic Priority #5: Engage

a) Goal: Diversify educational resources for grant applicants to enhance knowledge base.

- Action: Design and implement Communications and Community Engagement Plan.
- Action: Make information and grant-writing workshops accessible to applicants throughout the region.

b) Goal: Enhance the branding of the service to clarify its focus.

- Action: Conduct full review of the service name and brand and implement findings.

CRD Arts & Culture Support Service Strategic Plan

2024-2027



TERRITORIAL ACKNOWLEDGEMENT

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



Organizational Overview

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

The **CRD Arts & Culture Support Service** (“the Arts Service”) is a sub-regional service supported by 9 jurisdictions providing grants to non-profit organizations for the development of local arts programming, creating artistic, social and economic benefits for the region.

Table of Contents

Background	2
Community Engagement Process	5
Mission, Vision & Commitment to Equity	9
Strategic Priorities, Goals & Actions	10
Champion.....	11
Connect	12
Cultivate	13
Extend	14
Engage	15
Evaluation & Reporting	16
Conclusion	17





Background

About the CRD Arts & Culture Support Service

The CRD Arts & Culture Support Service (“the Arts Service”) distributes over \$2.5 million to non-profit organizations each year through granting programs. In 2023, at the outset of this strategic plan, the Arts Service is funded by the following participating CRD jurisdictions: Esquimalt, Highlands, Metchosin, Oak Bay, Saanich, Sooke, Southern Gulf Islands, Victoria, and View Royal.

The Arts Service was established in 2001 through Bylaw 2884 for “the provision of assistance in relation to the arts and culture for the purpose of benefiting the community or an aspect of the community.” Bylaw 2884 also gives authority to the Arts Service’s political oversight body, the Arts Commission.

The Arts Commission consists of one elected official from each jurisdiction that is a participating member of the Arts Service. The Arts Commission directs strategy and policy development, makes an annual budget recommendation to the CRD Board, and has delegated financial authority for the Arts Service.



CRD Bylaw 2973 established the Arts Advisory Council as “an independent community-based body to provide advice to the CRD” on matters relating to the Arts Service. The Arts Advisory Council’s mandate is to act as an arm’s length adjudication body for Arts Service funding programs and to advise the Arts Commission on policies that foster and promote:

- Support of the arts in the community;
- Public awareness of and involvement in the arts;
- The creation, exhibition and performance of artistic works;
- The development of artistic and other requisite skills and shall advise the CRD Arts Commission of measures which the Council considers to be conducive to these ends; and
- Other appropriate duties as assigned by the Arts Commission from time to time.

The Arts Service delivers five granting programs:

- 1. Operating Grants** provide annual and multi-year support to organizations for ongoing arts programming and operations.
- 2. Project Grants** support one-time events, short series or extended project-based programming.
- 3. Equity Grants** support arts initiatives by applicants from communities that are at-risk of exclusion or have difficulty accessing support for systemic reasons.
- 4. Incubator Grants** support development or capacity building for emerging or developing organizations.
- 5. IDEA (Innovate, Develop, Experiment, Access) Grants** support arts-based programming by non-arts mandated organizations.

In broad terms, the Operating Grant program provides stable funding to enable long-term operational planning, and the project-based grant programs support time-limited arts events and other activities.

The Arts Service also manages landmarkspublicart.ca, a searchable website dedicated to the presentation of public art in the region for jurisdictions participating; provides outreach and communications activities; produces an annual Impact Report; and hosts convening events of arts leaders and champions.

The staff of the Arts Service is comprised of three positions: a manager, a community outreach coordinator and an administrative assistant. They are responsible for the reporting, analysis, and administration of the funding programs and outreach activities. They also provide support to the Arts Commission and Arts Advisory Council, and liaise with other levels of government, non-profit organizations, and the public in providing information and representing the Arts Service.

Growing Over 22 Years

Since forming in 2001, the CRD Arts & Culture Support Service has grown from six participating municipalities to nine, expanded who receives funding and how it funds the arts sector.



2011

IDEA Grant pilot

Expanding arts funding to non-arts organizations to develop programming, IDEA grants were piloted for six years then reintroduced in 2019.



2012

Defining the mission & vision

The Arts Service's mission "to support, promote and celebrate the arts," and vision "The arts are essential to the fabric of life in our communities," (later amended to "art is central to life in the region,") is supported by goals that included increased access, awareness and funding, sustained growth, and responsive granting.



1950s - 1990s

Emergence of a collaborative, intermunicipal approach to arts

The Greater Victoria Intermunicipal Committee (IMC) formed by four core members: Victoria, Esquimalt, Oak Bay and Saanich, in order to consider cost sharing for a variety of services. The Art Gallery of Greater Victoria seems to be the first arts grant recipient in the mid-1950s. Shared funding was ad-hoc, but over the next 40 years, the need for arts funding grew, as did community support for the arts. Community engagements and reports signalled that the arts sector needed consolidated local funding and sustained support to thrive and fully support the region. This led to a recommendation that CRD take over arts programming and policy development.



6 participating municipalities

2001

CRD Arts & Culture Support Service established

The CRD Arts & Culture Support Service is established on behalf of Victoria, Oak Bay, Saanich, Esquimalt, Highlands and Metchosin, through Bylaw 2884. Supported by the arts sector, the transfer to CRD, alongside increased membership and funding signalled commitment to a more regional approach to arts policy and funding. Reliable and consistent funding through Operating Grants and Project Grants allowed arts organizations to access funding from a centralized local funder, rather than needing to make individual requests to each municipality.

Metchosin & Highlands join the four core IMC members in forming the Arts Service

2016

First Arts Champions Summit

The region's arts sector came together to celebrate achievements and provide input for Arts Service planning, resulting in recommendations through the 'Building our #ArtsFuture Implementation Plan.' This ushered in a new era for the region's arts funding, expanding who could access funding and bolstering outreach.



9 participating municipalities

2018

Incubator & Equity Grants introduced

Two new funding streams, tailored to meet the needs of emerging organizations and applicants experiencing systemic barriers, expands the scope and reach of arts funding.

Sooke and Southern Gulf Islands join, while Sidney leaves the Arts Service



2021

Developing an 'equity lens'

Informed through the 2021 Arts Champions Summit, the Arts Service applies an 'equity lens' to its operations and granting to ensure funding goes to underserved communities.



2005

Funding boost

After a series of five yearly 250K increases, Arts Service grants to arts organizations reached \$1.78 million annually.

7 participating municipalities

2007

Launch of Landmarks Public Art

This publicly accessible website provides a mappable database of public art.

View Royal joins the Arts service

2023

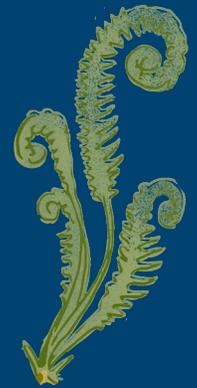
Looking forward

The Arts Commission embarks on developing a new strategic plan to guide the next priorities for the Arts Service.

8 participating municipalities

2009

Sidney joins the Arts Service





Community Engagement Process

How We Got Here

On February 22, 2023, the Arts Commission approved a process to generate a new strategic plan for 2024-27. This process involved community consultation with the arts sector and arts audiences to ensure that the strategic planning process would be informed by community knowledge.

From February to May 2023, CRD staff gathered feedback and facilitated discussions about community needs and aspirations with artists, arts organizations, the Arts Advisory Council, rural arts leaders, staff from other arts funding agencies, and arts audiences, all of whom brought forward valuable perspectives contributing to a more holistic understanding of the arts sector and its impact on the capital region.

The multipronged consultation approach included focus groups, events, and online surveys. This allowed staff to employ the methods most suitable to engaging the interest holder group in question. A dedicated project webpage was created at getinvolved.crd.bc.ca to ensure the process was open, transparent, and the public could follow its progress. Responses were received through multiple outreach methods designed to engage with the broadest variety of people who are interested in or impacted by arts activities in the capital region.

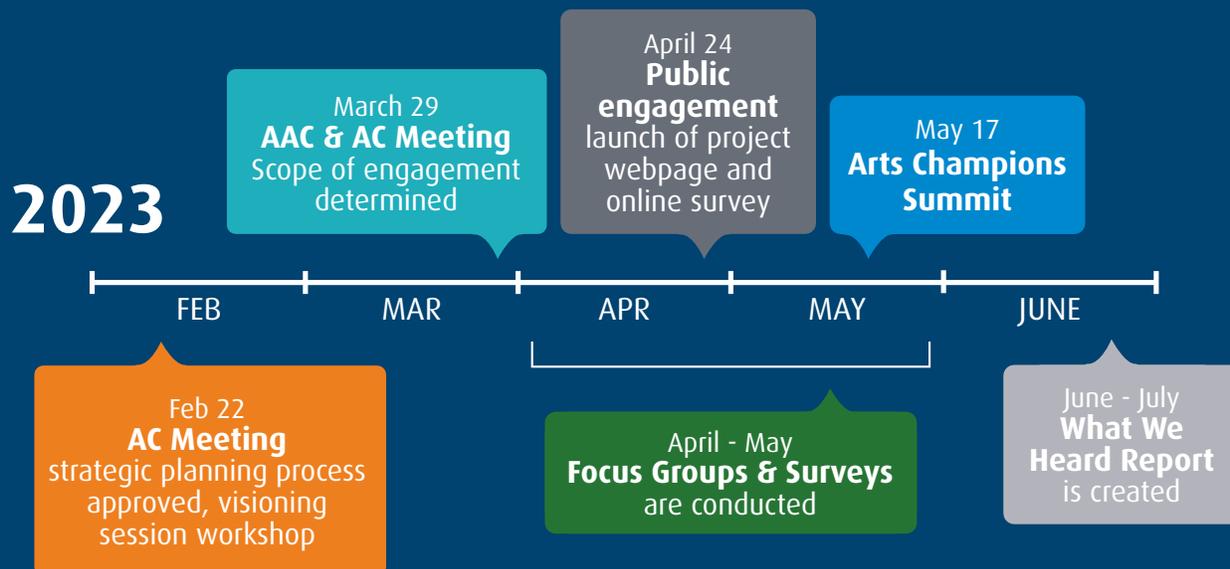


Arts Champions Summit table group. Photo: Dan Russek

THANK YOU

The CRD Arts & Culture Support Service staff, along with the Arts Commission and Arts Advisory Council would like to extend our sincere thanks to the members of the arts community who contributed their knowledge and perspectives throughout the engagement period that shaped this strategic plan. Thank you also to the volunteers and event organizers who made the Arts Champions Summit possible.

ENGAGEMENT TIMELINE



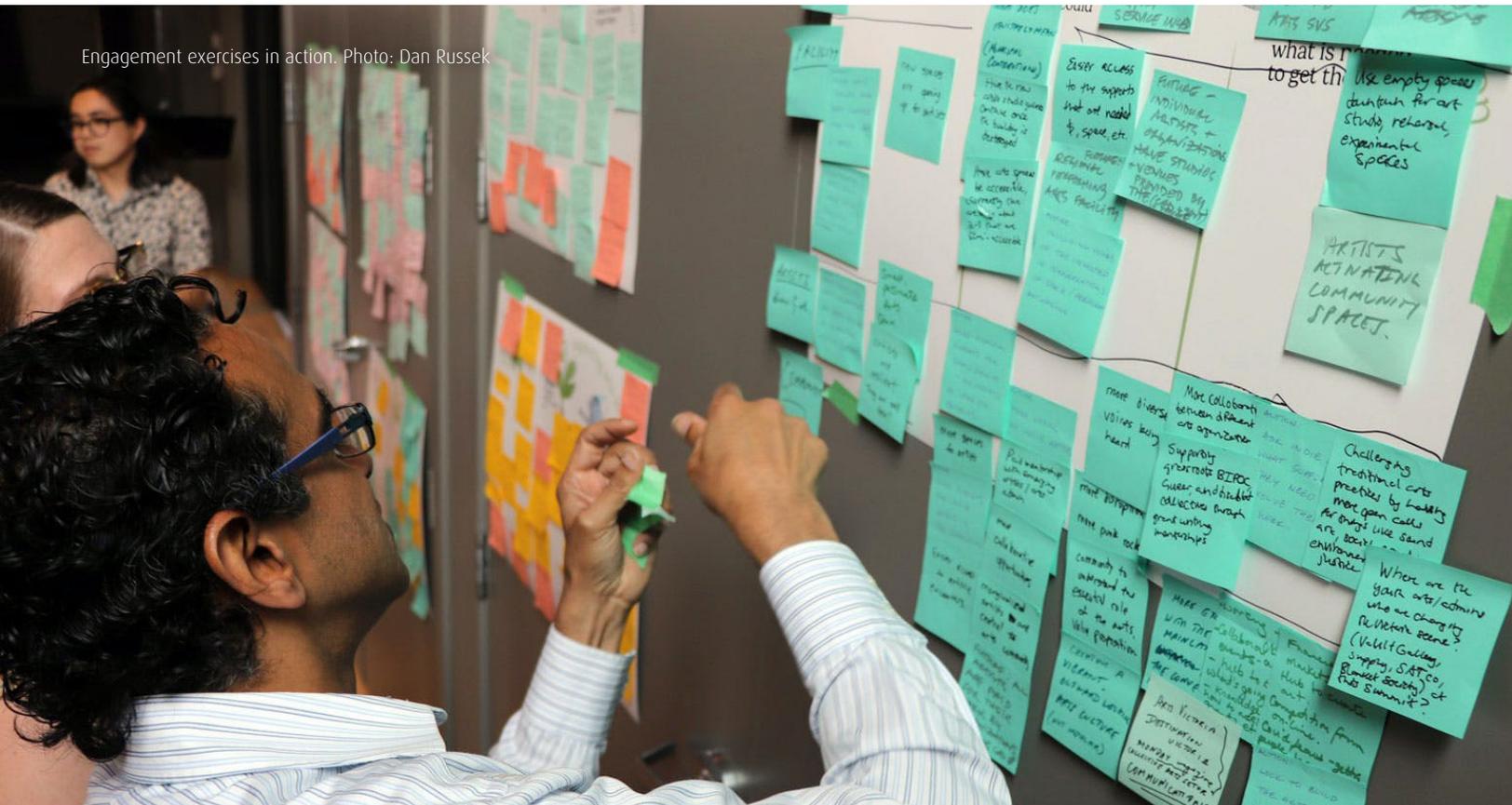
ENGAGEMENT OVERVIEW



Two of the main consultation methods were the online survey and the Arts Champions Summit. 303 responses were received through the online survey, which asked 30 questions about the arts sector in the capital region and CRD arts funding. The keystone event of the consultation was the Arts Champions Summit held at the Baumann Centre on May 17, 2023, which was attended by over 100 artists, arts administrators, elected officials, and other supporters of the arts. Summit attendees received presentations on innovative arts projects in the region and background on the CRD Arts & Culture Support Service. They participated in two collaborative engagement exercises where they worked together with other attendees to facilitate discussions on key issues and provided feedback on how to build a better arts sector over the next four years.

The feedback from the engagement process was gathered in the What We Heard Report, which was posted to the engagement webpage and distributed back to the community through the e-newsletter and dedicated social media channels. The community feedback drew attention to many key issues in the arts sector, including increasing challenges around affordability and infrastructure. It also indicated that the Arts & Culture Support Service is making a strongly positive impact on the region and benefits from widespread support. Continuity with the previous strategic plan was clearly appropriate in some priority areas. The granting programs are relied upon as key supports by the arts sector and the level of design in the program structure is consistent with a mature and effective service.

Engagement exercises in action. Photo: Dan Russek





Arts Champions
Summit promotional
artwork by Leya Tess



Mission, Vision & Commitment to Equity

In June 2023, the Arts Commission reviewed and approved revised mission and vision statements based on feedback from many sources, including the engagement process.

The mission summarizes what we do. The vision indicates where we are going. The commitment to equity supports how we will get there.

MISSION

Support, champion & develop the arts.

VISION

The arts are key drivers of community vitality, economic sustainability, and quality of life across the region, and artists and arts organizations are thriving, resilient, and well-supported.

Commitment to Equity

The CRD Arts & Culture Support Service is committed to supporting the development of equity in the region's arts sector. We are taking action to embed values of equity, diversity, inclusion, access, and cultural self-determination into our processes and policies, understanding that these concepts are not a static set of goals, but rather an evolving journey.

The aim of our commitment and these actions is to support the full diversity of artistic and cultural expression in the region. Recognizing that persistent and systemic discrimination has prevented equity-seeking groups from accessing resources, we continue to expand access and remove barriers to our funding. Equity-seeking groups include, but are not limited to, First Nations, Inuit and Métis people, those who are racialized, Deaf people, LGBTQ2+ people, and those with disabilities.

Our 2024–2027 Strategic Priority Areas:

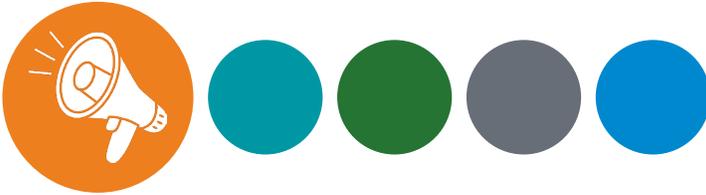
 **Champion** | Advocating for the arts

 **Connect** | Enhancing collaboration

 **Cultivate** | Developing the arts ecosystem

 **Extend** | Broading the scope of impact

 **Engage** | Sharing our story and learning



Champion | Advocating for the arts

Goal 1:

Scale up regional participation in the Arts Service to expand its scope and impact.

Actions:

Advocate for a regional approach to arts funding.

Recruit non-participating jurisdictions to join the Arts Service.

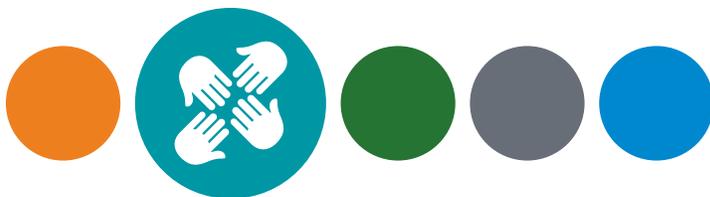
Goal 2:

Raise awareness of the value of the arts to demonstrate how it contributes to economic sustainability, community vitality, and quality of life.

Actions:

Collaborate with arts organizations in celebrating the impact of the arts sector and raising awareness about career pathways in the arts.

Promote the importance of the arts in building livable communities by sharing research and case studies.



Connect | Enhancing collaboration

Goal 3:

Foster collaboration and knowledge-sharing to boost organizational development.

Actions:

Support mentorship opportunities with a focus on small, emerging, and rural organizations.

Enhance networking and convening opportunities for arts professionals.

Goal 4:

Work collaboratively with all levels of government to connect arts organizations with support for arts spaces and other funding.

Actions:

Provide resources to assist the arts sector in navigating provincial and federal grant opportunities with a focus on infrastructure funding.



Cultivate | Developing the arts ecosystem

Goal 5:

Support the region's arts ecosystem to grow sustainably.

Actions:

Expand funding for planning and capacity-building.

Conduct full program evaluation of Incubator Grants.

Expand scope of funding with an emphasis on regional distribution.

Goal 6:

Align funding programs to respond to community needs.

Actions:

Review parameters of project-based grants (Project, IDEA, and Equity Grants).



Extend | Broadening the scope of impact

Goal 7:

Invest in underserved and marginalized communities to support the full artistic and cultural potential of the region.

Actions:

Build on the momentum of applying equity, diversity, inclusion, and accessibility lenses across granting and operations.

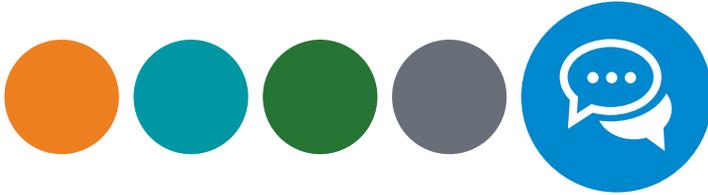
Goal 8:

Reduce barriers to increase access to funding.

Actions:

Enhance support for arts programming by and for youth.

Review eligibility to annual and multi-year Operating Grants.



Engage | Sharing our story and learning

Goal 9:

Diversify educational resources for grant applicants to enhance knowledge base.

Actions:

Design and implement a Communications and Community Engagement Plan.

Make information and grant-writing workshops accessible to applicants throughout the region.

Goal 10:

Enhance the branding of the Arts Service to clarify its focus.

Actions:

Conduct full review of the service name and brand and implement findings.



Evaluation & Reporting

Implementing the Strategic Plan

The Arts Service will be guided by the twin principles of accountability and transparency in its implementation of this strategic plan. Progress on these priorities, goals, and actions will be reported to the Arts Commission, Arts Advisory Council, and arts community in both public meetings and using communications tools, such as media releases, the CRD Arts & Culture e-newsletter, and the dedicated social media channels. Not all goals will be advanced simultaneously. Rather, there will be a phased approach to implementation over the full four years covered by the strategic plan, which starts in 2024 and goes until the end of 2027.

This strategic plan will be supported by evaluation and reporting initiatives:

- As they develop into policy and outreach initiatives, the strategic priorities, goals, and actions will inform the annual Community Needs Summary for CRD Arts & Culture, which is updated each year as part of the budget planning process.
- At each meeting, the Arts Advisory Council and the Arts Commission will receive updates on implementation activities supporting the strategic goals and actions as part of a standing agenda item tasked to the Arts Manager.
- The Arts Advisory Council and the Arts Commission will provide feedback to staff on the timeline of implementation and the sequencing of policy development to support the goals and actions in this plan.
- A Status Tracker document will be created by staff, updated on an on-going basis, and presented on a regular basis to the Arts Advisory Council and Arts Commission to ensure that the implementation of the plan remains on schedule. The document will include key performance indicators and implementation metrics, where appropriate, to measure progress on goals and actions.
- This plan and its priorities, goals, and actions will be reviewed annually, evaluating implementation, and identifying next steps, including any adjustments to capacity that might be necessary to advance the plan to completion.

The Arts Service will continue to be dynamic and accountable in both its vision and implementation actions, recognizing that some steps will be determined by new learnings that are gained through the implementation process. The Arts Service will provide updates to the wider community on our progress and goals regularly through our robust communications tools, inviting feedback on the process throughout. Staff will report out on what has been achieved, what has been learned through the results of previous actions, and which priorities areas require further attention and development.

Conclusion

The Arts Service, as one of many arts funders, plays a crucial role in supporting the arts ecosystem in the capital region and, at the same time, recognizes that it is the artists, administrators, audiences, and volunteers who are the true creators, producers, presenters, and facilitators. They deserve the full credit for activating and advancing the arts. The Arts Service is a supporter of many leaders in many fields of arts practice and wishes to acknowledge their extraordinary work in making the arts flourish in communities across the capital region.



Victoria Flamenco Festival, "For the Love of Flamenco," dancer: Lia Crowe, photo: Amity Skala



Capital Regional District

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www.crd.bc.ca/arts
[@crdartsculture](https://twitter.com/crdartsculture)



**REPORT TO CORE AREA LIQUID WASTE MANAGEMENT COMMITTEE
MEETING OF WEDNESDAY, OCTOBER 11, 2023**

SUBJECT **2023 Technical and Community Advisory Committee and Core Area Liquid Waste Management Committee Terms of Reference Update**

ISSUE SUMMARY

This report presents updated 2023 Core Area Liquid Waste Management Committee and Technical and Community Advisory Committee Terms of Reference.

BACKGROUND

Under the *Local Government Act* and the Capital Regional District (CRD) Board Procedures Bylaw, the CRD Board Chair has the authority to establish standing committees and appoint members to provide advice and recommendations to the Board.

On December 14, 2022, the CRD Board approved the 2023 Terms of Reference for standing committees. Terms of Reference (TOR) serve to clarify the mandate, responsibilities and procedures of standing committees and provide a point of reference and guidance for the Committees and members.

At its July 12, 2023 meeting, the CRD Board directed staff to reconvene the Technical and Community Advisory Committee (TCAC). The TCAC will assist the Core Area Liquid Waste Management Committee (CALWMC) in making appropriate recommendations to the CRD Board in the areas of:

- Inflow and Infiltration program
- Sanitary sewer overflows
- Biosolids management and beneficial use

Also at this meeting, an updated TOR for the TCAC from the June 28, 2023 CALWMC meeting was adopted by the CRD Board. That document contained one error in the membership list.

The TOR for the TCAC has been amended (Appendix A) by amending the list of “Membership, Selection and Appointment” to remove the member from the Roundtable on the Environment (this group no longer exists) and adding a Vice-Chair from the Core Area Liquid Waste Management Committee. Another minor change is that all appointments to committees, being a Closed meeting matter, are now dealt with by the CRD Board.

The existing TOR for the CALWMC refers to the TCAC’s role in Core Area and West Shore Sewage Treatment matters. With the Core Area Wastewater Treatment Program now in operation, there is now a need to broaden the definition of the TCAC’s role in order to support the CALWMC in making recommendations on Core Area Liquid Waste Management Plan matters as required.

These changes are reflected in the updated TOR in Appendix B. A redlined version of the TOR showing this change is attached in Appendix C. The TOR are being provided for review by the Committee. Any proposed revisions to the TOR will require ratification by the Board.

ALTERNATIVES

Alternative 1

The Core Area Liquid Waste Management Committee recommends to the Capital Regional District Board:

That the updated Terms of Reference for the Core Area Liquid Waste Management Committee and Technical and Community Advisory Committee be approved as presented.

Alternative 2

The Core Area Liquid Waste Management Committee recommends to the Capital Regional District Board:

That the Terms of Reference for the Core Area Liquid Waste Management Committee and Technical and Community Advisory Committee be referred to staff for changes.

CONCLUSION

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

The Terms of Reference for the Core Area Liquid Waste Management Committee requires minor updates to reflect the committee’s current advisory needs and the Terms of Reference for the Technical and Community Advisory Committee requires updating to correct an error in the membership list and include other minor updates.

RECOMMENDATION

The Core Area Liquid Waste Management Committee recommends to the Capital Regional District Board:

That the updated Terms of Reference for the Core Area Liquid Waste Management Committee and Technical and Community Advisory Committee be approved as presented.

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

ATTACHMENTS

- Appendix A: 2023 TCAC Terms of Reference
- Appendix B: 2023 CALWMC Terms of Reference
- Appendix C: 2023 CALWMC Terms of Reference Redlined

Terms of Reference

The logo for the Capital Regional District (CRD), consisting of the letters 'CRD' in a stylized, bold font.

TECHNICAL AND COMMUNITY ADVISORY COMMITTEE

PREAMBLE

The CRD has a mission to be local government leaders in providing cost effective, innovative and environmentally responsible sewage treatment to the residents in the core area (Esquimalt, Colwood, Langford, Oak Bay, View Royal, Saanich, Victoria, and Songhees and Esquimalt First Nations).

With the Core Area Wastewater Treatment Program now in operation, future decisions will be needed in a number of areas related to the service, including the following:

- Inflow and infiltration program
- Sanitary sewer overflows
- Biosolids management and beneficial use

The Capital Regional District (CRD) Technical and Community Advisory Committee (TCAC) is an advisory committee established by the CRD Board and will assist the Core Area Liquid Waste Management Committee (the steering committee) in making appropriate recommendations to the CRD Board in the areas outlined above.

The Committee's official name is to be:

Technical and Community Advisory Committee

1.0 PURPOSE

The mandate of the Committee is to respond to requests from the steering committee for technical and community consultation advice and input in order to facilitate informed decision-making in a variety of areas, including those outlined above.

2.0 ESTABLISHMENT AND AUTHORITY

- a) The committee will provide advice and input in an advisory capacity to the Core Area Liquid Waste Management Committee for review, comment and decision;
- b) The Chair and Vice Chair shall be the Chair and Vice Chair of the Core Area Liquid Waste Management Committee; and
- c) The term of the Committee will be for the period required to address the matters, as determined by the CALWMC.

3.0 COMPOSITION

- a) Members will be appointed by the CRD Board;
- b) Members will serve without remuneration; and
- c) Including the chair, there will be 26 members:
 - 1 - Chair of the Core Area Liquid Waste Management Committee – TCAC Chair
 - 1 - Vice-Chair of the Core Area Liquid Waste Management Committee – TCAC Vice-Chair
 - 7 - municipal engineering or other technical representatives
 - 5 - members at large via public advertisement
 - 2 - members nominated by environmental groups
 - 2 - members nominated by the Esquimalt and Songhees First Nations
 - 1 - member nominated by the Department of National Defence
 - 1 - member nominated by the Greater Victoria Chamber of Commerce
 - 1 - member nominated by the West Shore Chamber of Commerce
 - 1 - member from a post secondary institute
 - 1 - member from the Victoria Labour Council
 - 1 - member from Tourism Victoria
 - 1 - member from CRD Solid Waste Advisory Committee
 - 1 - member nominated by the Esquimalt Chamber of Commerce

4.0 PROCEDURES

- a) The Committee shall meet on monthly basis and have special meetings, as required, at the call of the Chair;
- b) The agenda will be finalized in consultation between staff and the Committee Chair and any Committee member may make a request to the Chair to place a matter on the agenda through the Notice of Motion process;
- c) A quorum is a majority of the Committee membership and is required to conduct Committee business; and
- d) The CRD Board rules of order will apply.

5.0 RESOURCES AND SUPPORT

- a) The Senior Manager of the Environmental Protection division will act as a liaison to the Committee;
- b) Minutes and agendas are prepared and distributed by the Environmental Protection division; and
- c) The Environmental Protection division will provide additional administrative support as required.

- d) Staff representatives from the following organizations will be invited to attend Committee meetings to provide information as required:
- Ministry of Environment and Climate Change Strategy
 - Environment Canada
 - Vancouver Island Health Authority
- e) A consulting engineering expert in sewage treatment and related matters will also attend Committee meetings to provide advice and information.

Approved by _____ on _____

Terms of Reference



CORE AREA LIQUID WASTE MANAGEMENT COMMITTEE

PREAMBLE

The Capital Regional District (CRD) Core Area Liquid Waste Management Committee (CALWMC) is a standing committee established by the CRD Board and will oversee and make recommendations to the Board regarding the Core Area Liquid Waste Management Plan (CALWMP).

The Committee's official name is to be:

Core Area Liquid Waste Management Committee

1.0 PURPOSE

- a) The mandate of the Committee is to oversee and make recommendations to the Board regarding the:
 - i. administration and regulatory reporting for the Core Area Liquid Waste Management Plan
 - ii. Core area trunk sewers and sewage disposal systems
- b) The Committee will act as the steering committee of the Technical and Community Advisory Committee, as outlined in Appendix A.

2.0 ESTABLISHMENT AND AUTHORITY

- a) The Committee will make recommendations to the Board for consideration.
- b) The Board Chair will appoint the Committee Chair, Vice Chair and Committee members annually.

3.0 COMPOSITION

- a) The membership is comprised of all directors on the CRD Board from the following municipalities that are participants in the Core Area Liquid Waste Management Plan:
 - Colwood
 - Esquimalt
 - Langford
 - Oak Bay
 - Saanich
 - Victoria
 - View Royal
 - An elected representative and alternate from each of the Songhees Nation and Esquimalt Nation Councils (Board Procedures Bylaw No. 3828)

- b) All Board members are permitted to participate in standing committee meetings, but not vote, in accordance with the CRD Board Procedures Bylaw; and
- c) First Nation members are permitted to participate in standing committee meetings at their pleasure, in accordance with the CRD Procedures Bylaw, where the Nation has an interest in matters being considered by the committee.

4.0 PROCEDURES

- a) The Committee shall meet quarterly and have special meetings as required at the call of the Committee Chair;
- b) The agenda will be finalized in consultation between staff and the Committee Chair and any Committee member may make a request to the Chair to place a matter on the agenda through the Notice of Motion process;
- c) With the approval of the Committee Chair and Board Chair, Committee matters of an urgent or time sensitive nature may be forwarded directly to the Board for consideration; and
- d) A quorum is a majority of the Committee membership and is required to conduct Committee business.

5.0 RESOURCES AND SUPPORT

- a) The General Manager, Integrated Water Services and General Manager, Parks & Environmental Services will act as a liaison to the Committee with support from other departments, as required; and
- b) Minutes and agendas are prepared and distributed by the Corporate Services Department. proved by CRD Board

APPENDIX A

STEERING THE TECHNICAL AND COMMUNITY ADVISORY COMMITTEE

In accordance with the Terms of Reference of the Technical and Community Advisory Committee (TCAC) approved by the Capital Regional District Board (CRD), October 11, 2023, the Core Area Liquid Waste Management Committee (CALWMC) will steer the TCAC as follows:

- Make requests to TCAC for appropriate technical and community consultation advice and input in order to facilitate informed decision-making in a variety of CALWMP matters
- Dissolve the TCAC at a time determined by the CALWMC

Terms of Reference



CORE AREA LIQUID WASTE MANAGEMENT COMMITTEE

PREAMBLE

The Capital Regional District (CRD) Core Area Liquid Waste Management Committee (CALWMC) is a standing committee established by the CRD Board and will oversee and make recommendations to the Board regarding the Core Area Liquid Waste Management Plan ~~(CALWMP) and certain aspects of the Core Area Wastewater Treatment Project (CAWTP).~~

The Committee's official name is to be:

Core Area Liquid Waste Management Committee

1.0 PURPOSE

- a) The mandate of the Committee is to oversee and make recommendations to the Board regarding the:
 - i. Administration and regulatory reporting for the Core Area Liquid Waste Management Plan
 - ii. Core area trunk sewers and sewage disposal systems
- b) The Committee will act as the steering committee of the Technical and Community Advisory Committee, as outlined in Appendix A.

2.0 ESTABLISHMENT AND AUTHORITY

- a) The Committee will make recommendations to the Board for consideration.
- b) The Board Chair will appoint the Committee Chair, Vice Chair and Committee members annually.

3.0 COMPOSITION

- a) The membership is comprised of all directors on the CRD Board from the following municipalities that are participants in the Core Area Liquid Waste Management Plan:
 - Colwood
 - Esquimalt
 - Langford
 - Oak Bay
 - Saanich

- Victoria
 - View Royal
 - An elected representative and alternate from each of the Songhees Nation and Esquimalt Nation Councils (Board Procedures Bylaw No. 3828)
- b) All Board members are permitted to participate in standing committee meetings, but not vote, in accordance with the CRD Board Procedures Bylaw; and
- c) First Nation members are permitted to participate in standing committee meetings at their pleasure, in accordance with the CRD Procedures Bylaw, where the Nation has an interest in matters being considered by the committee.

4.0 PROCEDURES

- a) The Committee shall meet quarterly and have special meetings as required at the call of the Committee Chair;
- b) The agenda will be finalized in consultation between staff and the Committee Chair and any Committee member may make a request to the Chair to place a matter on the agenda through the Notice of Motion process;
- c) With the approval of the Committee Chair and Board Chair, Committee matters of an urgent or time sensitive nature may be forwarded directly to the Board for consideration; and
- d) A quorum is a majority of the Committee membership and is required to conduct Committee business.

5.0 RESOURCES AND SUPPORT

- a) The General Manager, Integrated Water Services and General Manager, Parks & Environmental Services will act as a liaison to the Committee with support from other departments, as required; and
- b) Minutes and agendas are prepared and distributed by the Corporate Services Department.

Approved by CRD Board _____

APPENDIX A

STEERING THE TECHNICAL AND COMMUNITY ADVISORY COMMITTEE
~~CORE AREA AND WEST SHORE SEWAGE TREATMENT~~

In accordance with the Terms of Reference of the Technical and Community Advisory Committee Core Area and West Shore Sewage Treatment (TCAC) approved by the Capital Regional District Board (CRD), ~~August 14, 2013~~October 11, 2023, the Core Area Liquid Waste Management Committee (CALWMC) will steer the TCAC as follows:

- ~~• Make recommendations to the CRD Board to appoint TCAC members~~
- Make requests to TCAC for appropriate technical and community consultation advice and input in order to facilitate informed decision-making in a variety of **CAWTP CALWMP** matters ~~that have not been delegated to the CAWT Project Board~~
- Dissolve the TCAC ~~at the end of the planning stage of the Core Area and West Shore sewage treatment project or~~ at a time determined by the CALWMC



Making a difference...together

REPORT TO ELECTORAL AREAS COMMITTEE MEETING OF WEDNESDAY, OCTOBER 11, 2023

SUBJECT: Fire Services Governance Review Report

ISSUE SUMMARY

To introduce the Capital Regional District (CRD) Fire Services Governance Review report and to seek approval to engage local Fire Commissions and Fire Societies toward the development of an implementation plan in response to the recommendations in the report.

BACKGROUND

The current fire service governance structure, challenges with regulatory compliance, and lack of direct oversight has been identified as a serious liability and risk for the CRD. On February 10, 2021 the Board directed staff to report back with operational, administrative, and governance strategies to meet and sustain regulatory compliance for fire services in the CRD electoral areas.

In November 2022, the CRD procured contractor Tim Pley & Associates to facilitate a review of roles, responsibilities, and governance models in fire services (Appendix A). Protective Services coordinates 11 CRD Fire Services through delegated authority commissions, contracts with not-for-profit societies, and agreements with neighboring jurisdictions.

Fire protection is a local government service, and subject to a complex collection of regulatory requirements and recognized operating, staffing and training standards. The report identifies various regulatory change drivers affecting the fire service in British Columbia. These regulatory change drivers have led to a significant evolution in the way local governments manage and oversee their fire services and have fundamentally impacted the way in which fire protection services are delivered in rural areas. Methods and approaches that once worked are becoming less effective or more challenging to sustain, and some practices are no longer permitted. As such, local governments have been compelled to review their processes and materially adjust their oversight and management of fire service delivery. Fire and emergency response service management has necessarily become far more technical and far more complex than in the past.

The requirements to meet appropriate standards – whether in training, or equipment/apparatus use and maintenance, or occupational health and safety processes – has made clear and effective oversight essential. For local governments, ensuring that such oversight is in place and functioning properly are critical elements of proper risk management, both to protect the local government itself and to ensure the safety of emergency responders and the public they serve.

The effects of regulatory change drivers on the rural fire service are being compounded by the impacts of societal changes. At the same time that regulatory changes are making it more challenging and costly to meet minimum training and operating requirements, the pool from which fire departments traditionally draw firefighters is drying up. Resident populations in rural communities are aging and volunteerism has waned. Rural fire services rely on volunteers, and many rural departments now struggle to recruit, train and retain an adequate number of qualified firefighters. This confluence of factors has adversely impacted delivery of fire protection services in rural areas, and local governments have found it increasingly necessary to update and revise their approach to governing and overseeing their fire departments while supporting their firefighters.

This project involved the Consultants reviewing the governance models currently utilized by the CRD and making recommendations for improvements. The Consultants undertook a comprehensive review to ensure as full an understanding of the current state as possible. A detailed document review and analysis covering bylaws, service agreements, occupational health and safety matters and budgets was undertaken, the results of which are reflected in the attached report. The Consultants also travelled to every rural community with a CRD fire service area and met with each fire chief and society president or commission chair, or their alternate. The Consultants and the CRD jointly considered it critical that this review be informed by local conditions, practices and concerns.

Ultimately, the report identified 36 recommendations designed to ensure CRD fire departments can meet and sustain regulatory compliance while minimizing the liability and risk to the firefighters, public and the CRD. Many of these recommendations would be transformational and would see a significant change in the way fire services are delivered in the region if implemented.

ALTERNATIVES

Alternative 1

The Electoral Areas Committee recommends to the Capital Regional District Board: That staff be directed to distribute the report and to engage the fire commissions and fire societies and to report back to the Committee with an implementation plan.

Alternative 2

That the Fire Services Governance Review report be referred back to staff for additional information.

IMPLICATIONS

Alignment with Board & Corporate Priorities

A CRD Board priority for the 2023-2026 term is the effective advocacy, coordinated and collaborative governance, and leadership in organizational performance and service delivery.

- Initiative 16e-3 in the CRD Corporate Plan is to continue to review committees and commissions to find efficiencies and improve consistency.
- Initiative 16g-3 is to review and modernize fire and emergency management programs.

Service Delivery Implications

The CRD electoral area fire services have been seriously challenged to meet regulatory requirements since the introduction of the Office of the Fire Commissioner (OFC) Playbook in 2015. The implementation of these recommendations can result in the sustainable delivery of fire protection services in a manner compliant with regulatory requirements, which provides the highest possible level of safety for firefighters and residents.

As next steps, staff will engage with the fire commissions, fire societies and key stakeholders on the recommendations and will bring back a staff report on an implementation plan in Q1 2024.

Social Implications

The delivery of fire services in the electoral areas is community driven and any changes made in this sector should be well-thought out, and there should be a communication and implementation plan developed that reflects stakeholder inputs. The CRD should continue to be mindful of the deep investment made by volunteers in the delivery of fire protection services in communities across the regional district areas, that their continued involvement will be dependent upon the

continued feeling that they are contributing to their local community, and that changes to the current state and motivations for those changes could easily be misunderstood if not adequately communicated. Communication and consistent, reliable actions by the CRD will be critical to successful implementation of recommendations.

CONCLUSION

Substantial regulatory changes over the last decade has created significant challenges for rural volunteer based fire service to achieve and maintain compliance within the current governance and operating structure. The Fire Services Governance Review report prepared by Tim Pley & Associates reviewed the governance models currently utilized by the CRD and provides recommendations for improvement. Staff recommends engaging local fire commissions, fire societies and key stakeholders for the purpose of developing an implementation plan in response to the recommendations in the consultant’s report and will report back to the EAC.

RECOMMENDATION

The Electoral Areas Committee recommends to the Capital Regional District Board:
That staff be directed to distribute the report and to engage the fire commissions and fire societies and to report back to the Committee with an implementation plan.

Submitted by:	Shawn Carby, Senior Manager, Protective Services
Concurrence:	Kevin Lorette, P. Eng., MBA, General Manager, Planning & Protective Services
Concurrence:	Kristen Morley, J.D., General Manager, Corporate Services & Corporate Officer
Concurrence:	Ted Robbins, B. Sc., C. Tech., Chief Administrative Officer

ATTACHMENT

Appendix A: Fire Services Governance Review Report

Capital Regional District Fire Services Governance Review

Prepared for:
Jonathan Reimer
Manager, Fire and Emergency Services
Capital Regional District

Prepared by:
Tim Pley & Associates Ltd.

Submitted:
Final: September 8, 2023

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Table of Contents

1. EXECUTIVE SUMMARY.....	1
2. SUMMARY OF RECOMMENDATIONS.....	1
3. METHODOLOGY	7
4. CURRENT STATE – CAPITAL REGIONAL DISTRICT.....	9
4.1 CRD FIRE SERVICES – CURRENT GOVERNANCE STATE	10
4.2 CRD PROTECTIVE SERVICES STAFFING MODEL.....	11
4.3 CURRENT STATE – OCCUPATIONAL HEALTH AND SAFETY.....	11
4.4 OPERATIONAL POWERS BYLAW.....	15
4.5 RECOMMENDATIONS	16
5. CHANGE DRIVERS	18
5.1 PENDING CHANGE DRIVERS - LEGAL AND REGULATORY CHANGES.....	18
5.2 FIRE SAFETY ACT.....	18
5.2.1 <i>Fire Inspections</i>	19
5.2.2 <i>Fire Investigations</i>	20
5.2.3 <i>Powers and Authority – Fire Safety Act</i>	21
5.3 EMERGENCY PROGRAM ACT.....	22
5.4 PENDING CHANGE DRIVERS – OCCUPATIONAL HEALTH & SAFETY.....	23
5.5 RECOMMENDATIONS	23
6. NEIGHBOURING JURISDICTION CONTRACTED AREAS	25
6.1 DURRANCE ROAD.....	25
6.1.1 <i>Service Establishing Bylaw</i>	25
<i>Service Agreement</i>	26
6.2 MALAHAT.....	27
6.2.1 <i>Service Establishing Bylaw</i>	27
6.2.2 <i>Service Agreement</i>	27
6.3 RECOMMENDATIONS	29
7. COMMISSION-LED DEPARTMENTS	30
7.1 SERVICE ESTABLISHMENT BYLAWS – COMMISSION-LED DEPARTMENTS	31
7.2 WHAT WORKS WELL.....	32
7.3 WHAT IMPROVEMENTS ARE NEEDED	32
7.4 RECOMMENDATIONS FOR CHANGE IN THE COMMISSION MODEL.....	33
7.5 RECOMMENDATIONS	35
8. SOCIETY-OWNED DEPARTMENTS	37
8.1 WHAT WORKS WELL.....	38
8.2 WHAT IMPROVEMENTS ARE NEEDED	38

8.2.1	<i>Recommendations for Changes in the Society Model</i>	39
8.3	RECOMMENDATIONS	40
9.	CRD ORGANIZATIONAL STRUCTURE	42
9.1	CRD FIRE SERVICES – CURRENT STATE	43
9.2	RECOMMENDED GOVERNANCE ORGANIZATION CHART – SHORT TERM	44
9.3	RECOMMENDED GOVERNANCE ORGANIZATION CHART – LONG TERM	45
9.4	CRD STAFFING – CURRENT AND FUTURE	45
9.4.1	<i>Manager of Electoral Area Fire Services</i>	46
9.4.2	<i>Assistant</i>	46
9.4.3	<i>Fire Training Officer</i>	47
9.4.4	<i>Proposed Future Staffing – Long Term</i>	48
9.5	RECOMMENDATIONS	48
10.	IMPLEMENTATION	50
APPENDIX 1:	STAKEHOLDER ENGAGEMENT SUMMARY.....	51
APPENDIX 2:	COMMISSION-LED DEPARTMENTS.....	53
	NORTH GALIANO	53
	PORT RENFREW	55
	SHIRLEY 57	
	OTTER POINT	58
	EAST SOOKE.....	60
	SERVICE AGREEMENT WITH SOOKE	61
	WILLIS POINT	63
	RECOMMENDATIONS	65
APPENDIX 3:	SOCIETY-OWNED DEPARTMENTS.....	66
	SOUTH GALIANO.....	66
	PENDER ISLAND	69
	SATURNA ISLAND	75
	RECOMMENDATIONS	79
APPENDIX 4:	SERVICE AGREEMENT CHECKLIST	80

1. Executive Summary

The Capital Regional District (the “CRD”), like many regional district governments in British Columbia, is the Authority Having Jurisdiction (the “AHJ”) for a number of fire protection services within electoral areas. The CRD is responsible for eleven electoral area fire protection service areas and facilitates service delivery in each area in a manner intended to work best for that service area’s constituents and the CRD. The CRD utilizes three methods to facilitate fire protection service delivery; contracting service delivery from a neighbouring local government’s fire department; contracting a stand-alone society to provide fire protection services; and most commonly, operating a fire department by way of a CRD-established commission.

In each fire protection service area that is serviced by a society-owned or commission-led fire department (collectively, the “Departments”) can be found a group of residents who are heavily invested in the delivery of fire protection services in their community. In all of these areas the Department relies on volunteers to commit considerable time and effort to serve as firefighters, fire officers, support staff or society/commission board members.¹ Most of these individuals live in the communities where they serve, and while the motivation to be involved in the delivery of fire protection services within their communities differs between individuals, one can generalize that volunteering to directly provide or support the provision of fire protection services in one’s community involves a selfless act of giving. Throughout this project and in the writing of this report, the Consultants have striven to understand and respect the contribution made by those individuals to their communities.

Fire protection is a local government service, and subject to a complex collection of regulatory requirements and recognized operating, staffing and training standards. This report identifies various regulatory change drivers affecting the fire service in British Columbia. These regulatory change drivers have led to a significant evolution in the way local governments manage and oversee their fire services and have fundamentally impacted the way in which fire protection services are delivered in rural areas. Methods and approaches that once worked are becoming less effective or more challenging to sustain, and some practices are no longer permitted. As such, local governments like the CRD have been compelled to review their processes and materially adjust their oversight and management of fire service delivery. Fire and emergency response service management has necessarily become far more technical and far more complex than in the past. The requirements to meet appropriate standards – whether in training, or equipment/apparatus use and maintenance, or occupational health and safety processes – has made proper oversight essential. For local governments, ensuring that such oversight is in place and functioning properly are critical elements of proper risk management, both to protect the local government itself and to ensure the safety of emergency responders and the public they serve.

¹ Many of the firefighters in CRD Departments and society-owned Departments typically receive some remuneration for training and responding to emergency incidents, and are properly categorized as paid-on-call firefighters, although the involvement of these individuals in providing fire protection services is essentially volunteering. The paid-on-call/volunteer firefighter model is the most common model utilized in British Columbia.

The effects of regulatory change drivers on the rural fire service are being compounded by the impacts of societal changes. At the same time that regulatory changes are making it more challenging and costly to meet minimum training and operating requirements, the pool from which fire departments traditionally draw firefighters is drying up. Resident populations in rural communities are aging and volunteerism has waned. Rural fire services rely on volunteers, and many rural departments now struggle to recruit, train and retain an adequate number of qualified firefighters. This confluence of factors has adversely impacted delivery of fire protection services in rural areas, and local governments have found it increasingly necessary to update and revise their approach to governing and overseeing their fire departments while supporting their firefighters.

The need to adjust to a changing landscape is clear. Leaders, however, need to be mindful that “making adjustments” has real impacts on people who have invested, often heavily, in serving their communities in ways that have become engrained in the lives of individuals, families and communities. Implementing change should be done with compassion, active listening, and efforts to be inclusive, using a clear road map into which stakeholders have had input.

Responding to regulatory change drivers can be described as being primarily an administrative responsibility. The CRD, recognizing this, has developed and continues to improve its Protective Services department which is staffed with fire service professionals who, along with staff in other CRD departments, can oversee the needed change and ensure that the CRD’s statutory and regulatory responsibilities are being properly met. The current governance structures, however, are complex and the reporting lines and roles to be played by professional staff and volunteers are unclear.

The Departments are also challenged by change drivers. In many cases the Departments and fire chiefs are struggling with increased administrative workloads, and not able to take full advantage of the direct support that could be available to them from the CRD’s professional staff if the reporting relationships were different than those currently in place.

This project involved the Consultants reviewing the governance models currently utilized by the CRD and making recommendations for improvements. As noted, at a high level, there are three fundamental approaches to fire service delivery in the CRD:

1. delivering the service through a fire department which is the direct responsibility of the CRD (six service areas). Administrative responsibility and oversight of each such Department has been devolved to a CRD-appointed volunteer Commission, to which various of the CRD Board’s powers have been delegated. The responsibilities of such Commissions are very broadly cast and, in some cases, not as well understood as they perhaps should or need to be. The role to be played by the CRD’s Protective Services and other professional staff in relation to Department oversight and management is poorly defined;
2. contracting for the service from a neighbouring local government (two service areas); and
3. contracting for the service from an arm’s length, volunteer, not-for-profit society, pursuant to a service agreement (three service areas). The terms of the service

agreements vary by jurisdiction and, in some cases, may not clearly allocate responsibility for certain fundamental matters (e.g., risk and liability).

The Consultants undertook a comprehensive review to ensure as full an understanding of the current state as possible. A detailed document review and analysis, covering materials ranging from bylaws and service agreements to occupational health and safety matters and budgets was undertaken, the results of which are reflected in this report. The Consultants also travelled to every rural community with a CRD fire service area, and met with each fire chief and society president or commission chair, or their alternate. The Consultants and the CRD jointly considered it critical that this review be informed by local conditions, practices and concerns.

In each community visited, the Consultants were warmly received and hosted at a fire hall and/or a family home. The open and honest engagement was greatly appreciated and was critical for properly understanding the challenges and issues being faced at the local level. In each case, stakeholders expressed their appreciation for the support they have received from CRD staff, while indicating frustration with what is viewed as the priority given to bureaucratic processes by local government.

The Consultants met with CRD employees from Protective Services and other CRD departments, including Finance and Human Resources. In each case, the Consultants encountered professionals who want to better support the Departments while ensuring that they are acting within compliance of regulatory requirements and CRD policies. In a number of instances, it was clear that the fire service required a bespoke approach by staff.

The current situation can be summarized as having good, service-focused people in communities and in CRD offices using their respective best efforts to support one another and help the CRD and Departments succeed, despite being hampered in some respects by the governance model(s) within which they operate. The Consultants' review of background materials and meetings with staff and with the stakeholders in nine communities have given rise to recommended changes in the governance models utilized by the CRD:

- For the Commission-led Departments, we recommend that the Commissions become advisory, with terms of reference focused on financial oversight (budget input and review) and community engagement. This approach aligns with the role the Commissions are currently fulfilling. Department oversight and support, to ensure regulatory requirements and standards are being met, will fall to appropriate CRD staff – particularly, Protective Services and Human Resources.
- Where the service is contracted from another local government, the CRD needs to ensure that the relevant service agreement covers off the essential matters – including the level of service provided, grant of operational powers to the service provider's department, reporting, and liability allocation. A service agreement checklist has been provided to help guide the review and updating of these agreements (see Appendix 4).
- In relation to the Society-owned Departments, the service agreements need to be reviewed and updated. Where a Society wishes to remain responsible for emergency service delivery, it needs also to be prepared to accept the risks which are attendant on that service delivery (including for matters such as occupational health and safety

processes). Alternatively, as has happened in many other regional districts, one or more societies may wish to step back from being responsible for emergency service delivery and instead take on a non-operational role – such as financial oversight, social events and activities, community engagement, recruitment and retention efforts, and similar matters. In those cases, the CRD will need to be prepared to take on responsibility for providing oversight and support to the relevant Department.

This report outlines measures that can be taken to enable the CRD to continue to contract fire protection service delivery from two of three societies currently active in that capacity, while also ensuring that the regulatory requirements are being met and the CRD properly protected. In the case of the third society-led Department, this report provides recommendations to redefine roles in order that the CRD can directly manage that Department while the society moves to a supporting role.

The implementation of these changes may be challenging for some. However, if handled in ways that respect and involve all stakeholders, change implementation can result in the sustainable delivery of fire protection services in a manner compliant with regulatory requirements, which provides the highest possible level of safety for firefighters and residents.

Each of the nine fire departments and their governing structures was examined separately, and in some cases unique aspects related to governance were found. This report outlines those one-off matters and makes recommendations for the CRD to consider change or resolution where appropriate.

Passion for community and service was apparent in every interaction the Consultants had with fire service providers. Rural fire protection services cannot continue to be provided without the active involvement of community members, whether they are responding to emergencies or supporting those responses in a governance or other role. That involvement is fundamental to the continued success of the CRD's fire services. However, the CRD must respond to regulatory and societal changes. Charting the path forward, if it is to result in success, must include meaningful involvement of those currently providing fire protection services.

The Consultants would like to express gratitude for being entrusted with this review, and for the hospitable and open manner with which all participants received us and engaged with us in discussions.

Nothing in this report should be construed as legal advice. The CRD should review any recommendations or issues outlined in this report through its ordinary legal review processes.

2. Summary of Recommendations

The following section extracts the recommendations contained within the report. The more expansive discussion in the report contains details regarding each of these recommendations.

For convenience, the relevant headings are included as a guide to the section from which the particular recommendation is extracted.

4. Current State – Capitol Regional District

Recommendation #1: The CRD should work with its Commission-led Departments to comprehensively review and update OH&S processes – including programs in use and implementing operational guidelines – in the Departments for which it is directly responsible. A common OH&S program designed for the Departments, should be developed in consultation with them, and implemented through common operational guidelines. The program should, among other things, lay out clearly the requirements for operation of a joint committee or worker representative system, respiratory program, and WHMIS program.

Recommendation #2 The CRD’s Human Resources Department is well staffed with individuals who are expert in OH&S requirements. The role and responsibility of such staff in overseeing and guiding the Departments in the fulfilment of their OH&S obligations should be clarified.

Recommendation # 3 The CRD should review with its Commission-led Departments whether the operation of a single joint committee across multiple Departments (or perhaps two such committees), would provide an effective way of helping the Departments manage the administrative burden of OH&S processes, while ensuring proper centralized oversight.

Recommendation #4 The responsibilities of the Society-owned Departments for operation and implementation of a comprehensive set of OH&S processes should be clarified in the relevant service agreements. If those Departments wish to remain responsible for emergency service delivery, any potential residual liability of the CRD for their OH&S matters should be addressed contractually, to the extent possible.

Recommendation #5 When the service agreements with the CVRD and Saanich are updated, the responsibility of the service providers to properly manage the OH&S processes for their respective fire departments should be specifically addressed.

Recommendation #6

The CRD should develop and implement an operational powers bylaw covering both the Commission-led and Society-owned Departments. Such bylaw can also be used to address administrative and reporting issues for the Commission-led Departments.

5. Change Drivers**Recommendation #7**

If a fire safety inspection obligation is imposed on the CRD when the *Fire Safety Act* is proclaimed in force, it likely will require both a service establishment bylaw (to authorize the new service) and either a new powers bylaw or an update to the Departments' existing powers and authority. The form of these bylaws will depend on how the obligation ultimately is framed, and the decision of the CRD, in consultation with its Departments, as to how this new obligation will be met.

Recommendation #8

When the *Fire Safety Act* comes into force, the CRD, in consultation with its Departments, will need to determine how it can best meet its new obligation to undertake border-to-border fire investigations within the Electoral Areas. The CRD may need to implement a new service establishment bylaw to fund this work, and to authorize the undertaking of such investigations. The form of bylaw will depend on how the obligation ultimately is framed, and the decision of the CRD, in consultation with its departments, as to how this new obligation will be met.

Recommendation #9

When the *Fire Safety Act* comes into force, it will be necessary to update the Departments' powers to reflect the new powers and authority granted by that statute. When such powers are updated, it will be important to specify the extent to which the powers and authority can be exercised outside an existing fire service area, and by whom. The form of these bylaws will depend on how the obligation ultimately is framed, and the decision of the CRD, in consultation with its Departments, as to how this new obligation will be met.

Recommendation #10

When the revisions to the current *Emergency Program Act* are brought into effect, it will be necessary to update the emergency program bylaws and corresponding agreements with its various service participants.

Recommendation #11

The CRD, in consultations with the Departments, should review the existing individual OHS programs related to decontamination procedures and mental wellness challenges, and develop a regional district approach to address the identified needs.

6. Neighboring Jurisdiction Contracted Areas

- Recommendation #12** When the Saanich Agreement is updated with respect to Durrance Road, consideration should be given to address the following issues:
- extending the termination notice – given the challenges in replacing Saanich as a service provider, any termination provision should require an extended notice period to the CRD;
 - expressly granting operational powers and authority to Saanich in relation to its emergency (and any non-emergency) response activities in the Durrance Rd. service area;
 - dropping reference to the Saanich smoke alarm bylaw, as that bylaw has been incorporated into Saanich’s Fire Prevention Bylaw No. 9712; and
 - the CRD needs to ensure that it has met the obligations under section 7 and 8 to authorize fire inspections in the service area by the Saanich Fire Department and has implemented a regulatory bylaw equivalent to Saanich’s Bylaw No. 9712 covering the service area.

Recommendation #13 The CVRD Service Agreement has expired and needs to be renewed. When it is updated, a number of issues have been flagged for consideration in any new service agreement including: expressly recognizing that the service is being provided by volunteers or paid-on-call firefighters; granting operational powers and authority to the MVFD; building out a robust dispute resolution; and addressing any relevant service limitations (e.g., private bridges, other property access issues, etc.)

7. Commission-led Departments

Recommendation #14 Bylaw No. 3654 will need to be updated to address any changes made to the Commission model.

Recommendation #15 Any updated Commission Handbook (and/or updated bylaw) should expressly address responsibility for OH&S matters, as well as the role to be played by the CRD’s professional staff in relation to Department oversight.

Recommendation #16 When Bylaw 3654 is updated, consider making it an operational powers bylaw as well, granting operational powers and authority to the various Departments (including any service areas receiving emergency response services under contract from a Society or other local government). Alternatively, create an

operational powers bylaw covering all of the CRD's fire service areas.

Recommendation #17

CRD Fire Commissions should be moved from having delegated Board authority, to operating on an advisory basis. Their responsibilities should be recast and clarified, principally covering:

- Budget review and input;
- Quarterly or semi-annual financial reviews;
- Engagement in any strategic planning for the Department; and
- Community outreach and engagement, for both financial matters and recruitment purposes.

Recommendation #18

CRD fire chiefs should report directly to a newly created CRD staff position – Manager of Electoral Area Fire Services.

Recommendation #19

The CRD should explore the matter of CRD fire chief employment status. CRD fire chiefs (and deputies) should be engaged as exempt employees of the CRD. Alternatively, if the CRD prefers to engage one or more fire chiefs as independent contractors, matters of liability protection, WorkSafe BC coverage and compliance with Canada Revenue Services requirements should be considered and addressed.

8.0 Society-owned Departments

Recommendation #20

Society-owned and operated fire departments present a series of unique risk management and liability issues. If the Societies wish to continue to be responsible for the provision of emergency response services, they must be prepared to accept the potential liability and risk that accompanies such service provision. The service agreements with the Societies should be updated to clearly reflect that allocation of risk and responsibility. Certain other issues should also be addressed in the service agreements, including: enhanced reporting obligations; an improved, graduated dispute resolution process; clarifying OH&S obligations (and accompanying risk allocations); and clearly specifying what support is being provided by the CRD to the Society-owned Departments.

Recommendation #21

The CRD, in consultation with the Pender Island Society, should review whether the provision in the Pender Island Agreement which suggests that members of the Society are entitled to avail themselves of the protections under section 738 of the Local Government Act and are covered by the CRD's indemnity

bylaw, is correct and accurately reflects the legal position of the Society and its members.

Recommendation #22

The CRD should engage with the South Galiano Volunteer Fire Department Society to explore conversion of the South Galiano Volunteer Fire Department to a CRD-operated department. The role of the Society should be redefined, and consideration given to the Society fulfilling the advisory role provided by commissions in other service areas until such time as a Southern Gulf Islands Fire Advisory Commission is established.

Recommendation #23

The CRD should facilitate discussions involving the South and North Galiano Fire Chiefs, the Society Chairs from both South and North Galiano, and the Commission Chair from North Galiano for the purposes of exploring the potential for the two departments to deepen their partnership, up to and including the potential to consolidate the two departments into one.

9. CRD Organizational Structure

Recommendation #24

The CRD should consider the consolidation of Fire Commissions (Advisory) into two Advisory Fire Commissions, one representing the Southern Gulf Islands and the other representing the Juan de Fuca area.

Recommendation #25

The CRD should create and fill a Manager of Electoral Area Fire Services position. This position would be responsible for supervising CRD fire chiefs, supporting and liaising with Fire Commissions, as well as managing fire service agreements with other local governments and societies.

Recommendation #26

The CRD should expand from 0.5 FTE to full time the Assistant position assigned to Electoral Area Fire and Emergency Services. As soon as is possible staff resources should be increased in order that the full-time Assistant position is assigned only to Electoral Area Fire Services.

Recommendation #27

The CRD should create and fill a new Fire Training Officer position. The incumbent would report to the Manager of Electoral Area Fire Services

Appendix 2: Commission-led Departments

Recommendation #28

The CRD should investigate the ownership of North Galiano #2 fire hall and land upon which it is situated.

Recommendation #29

The CRD should begin engaging with Pacheedaht First Nation as soon as possible on the matter of a shared services agreement for the next twenty year period, given that the current agreement expires in 2028.

Recommendation #30 The CRD should consider a joint application to the *Community to Community* grant fund program, managed by UBCM, with Pacheedaht First Nation for the purpose of facilitating discussions on the next iteration of their shared fire services agreement.

Recommendation #31 The CRD and Pacheedaht should discuss a Pacheedaht presence on the Commission that is better reflective of the Pacheedaht involvement in the community and their funding commitment to the provision of fire protection services.

Recommendation #32 The CRD should clarify the employment status of Paid on Call Firefighters, and whether that status changes at times when those personnel perform work other than regular training, maintenance and emergency response.

Recommendation #33 The CRD should clarify the ownership and responsibilities in terms of operations, liability, maintenance and replacement of the fire training facility located at the Otter Point fire hall.

Appendix 3: Society-owned Departments

Recommendation #34 The CRD should clarify the ownership and responsibilities in terms of operations, liability, maintenance and replacement of the fire training facility located at the Pender Island fire hall.

Recommendation #35 Bylaw No. 2165 *Saturna Island Fire Protection and Emergency Response Local Service Contribution Establishment Bylaw*, should be revised consistent with other recommendations in this report, and to authorize the CRD to provide fire protection services, rather than limiting the CRD to funding fire protection services provided by the Society.

Recommendation #36 When the Saturna Island service agreement is renewed, it should stipulate:

- That facilities, equipment and apparatus are owned by the CRD or that upon dissolution of the service agreement that such ownership transfers to the CRD;
- Society reporting obligations including on matters of finance, operational service delivery, training and OH&S.

3. Methodology

The methodology for this review involved a multi-phased approach. A kick off meeting was conducted on December 14, 2023, with senior CRD staff ² to refine the scope of work and gain an initial understanding of the various fire departments and their respective governance structures. The project scope of work was refined and agreed upon, and the timeline for the project was modified, in part, given the need to travel to rural communities for engagement, and the challenges that the winter season imposed on such travel.

Following the kick off meeting, the Consultants met with the Fire Services Leadership Group. This meeting served to introduce the Consultants to the Departments, enable the Consultants to introduce the project and its methodology, and provide an opportunity for the Department officers to provide input on matters that should be examined. The Consultants also met separately with the two Electoral Area Directors to update them on the project and project methodology, and to take their input on matters that should be examined. In both cases, the Electoral Directors appeared to be well-informed and provided insights that helped during the engagement process.

A comprehensive array of documents was provided by the CRD and reviewed by the Consultants. The materials reviewed include:

- service establishment bylaws;
- commission establishment bylaws and related CRD policies;
- occupational health and safety materials;
- budget and financial materials for each fire service;
- service agreements, both with societies and other local governments; and
- mutual aid agreements.

The document review provided a sharpened insight into the matters that should be addressed during site visits in communities and at CRD offices. Interview guides were developed to support and maximize the value of site visit interviews. Those guides included questions that were generic to more than one department, as well as specific questions for individual departments based on issues identified during the document review.

The Consultants conducted site visits and interviews at the six commission-led Departments and the three society-owned Departments. These visits involved, at a minimum, the fire chief and board or society chairperson, or delegate. In some cases, other Department personnel, or society/commission representatives were present. Meetings were primarily conducted in fire halls and, on occasion, in a home or elsewhere in a public setting.

The Consultants met again on May 16-17, 2023 with CRD staff from the departments of Human Resources, Administration, Occupational Health & Safety, Legislative Services, Finance, Corporate Services, Fleet Services and Protective Services. These meetings were conducted in

² Shawn Carby, Senior Manager of Protective Services; Jonathan Reimer, Manager Electoral Area Fire and Emergency Programs; and Chris Vlabel, Fire Services Coordinator

Victoria at the CRD offices, and provided an opportunity for staff to identify issues of concern and for the Consultants to clarify matters identified during the in-community site meetings and document review.

Subsequent to the extensive document review and in-person interviews, the Consultants developed a draft report. The initial draft was shared with the CRD on July 28, 2023. Input from CVRD staff members was provided, both during a Zoom session on August 17, 2023 and in marked up versions or written comments, and a final report was produced, taking that input into consideration.

4. Current State – Capital Regional District

As a starting point, it needs to be recognized that, for local governments, fire protection is an optional service.³ Unlike police and ambulance, which are established under and/or operate pursuant to provincial statutes and have a uniform range of powers across the province, a fire department only has the power and authority granted to it under the local bylaw which creates and defines its operations. Outside of its operating jurisdiction – which, in the case of a service established by a regional district, is the boundaries set in the service establishment bylaw – a fire department has no specific authority to act at or to respond to an incident. Care must be taken, therefore, to ensure that each Department has the full range of powers needed to respond effectively to incidents within its jurisdiction. Where it is responding outside of its ordinary jurisdiction, express consideration should be given to the source of the Department's powers to respond to and operate at an incident – whether under a fire service contract, under a mutual or automatic aid agreement, or in support of another emergency response agency.

Similarly, there is no standard range of services defined for a fire department. A fire department is authorized to provide only those services which are stipulated in its service establishment and operational bylaws. Given that fire departments are the only “all hazards” response agency directly controlled by local government, it is recommended that both the grant of powers and authorization to respond to incidents be very broadly cast, but that their exercise be made subject to training and the availability of necessary personnel and equipment.

The CRD is responsible for eleven fire protection service areas. Services are provided by way of contracting service delivery from neighbouring municipalities in two service areas, by contracting service delivery from independent societies in three other service areas, and directly provided by the CRD in the remaining six service areas. For each of the six service areas, where fire protection services are provided directly by the CRD, authority to operate each fire department has been delegated to a fire commission. Within these three broad approaches to fire protection service delivery, there are often material variations from Department to Department, reflecting local conditions and issues.

³ All except the City of Vancouver which is required to have a fire department pursuant to the Vancouver Charter.

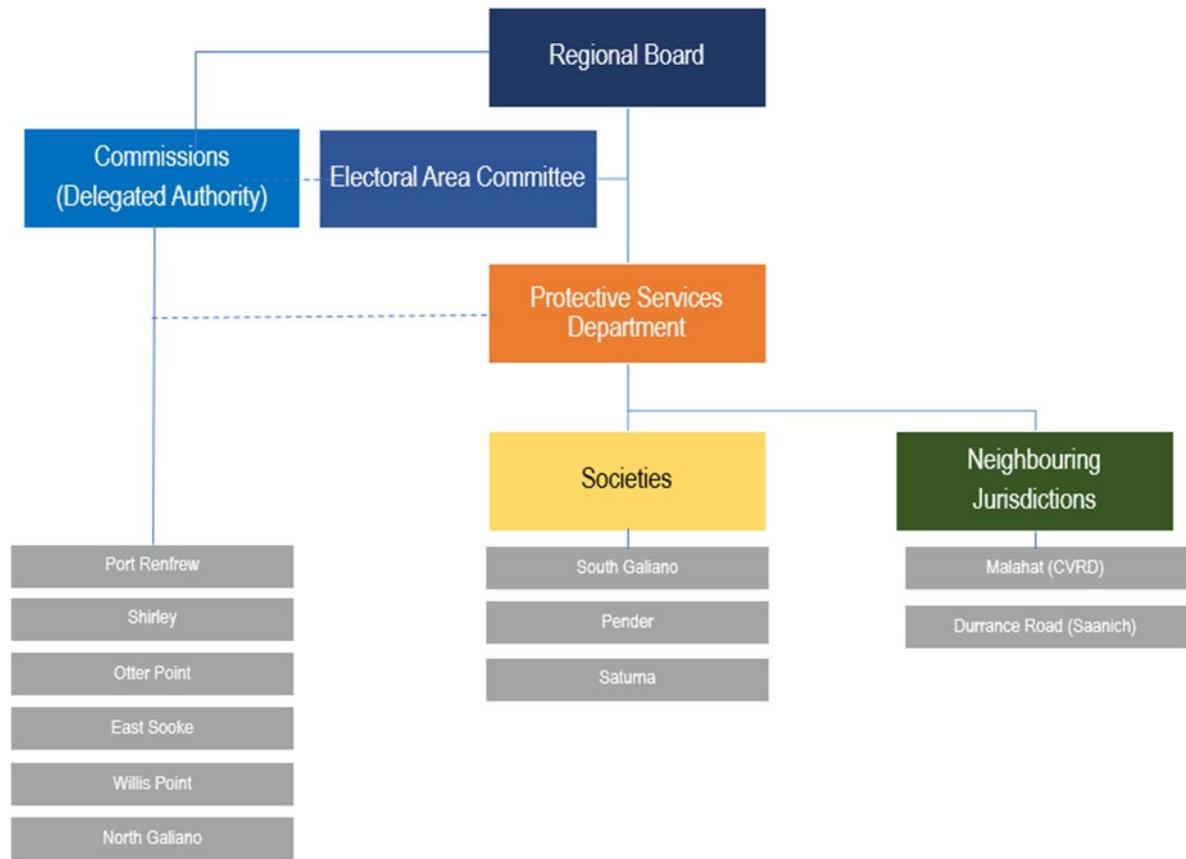
Table 1: CRD Fire Service Governance Models

CRD Contracts Services from Neighbouring Jurisdiction	CRD Contracts Services from an Independent Society	CRD Directly Delivers Services by way of Delegated Authority to a Commission
Malahat (CVRD)	South Galiano	Port Renfrew
Durrance Road (Saanich)	Pender	Shirley
	Saturna	Otter Point
		East Sooke
		Willis Point
		North Galiano

In most cases, the fire protection service delivery models utilized by the CRD are long-standing and were largely developed or created before the establishment of a professionally staffed Protective Services department.

4.1 CRD Fire Services – Current Governance State

Figure 1: Current Governance State of CRD Fire Services

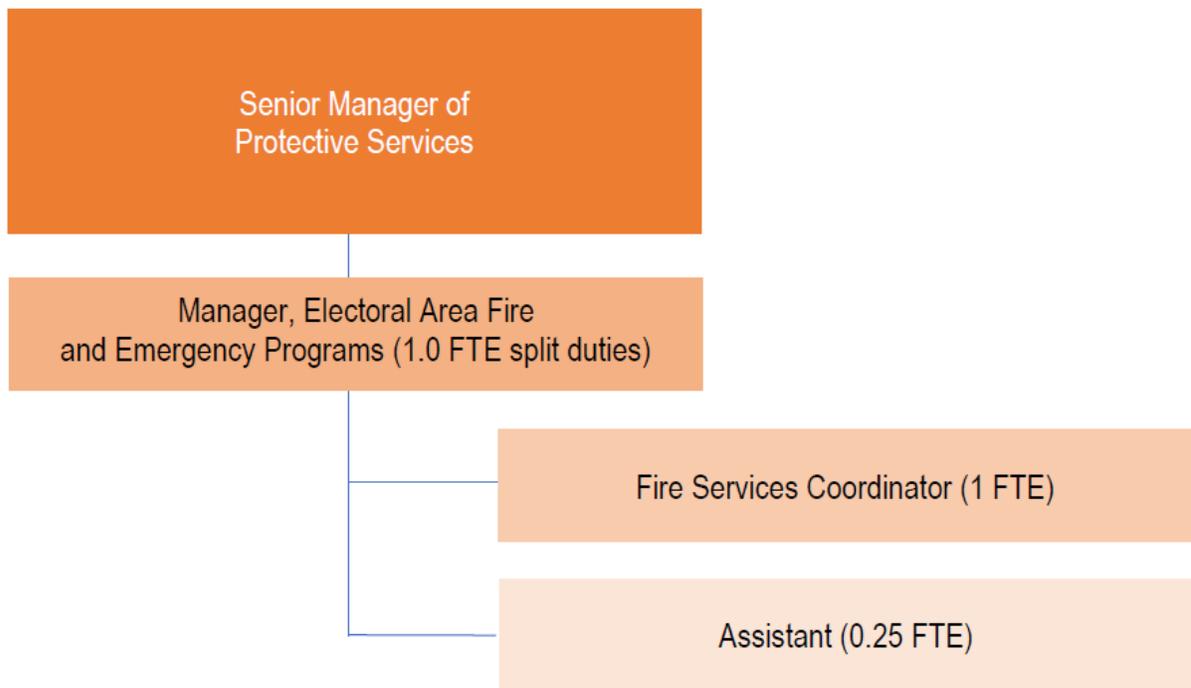


This report will examine separately and in detail the Neighbouring Jurisdiction, Society, and Commission fire service delivery models.⁴

4.2 CRD Protective Services Staffing Model

The CRD Protective Services Department is staffed at a level greater than previously. The chart below shows the staffing levels and reporting relationships.

Figure 2: CRD Protective Services Staffing Model



The recommended future CRD governance model and Protective Services department staffing are examined later in this report.

4.3 Current State – Occupational Health and Safety

The statutory basis for occupational health and safety programs is found in the *Workers Compensation Act* [RSBC 2019], ch.1 (the “WCA”), and the *Occupational Health and Safety Regulation*, B.C. Reg. 296/97 (the “OH&S Regulation”), as well as in other regulations and the policies of WorkSafe BC. The requirements are complex and prescriptive. The WCA was

⁴ In practice, Commission and Society matters are referred to the Electoral Area Committee prior to consideration by the Board.

comprehensively updated and revised in 2019: although the changes made were not substantive, virtually all of the divisions and sections were renumbered.⁵

The CRD's OH&S responsibilities for its various fire services are also complex, with the CRD appearing to have a shared responsibility for any OH&S failings by Society-owned departments, and potentially even with services contracted from Saanich and the CVRD.

From a high-level perspective, and assuming that the CRD does in fact have a shared responsibility for and OH&S failings by Society-owned departments or other local government fire departments from which service is contracted by the CRD, the CRD's risks and obligations for OH&S matters can be summarized as follows:

- In relation to the Commission-operated Departments, the CRD is directly responsible for all OH&S matters, as it owns and operates the relevant Departments and is considered the employer of the members and officers.
- In relation to the Society-owned Departments, the CRD may have material exposure to OH&S risks or matters, as indicated in the Legal Opinion.
- In relation to the other contracted services, the CRD conceptually could have some OH&S risk even though the services are being delivered by another entity.

For both the Society-owned Departments, and the other contracted services, we recommend that the underlying service agreements be updated to expressly address the OH&S risks that are associated with those arrangements. For Society-owned Departments, if the relevant Society remains responsible for emergency service delivery:

- it should give an express covenant that it will abide by and meet all requirements of the WCA and OH&S Regulation, which covenant should be supported by an indemnity in favour of the CRD in relation to any claim against the CRD arising from OH&S matters for which the Society is responsible; and
- as indicated in the Legal Opinion, in relation to any property or structures owned by the CRD, the Society should be designated as the prime contractor under the WCA, and a notification of hazard issued.

This approach will help to ring-fence and mitigate the CRD's risks in this area, to the extent that it is possible to do so contractually.

Alternatives to this approach include:

- implementing through the relevant service agreement formal oversight of the Society-owned Departments, with regular reporting obligations covering OH&S matters (including OH&S processes, training and training levels, and apparatus and equipment maintenance); or

⁵ The WCA was updated under the *Statute Revision Act*, with the revised statute brought into force with effect as of 6 April 2020, pursuant to OIC 103, 20 March 2020, and OIC 153, 30 March 2020. Under the *Statute Revision Act*, the updating can clarify and reorganize the statute in question, but not make substantive changes to it.

- taking over direct responsibility for emergency service delivery of the Society-owned Departments, and for the related OH&S processes.

The service agreements with the CVRD and Saanich also should expressly address OH&S matters, including a covenant to abide by the WCA and OH&S Regulation, as well as the appointment of the other local government as prime contractor, along with a notice of hazard.

In relation to the Commission-operated Departments, the WCA mandates that the relevant local government's occupational health and safety program is supposed to apply to its fire departments.⁶ Many local governments, however, develop a compliant, standalone program for their fire departments, given the special circumstances and risks that they face.

The CRD has a sophisticated and expert group of staff responsible for human resources, including safety and OH&S matters. The CRD has a complete OH&S program⁷ and is "COR" certified.⁸ The COR process is based on a three-year cycle: an external reviewer conducts the first COR audit while follow up audits are then conducted internally in years two and three. The cycle then repeats.

During the on-site reviews, however, the Consultants encountered some uncertainty regarding the role that the CRD's professional staff are intended to play in relation to the Departments. At the review with CRD staff in May 2023, they noted that, prior to 2017, there was virtually no contact unless a response was required to a workplace incident. Since that time, however, more work has been undertaken. Two of the Commission-operated Departments were included in the CRD's initial COR evaluation process (Otter Point and East Sooke) in 2021. Following that initial process, another Commission-operated Department (Shirley) and one Society-owned Department (South Galiano) were included in the internal audit process.

Other than the review of South Galiano, interactions between the CRD and the Society-owned Departments on OH&S matters, however, remains minimal or non-existent. Notwithstanding the COR audits, moreover, there remains material uncertainty at the Department level regarding the OH&S requirements and processes. In some cases, it may be that the matters identified for correction during the COR process have not yet been addressed.⁹

Based on discussions with both CRD staff and the Departments:

⁶ The language in section 3.1(1.1) of Part 3 of the OH&S Regulation notes that the employer's OH&S program must cover the "whole of the employer's operations".

⁷ CRD, "Corporate Occupational Health & Safety Program Manual" (rev. 10 Aug. 2022).

⁸ WorkSafe BC operates the "certificate of recognition" or "COR" program, which involves a certification process for the participating employer which, if successfully passed, means the employer is recognized as having an OH&S program "that exceeds regulatory requirements". COR certification results in an abatement of premiums. See: <https://www.worksafebc.com/en/health-safety/create-manage/certificate-recognition>.

⁹ Each of the COR audits of the individual Departments identified various shortcomings and gaps in their OH&S documentation and processes.

- the roles to be played and allocation of responsibilities for OH&S matters remains somewhat unclear, and there were gaps in the understanding at the Department level as to what was required in this regard;
- the Commission-operated Departments were not consistent in their approach to OH&S matters, and the CRD had not been consistent (particularly during the period of the pandemic) in providing orientation to the Commissions regarding human resources and OH&S policies and requirements; and
- the CRD's human resources function does not currently allocate any costs to the Departments, even though support is provided to some degree.

One OH&S element that is particular to the fire service is found in section 31.3 of Part 31 of the OH&S Regulation. This section requires that, where an employer is required to maintain a joint committee, it must operate a separate joint committee (or appoint a separate worker representative) for each of its fire departments.¹⁰ Joint committee meetings must be held monthly and the minutes from those meetings made available to the members.¹¹ Of the Commission-operated Departments, most were not meeting this obligation.

Based on discussions with the individual Commission-operated Departments and with CRD staff, the current state of OH&S management can be summarized as follows:

East Sooke: The Department went through the initial COR review. The Fire Chief indicated that the Department was holding monthly safety meetings with its members, but it did not appear to have a formal joint committee/worker representative structure. It did not appear to be aware of the master CRD OH&S program, and indicated that its operational guidelines on OH&S matters were out of date.

Otter Point: The Department went through the initial COR review. It indicated that it has a standalone OH&S program, but had not updated it for more than a decade. The Department seeks to focus on safety, starting from when members are new recruits. It reported that it was struggling to meet the formal joint committee requirements.

Port Renfrew: The Department indicated that it did not have a separate OH&S program, and was not operating a joint committee/worker representative system. It has not been subject to the COR process.

Shirley: The Department went through the COR review in 2022, conducted internally. The Fire Chief noted that it had a separate OH&S program, which is tracked through its operational guidelines. It was not clear when the program had last been updated. The Department was holding safety meetings every two months (rather than monthly, as is prescribed), but did not appear to have a proper joint committee or worker representative appointed.

Willis Point: Although Department has not gone through the COR evaluation process, the Fire Chief was aware of the Department's various OH&S requirements. It is operating a joint

¹⁰ The need for a separate joint committee (or worker representative) for fire departments is set out in s. 31.3 of Part 31 of the OH&S Regulation.

¹¹ WCA, s. 37(3) and s. 44(b).

committee, but is not posting its minutes as required (it stores them, but is not making them generally available to members). The Department regards the joint committee to be responsible for accident investigations.

North Galiano: The Department also indicated generally good understanding of and compliance with OH&S processes. The Fire Chief indicated that the Department is operating a joint committee that meets monthly. The Department does not currently conduct formal, annual reviews of the committee operation. Meeting minutes are recorded and posted in each fire hall, but not forwarded to the CRD.

We recommend that the CRD create an updated, common, standardized OH&S program that is used by each Commission-operated Department and which can be implemented through common operational guidelines. That program will need to specify the processes for both the appointment and operation of a joint committee and/or a worker representative where the number of members is fewer than 20. It can include a standardized agenda for each joint committee/worker representative meeting – one that covers required safety checks, but is sufficiently flexible to enable each Department to review matters of local concern. Copies of the monthly meeting minutes, in addition to being posted at each workplace as required by the WCA, should be centrally collected by the CRD.

This program can be shared with the Society-owned Departments, which should be contractually obligated either to use the forms made available by the CRD or to implement a substantively similar and fully compliant OH&S program and related processes.

The CRD, in consultation with the Fire Chiefs, should arrange for appropriate OH&S training for joint committee / worker representative members. The CRD can also lead the annual review of the underlying program, and provide each Department with standardized forms for conducting an evaluation of its joint committee/worker representative system.

By adopting this approach, program updating and evaluation can be centrally managed to ensure that OH&S processes remain compliant and reflect any changes to the WCA and OH&S Regulation. Similarly, the common operational guidelines will ensure that each Department implements the program appropriately and consistently.

The centrally maintained program can also be used by the Society-owned Departments. Whichever mitigative approach is adopted – whether or not it includes oversight – the creation and maintenance of a fully up-to-date program which the Society-owned Departments can implement will reduce the administrative burden on those Departments and ensure that their OH&S processes meet all current requirements.

4.4 Operational Powers Bylaw

As noted in the introduction to this section 4 of this report, structure firefighting is a local government service, one which is defined by the establishment and operational bylaws which create the relevant fire departments. In particular, however, a fire department's emergency and non-emergency powers and range of authorized services need to be specified. One of the gaps

in the CRD's regulatory structure for its fire services is that there is no express operational powers bylaw. These types of bylaws are used to address the following issues (among others):

- defining the services the fire department is authorized to provide, and the level at which such services are to be provided;
- establishing the process by which a fire department's service level is established or changed under the Provincial Training Standards;¹²
- granting the fire department the necessary operational powers to respond to and control the scene at an incident, including: the power to enter, cross over or station on private property; the right to tear down buildings or remove things to prevent the spread of fire or mitigate an incident; the right to order local evacuations; the right to control entry into or near the scene, etc.; and
- providing the powers needed to undertake non-emergency work – such as conducting fire inspections, or developing pre-incident plans.

In addition, such bylaws typically address various administrative and governance processes, including:

- appointment of the Fire Chief;
- appointment of other officers;
- the Fire Chief's authority, responsibilities and reporting lines;
- various administrative functions, such as budget development, capital and operating expenditure processes and similar matters.

In some cases, fire preventions matters – such as control of open burning, fire safety plan reviews, mandatory or voluntary fire inspection processes, and similar matters – will also be addressed.

The CRD should, in consultation with its Departments (including the Society-owned Departments), develop an appropriate operational powers bylaw. With respect to administrative matters, the bylaw's application should be limited to the Commission-led Departments. Any such issues affecting the Society-owned Departments should be addressed in the relevant service agreement.

4.5 Recommendations

- Recommendation #1:** The CRD should work with its Commission-led Departments to comprehensively review and update OH&S processes – including programs in use and implementing operational guidelines – in the Departments for which it is directly responsible. A common OH&S program designed for the Departments, should be developed in consultation with them, and implemented through common operational guidelines. The

¹² Office of the Fire Commissioner, *British Columbia Structure Firefighter Minimum Training Standards* (Third Edition, September 2022) (the "Provincial Training Standards"), at p.8.

program should, among other things, lay out clearly the requirements for operation of a joint committee or worker representative system, respiratory program, and WHMIS program.

Recommendation #2

The CRD's Human Resources Department is well staffed with individuals who are expert in OH&S requirements. The role and responsibility of such staff in overseeing and guiding the Departments in the fulfilment of their OH&S obligations should be clarified.

Recommendation #3

The CRD should review with its Commission-led Departments whether the operation of a single joint committee across multiple Departments (or perhaps two such committees), would provide an effective way of helping the Departments manage the administrative burden of OH&S processes, while ensuring proper centralized oversight.

Recommendation #4

The responsibilities of the Society-owned Departments for operation and implementation of a comprehensive set of OH&S processes should be clarified in the relevant service agreements. If those Departments wish to remain responsible for emergency service delivery, any potential residual liability of the CRD for their OH&S matters should be addressed contractually, to the extent possible.

Recommendation #5

When the service agreements with the CVRD and Saanich are updated, the responsibility of the service providers to properly manage the OH&S processes for their respective fire departments should be specifically addressed.

Recommendation #6

The CRD should develop and implement an operational powers bylaw covering both the Commission-led and Society-owned Departments. Such bylaw can also be used to address administrative and reporting issues for the Commission-led Departments.

5. Change Drivers

The regulatory environment within which fire services are delivered has developed and changed extensively over the past 20 years. An increased focus on training, standards and OH&S matters, driven by occupational risks to the firefighters and the need to deliver effective services to the public, has increased the administrative and operational requirements for fire departments, with a concomitant increase in the cost of service delivery. The CRD will need to assess the impact of and respond to several upcoming changes to the legal and regulatory environment. Across the province, other local governments, fire department societies and improvement districts are also adjusting to these same challenges.

This section explores several pending change drivers and examines the effect that these changes may have on the fire service across the CRD.

5.1 Pending Change Drivers - Legal and Regulatory Changes

Changes to two key pieces of provincial legislation – the *Fire Safety Act* and the *Emergency Program Act* (the “EPA”) – are pending, both of which will have an impact on the CRD and its Departments.

5.2 Fire Safety Act

The Province introduced the (then) new *Fire Safety Act* in April 2016, but has not yet brought the statute into force.¹³ There are a number of reasons for the implementation delays, but the most significant is the question of what the impact of the new statute will be on regional districts. Under the existing *Fire Services Act*, fire investigations are carried out by Local Assistants to the Fire Commissioner (“LAFCs”) and/or by the Fire Commissioner’s staff. Under the *Fire Safety Act*, regional districts will be directly responsible for fire investigations in their respective electoral areas, regardless of whether a fire department provides coverage where the fire occurred. More significantly, however, in 2018, Minister Farnworth indicated that it was the Province’s intention to amend the *Fire Safety Act* to require regional district governments to conduct fire safety inspections of public and commercial buildings on the same basis as is required of incorporated municipalities.¹⁴ New training requirements for both fire investigations and fire inspections will also be introduced.

Once the new act comes into force, it may materially affect the CRD’s obligations with respect to fire investigations and may also impose a fire inspection obligation. As such, it is useful to understand what these new obligations will be. It may also be useful for the CRD actively to participate in any discussions between the Province and local government stakeholders (e.g.,

¹³ The *Fire Safety Act* passed third reading on 27 April 2016. See: <https://www.leg.bc.ca/parliamentary-business/legislation-debates-proceedings/40th-parliament/5th-session/bills/third-reading/gov04-3>.

¹⁴ Letter, Farnworth (Minister of Public Safety and Solicitor General) to Booth (President, Union of BC Municipalities), 30 July 2018.

through the UBCM). At a high level, this new statute impacts (or potentially impacts) the following principal matters relevant to the CRD and its departments:

- the fire inspection regime applicable to “public buildings”;¹⁵
- fire investigations; and
- the powers exercised by fire chiefs and local governments.

5.2.1 Fire Inspections

Under the new *Fire Safety Act*, the existing obligation to operate a regular system of inspections is being replaced by the obligation to establish a risk-based compliance monitoring system for public buildings which encompasses:

- fire safety inspections; and
- fire safety assessments.

The current status of this initiative is unclear. However, if imposed, it may create a border-to-border obligation for the CRD: all “public buildings”, whether or not located in an existing fire service area, would require compliance monitoring through the use of fire safety inspections.

Following a transition period, “fire inspectors” conducting fire inspections will need to meet the training and proficiency requirements specified by the Fire Commissioner. Those requirements, which are expected to be similar in format to the Playbook, have not yet been issued. However, these new training requirements could potentially impact the training of officers and members in each Department, who will have to meet the new standards if they are to be made responsible for fire safety inspections.¹⁶

If this obligation is imposed, the CRD will need to conduct risk assessments of public buildings within the unincorporated areas. There are several options available, including:

- direct Departments to undertake that work in their service areas;
- contract the service to its Departments outside of fire protection service areas;
- create a position responsible for conducting such inspections and compliance monitoring; or
- hire an external third party to undertake such inspections.

It may even come to pass that the Province will take on the task of conducting fire inspections and undertaking risk assessments in regional areas through its recently expanded OFC staff resources. Depending on if and how the obligation is created, it may also be necessary for the CRD to create a service area to fund this function in areas not covered by an existing fire

¹⁵ The concept of public buildings is very broad, and covers off the buildings that require inspection under sections 26 and 36 of the *Fire Services Act*. The term “public buildings” is defined in s. 1.

¹⁶ Regional districts will likely be afforded options as to how they will meet any new service obligation.

service area. Costs can also be recovered by imposing fees for fire inspections, which, under the *Fire Safety Act*, must be done by bylaw.¹⁷

Fire safety inspections will need to comply with the (yet to be issued) regulations under the Fire Safety Act.¹⁸ An inspection regime will then need to be developed based on the risk assessments that are conducted. Conceptually, the *Fire Safety Act* moves away from the existing “regular” inspection requirements imposed by the Fire Services Act, where, in practice most municipalities seek to inspect all properties annually, and heads towards a more flexible regime, where inspection frequency is based principally on risk. Under this approach, higher hazard or non-compliant properties should be subject to more frequent inspections, while lower risk, compliant properties can be inspected less frequently (perhaps coupled with intervening self-assessments by the owners during the non-inspection years).

The new Fire Safety Act also introduces the concept of a “fire safety assessment,” which is the self-inspection of a property by the owner. Under the existing Fire Services Act, there is some uncertainty about whether self-inspection systems comply with the statutory requirements.¹⁹ That issue is now laid to rest. However, it will be up to the CRD to determine which public buildings are to be permitted or required to conduct self-assessments, which can be decided as part of the overall risk analysis that must be conducted. The new self-assessment by owners will have to be conducted “in the form and manner required by the Fire Commissioner” under the new statute.²⁰ It is expected that the Fire Commissioner will issue policy or forms covering fire safety assessments, though these have not yet been released.

Section 10 of the Fire Safety Act grants various powers to fire inspectors to enter premises, conduct their inspection (including testing and taking of samples, etc.), and to require the production of records related to the premises by the owner or occupier. Section 11 empowers a fire inspector to issue orders requiring an owner bring the property into compliance with the Fire Safety Act and regulations (which regulations will include the Fire Code).

5.2.2 Fire Investigations

While an argument can be made that LAFCs” (and not local governments *per se*) are currently responsible for fire investigations and reporting, the new *Fire Safety Act* makes it clear that the obligation will now fall directly on the “local authority” (which includes a regional district). The

¹⁷ Under ss. 20(2) and (3) of the Fire Safety Act, the CRD will be permitted, by bylaw, to charge “a reasonable fee” for conducting a fire safety inspection required by the new Act. Subsection 20(4) specifies the criteria which may be applied when setting such fee.

¹⁸ *Fire Safety Act*, s. 20(1)(b).

¹⁹ For opposing views, see the Fire Inspection and Prevention LAFIC Inspection Working Group Sub-Group, *BC Fire Services Act: Regular System of Inspections – Considerations for Development* (January 2015) at p. 8 (suggesting such a system, on its own, is not compliant with the *Fire Services Act*); versus: L. Staples, Q.C., “Opinion letter to Fire Chiefs’ Association of British Columbia,” dated 30 Aug. 2012, which holds that such a system of self-inspections can be implemented in compliance with the existing *Fire Services Act* requirements.

²⁰ Fire Safety Act, s. 21(1).

requirements relating to fire investigations are set out in Part 7 of the *Fire Safety Act* (ss. 22 – 27). As with fire inspectors, a local authority:²¹

“must designate in writing persons or a class of persons as fire investigators to conduct fire investigations.”

Following a transition period, fire investigators must meet the training standards which are to be specified by the Fire Commissioner.²² Those standards have not yet been promulgated. Unless the CRD provides fire investigation services centrally, this new training standard will likely impact fire department officers, who are most likely to be charged with investigating fires in the absence of a CRD central service delivery model.

Under Section 25, each local authority is required to commence a fire investigation within five days of learning of a fire that has destroyed or damaged property or resulted in death or injury. The investigation must examine the “cause, origin and circumstances” of the fire. The facts ascertained about the cause, origins and circumstances of the fire must then be submitted to the OFC within 30 days after such fire.²³

Fire investigators are granted broad powers of entry onto property or premises for the purposes of conducting a fire investigation, and to remove a record or thing, conduct testing, take samples and make such records, as required.²⁴

5.2.3 Powers and Authority – Fire Safety Act

Under the *Fire Services Act*, powers and authority were granted principally through the mechanism of appointing fire chiefs (and others) as LAFCs.²⁵ The role of the local assistant, however, is being abolished.²⁶ In place of the powers currently granted to local assistants, the new statute:

- Grants a fire chief (or designate) the power to order a tactical evacuation where he or she “believes that there is an immediate threat to life due to a fire or explosion”;²⁷ and
- Deems “fire chiefs,” fire investigators and fire inspectors to be peace officers for the purposes of the new act.

In addition, as noted above, broad powers are granted to fire investigators conducting investigations and to fire inspectors conducting inspections. Additionally, local authorities are

²¹ *Fire Safety Act*, s. 23(1).

²² *Fire Safety Act* s. 23(2); the transition period is provided for in s. 53.

²³ It is unclear in the statute whether the report must be submitted 30 days after the date of the fire, or 30 days after completion of the investigation of the fire.

²⁴ *Fire Safety Act*, s. 27.

²⁵ *Fire Services Act*, s. 6.

²⁶ Under s. 55 of the *Fire Safety Act*, local assistants are required to return their badges within three months of the new statute coming into force.

²⁷ *Fire Safety Act*, s. 13.

granted the power to order a “preventive evacuation” where the local authority “believes that conditions exist on or in the premises that fire on or in the premises would endanger life.”²⁸ Each of these new powers should be contemplated when any bylaw updates occur.

When the *Fire Safety Act* comes into force, it will be necessary to update Bylaw No. 1508 (or any replacement bylaw) to address the requirements and authorities.

5.3 Emergency Program Act

Changes to emergency planning often have a major impact on local fire departments. Even in local governments where fire departments are not responsible for emergency management, fire services are often charged with significant operational and incident oversight responsibilities by the relevant local government – whether for wildfires, floods or other area-significant emergencies. As such, changes to the *Emergency Program Act*, and to the underlying emergency program, impact CRD fire services.

The CRD’s obligation to prepare for and respond to a major emergency is prescribed under the existing *Emergency Program Act*. Among other things, the *Emergency Program Act* requires a local authority to prepare and maintain an emergency plan, assess area risks, establish and maintain an emergency management organization, provide training to its staff and volunteers, exercise its emergency plan and establish procedures to implement its plan (including responses, management of victims’ needs and recovery processes).²⁹ The *Emergency Program Act* permits a local authority to appoint an emergency program coordinator (“EPC”) and/or one or more committees, and to delegate its authority (other than the authority to declare a state of local emergency) to such EPC, committee(s) or its emergency management organization.³⁰

The Province is proposing to update and replace the existing *Emergency Program Act*. New legislation is expected to be introduced during the 2023 fall sitting of the Legislature. The EPA has been under consideration for replacement by the Province since 2015. The more recent efforts to update the statute have been delayed, somewhat ironically, by a series of major disasters – including major wildfire seasons, some significant flooding seasons, and, most recently, the pandemic.³¹

The new statute can be expected to implement the Sendai Model, which was adopted in British Columbia in 2018, and require local governments to include a broader range of stakeholders, especially First Nations, in emergency planning activities. Under the Sendai model, an increased focus on risk identification and, more significantly, mitigation, can be expected. When

²⁸ On fire inspectors’ powers, see ss. 10 and 11; on fire investigators’ powers, see s. 26. The power of a “local authority” to order a preventive evacuation is set out in s. 14 of the *Fire Safety Act*.

²⁹ EPA, s. 6, and *Local Authority Emergency Management Regulation*, B.C. Reg. 380/95 (as amended), s. 2.

³⁰ EPA, s. 6(4).

³¹ See: “Where we are now” at: <https://www2.gov.bc.ca/gov/content/safety/emergency-management/emergency-management/legislation-and-regulations/modernizing-epa#next>.

the new Act is passed, the CRD will need to update its emergency program bylaws and corresponding agreements with various of its service participants.

Emergency planning in the CRD is complex and multi-layered, involving the regional district government, the various municipal governments and the Province. Certain of the fundamental agreements are in the process of review and replacement, and there is a significant number of committees with varying mandates and responsibilities. When the new Act is passed, the CRD should also expect an increase in workload mandated to local governments, impacting the CRD's current Staff capacity. It is likely that the CRD's level of staffing allocated to Emergency Management will require reconsideration. This will present an excellent opportunity to revisit and rationalize the entire emergency planning structure.

5.4 Pending Change Drivers – Occupational Health & Safety

The current state of occupational health and safety programs within CRD fire service was examined earlier in this report in Section 4.3: Current State – Occupational Health and Safety. This section references change driving factors. All of the regional district's fire services are impacted by expanding health and safety matters that include:

- Firefighting-related cancer presumptions (now 20 presumptively recognized cancers);
- Exposure to contaminants such as asbestos;
- Increased decontamination requirements;
- Mental Health; and
- Heart disease.

A consolidated, regional approach to addressing these emerging health and safety risks is advisable.

5.5 Recommendations

Recommendation #7

If a fire safety inspection obligation is imposed on the CRD when the *Fire Safety Act* is proclaimed in force, it likely will require both a service establishment bylaw (to authorize the new service) and either a new powers bylaw or an update to the Departments' existing powers and authority. The form of these bylaws will depend on how the obligation ultimately is framed, and the decision of the CRD, in consultation with its Departments, as to how this new obligation will be met.

Recommendation #8

When the *Fire Safety Act* comes into force, the CRD, in consultation with its Departments, will need to determine how it can best meet its new obligation to undertake border-to-border fire investigations within the Electoral Areas. The CRD may need to implement a new service establishment bylaw to fund this work, and to authorize the undertaking of such investigations. The form of bylaw will depend on how the

obligation ultimately is framed, and the decision of the CRD, in consultation with its departments, as to how this new obligation will be met.

Recommendation #9

When the *Fire Safety Act* comes into force, it will be necessary to update the Departments' powers to reflect the new powers and authority granted by that statute. When such powers are updated, it will be important to specify the extent to which the powers and authority can be exercised outside an existing fire service area, and by whom. The form of these bylaws will depend on how the obligation ultimately is framed, and the decision of the CRD, in consultation with its Departments, as to how this new obligation will be met.

Recommendation #10

When the revisions to the current *Emergency Program Act* are brought into effect, it will be necessary to update the emergency program bylaws and corresponding agreements with its various service participants.

Recommendation #11

The CRD, in consultations with the Departments, should review the existing individual OHS programs related to decontamination procedures and mental wellness challenges, and develop a regional district approach to address the identified needs.

6. Neighbouring Jurisdiction Contracted Areas

The provision of fire protection services to two CRD fire protection service areas (Malahat and Durrance Road) is achieved by contracting services from neighbouring local governments. The contractual nature of service provision is discussed below. In both cases, the CRD has enabled provision of fire protection services by way of a contract for services with a neighbouring local government fire department.

Absent these contractual arrangements, it would not be feasible to provide fire protection services in these two service areas – which are too far from any existing CRD department to receive services, and are too small to sustain their own departments. As such, the CRD should continue to provide fire protection services to these areas by contracting services from the neighbouring local government fire departments, and monitor the service contracts to ensure that the needs of the CRD and its constituents continue to be met.

The service establishment bylaws for the contracted service areas appear to be in good shape, and cover the matters required to be addressed to enable the CRD to contract for the provision of services. One issue that may be considered by the CRD is whether the establishment bylaws for those services should expressly contemplate that the CRD will be contracting for the provision of the service from another local government.

6.1 Durrance Road

6.1.1 Service Establishing Bylaw

The Durrance Road service area was established pursuant to the Durrance Road Fire Protection Local Service Area Establishment Bylaw No. 1, 1997 (“Bylaw No. 2506”). The bylaw title was amended in 2005 to: “Durrance Fire Protection and Emergency Response Service Establishment Bylaw No. 1, 1997.”

The current service area participant is the Juan de Fuca Electoral Area. Bylaw No. 2506 was almost immediately amended by Bylaw No. 2507, which permitted fees and other charges to be levied within the service area (this bylaw was not provided for review but was cited in the recitals to a later amending bylaw).

Bylaw No. 2506 was further amended in 2002 by Bylaw No. 3033: Durrance Road Fire Protection Local Service Area Establishment Bylaw No. 1, L997, Amendment Bylaw No, 1, 2002. This amending bylaw replaced section 5 of Bylaw No. 2507 and increased the maximum requisition to the greater of \$1350 from \$1200 or a property value tax rate of \$.70/1000 (vs. a maximum parcel tax of \$150).

Bylaw No. 2507 was further amended by Bylaw No. 3216: Durrance Fire Protection and Emergency Response Service Establishment Bylaw No, 1, 1997, Amendment Bylaw No, 2, 2004 (adopted in 2005).

Bylaw No. 3216 deleted the service authorization language and replaced it with the following new section 1 (which expanded the authorized services using the standardized language adopted for other CRD service establishment bylaws):

The fire protection service provided within the local service area created under Bylaw 2506, cited as "Durrance Road Fire Protection Local Service Area Establishment Bylaw No. 1, 1997" is hereby converted and established as a Fire Protection and Emergency Response Service within the service area defined in Section 1 and is the service of:

(a) fire prevention;

(b) fire suppression; and

(c) assistance in response to:

(i) requests from the Provincial Ambulance Service for extrication of persons from damaged motor vehicles;

(ii) requests for assistance in the extrication of persons from damaged buildings, structures or from situations involving natural hazards;

(iii) emergencies where police or ambulance personnel are unavailable or are unable to respond adequately and the equipment and personnel of the department is required to respond to the situation;

in situations where the Fire Chief determines that the personnel and equipment resources of the Fire department are capable of responding to the emergency."

Bylaw No. 3216 also added another property to the service area, and:

- changed the bylaw name to: Durrance Fire Protection and Emergency Response Service Establishment Bylaw No. 1, 1997; and
- authorized the CRD or its contractor (i.e., Saanich) to respond to emergencies outside of the service area boundaries if permitted by the contract with the contractor.

Service Agreement

The CRD has entered into a fire services agreement with Saanich dated 25 October 2022 (the "Saanich Agreement"). The Saanich Agreement has an effective date of 1 September 2022 and expires on 31 August 2027. It covers a very small number of properties in the Durrance Road area.

Under sections 1 and 4 of the Saanich Agreement, the Saanich Fire Department provides fire suppression and fire prevention services, including fire inspections.

The pricing provisions in sections 5 and 6 include what amounts to an annual standby fee of the greater of \$2,500 or \$250 per parcel in the service area. In addition, in the event of a call-out to any of the properties, a call-out charge calculated using the most recent Inter-Agency

Operational Procedures and Reimbursement Rates Agreement³² is applied, using a minimum call-out of two hours.

The CRD is required to authorize fire safety inspections in the service area, and to adopt regulatory bylaws comparable to Saanich's Fire Prevention and Life Safety Bylaw, 2021, No. 9712 ("Bylaw No. 9712"), as well as its Smoke Alarm Bylaw, 1993, No. 7126, and Street Address Bylaw, 1995, No. 7453." When the Saanich Agreement is updated, reference to the Smoke Alarm Bylaw can be dropped, as it was substantively subsumed within Bylaw No. 9712, and then repealed back in 2021.

When the Saanich Agreement is renewed, the termination provision (section 10) should be revisited. Given the importance of fire protection services, and the challenges in negotiating a replacement service, a 90-day notice period for termination seems too short.

In addition, the operational powers and authority of the Saanich Fire Department to operate within the Durrance Road Service Area should be expressly set out.

6.2 Malahat

6.2.1 Service Establishing Bylaw

The Malahat service area was originally established in 1985 as a specified area under Bylaw No. 1368, *Malahat Fire Protection Specified Area Bylaw, No. 1, 1985*." This specified area was converted to a local service pursuant to the *Malahat Fire Protection and Emergency Response Service Establishment Bylaw No. 1, 1999* (as such bylaw was renamed in 2004/05) ("Bylaw No. 2731").

The original service participant was the "Langford Electoral Area" which is now the Juan de Fuca Electoral Area.

As with the Durrance Road service area, Bylaw No. 2731 was materially amended with effect in early 2005, pursuant to the *Malahat Fire Protection and Emergency Response Service Establishment Bylaw No. 1, 1999, Amendment Bylaw No. 1, 2004*. Among other things, the amending bylaw more completely described the service being provided, conforming it to the standard language used in the CRD's other service establishment bylaws. It also renumbered the provisions of Bylaw No. 2731, and renamed the bylaw.

6.2.2 Service Agreement

The service agreement with the Cowichan Valley Regional District (the "CVRD") appears to have expired. The Consultant was provided with a copy of an agreement dated 16 February 2012, which had an effective date of 1 January 2012, and expired on 31 December

³² The Inter-Agency Operational Procedures and Reimbursement Rates Agreement is updated annually by agreement between the Office of the Fire Commissioner, the Fire Chiefs' Association of BC and the BC Wildfire Service.

2016. Notwithstanding its expiry, the parties have continued to treat the agreement as being in effect.

Under section 2 of the CVRD Agreement, the CVRD has agreed to provide fire prevention, suppression, investigation and emergency response services (including to motor vehicle accidents) in the Malahat Service Area. The service is provided on a 24-hour per day basis (s. 5).

The CVRD Fire Chief is permitted to undertake fire inspections of buildings, and to inspect and test fire hydrants (s. 4).

The taxpayers in the Malahat Service Area pay their proportionate share of the cost for the Malahat Volunteer Fire Department (the “MVFD”) (which is not actually named in the agreement) (s. 6).

When the CVRD Agreement is renegotiated, it is recommended that:

- The MVFD which is responsible for providing the service should be specifically identified. Any reference to an applicable standard of care or level of service should specifically be tied to the MVFD, rather than to the CVRD as a whole.
- The fact that the MVFD relies on volunteers and paid-on-call members should be expressly acknowledged. The possibility that a response may be insufficient or delayed as result of a slow or inadequate turnout of members should be recognized and covered by the release and indemnity.
- The MVFD’s operational powers and authority within the CRD Service Area should be specifically set out. This can be done in a number of ways, including by reference to the Department’s own operational powers bylaw.
- If the MVFD’s Fire Chief is expected to act as the LAFC within the CRD Service Area, this should be recognized in the CVRD Agreement, and an appropriate application made to the Fire Commissioner.
- A robust dispute resolution process should be included in the agreement.
- The CVRD’s reporting obligations should be set out in terms of both frequency and content– e.g., number of incidents, fire losses, response times, etc.
- We would recommend that the agreement have a clause which permits an annual roll-over at the end of the term, to avoid situations like the present one, where the Service Agreement technically has expired.
- Issues related to proper addressing on properties, access to properties, crossing of any private bridges, and similar operational impediments should be addressed.
- The extent of the fire prevention and inspection services provided should be carefully worded. If the *Fire Safety Act* is amended to require fire safety inspections of public buildings in unincorporated areas of regional districts, the additional costs (and the right to charge inspections fees) may need to be addressed.

6.3 Recommendations

Recommendation #12

When the Saanich Agreement is updated with respect to Durrance Road, consideration should be given to address the following issues:

- extending the termination notice – given the challenges in replacing Saanich as a service provider, any termination provision should require an extended notice period to the CRD;
- expressly granting operational powers and authority to Saanich in relation to its emergency (and any non-emergency) response activities in the Durrance Rd. service area;
- dropping reference to the Saanich smoke alarm bylaw, as that bylaw has been incorporated into Saanich's Fire Prevention Bylaw No. 9712; and
- the CRD needs to ensure that it has met the obligations under section 7 and 8 to authorize fire inspections in the service area by the Saanich Fire Department and has implemented a regulatory bylaw equivalent to Saanich's Bylaw No. 9712 covering the service area.

Recommendation #13

The CVRD Service Agreement has expired and needs to be renewed. When it is updated, a number of issues have been flagged for consideration in any new service agreement including: expressly recognizing that the service is being provided by volunteers or paid-on-call firefighters; granting operational powers and authority to the MVFD; building out a robust dispute resolution; and addressing any relevant service limitations (e.g., private bridges, other property access issues, etc.)

7. Commission-led Departments

The CRD uses a Commission governance model in the following six service areas:

- North Galiano Island;
- Willis Point;
- East Sooke;
- Otter Point;
- Shirley; and
- Port Renfrew.

Reviews of individual Commission-led Departments, including detailed reviews of their establishment bylaws and the findings from the in-person meetings, are found in Appendix 2. For East Sooke, a review of the service agreement with Sooke is also included.

The Commission structure in use involves the delegation of all of the CRD Board’s administrative authority (subject to certain limitations and restrictions), under Bylaw No. 3654, which was passed in 2010.³³ Bylaw No. 3654 harmonized the structure used to manage CRD-owned and operated fire departments. It delegates to each Commission the “administrative powers of the Regional Board with respect to the development, maintenance and operation of a volunteer fire department within the [relevant] Service Area...”.³⁴ While the delegated authority is nominally limited by reference to CRD Board policies, and to “limitations in the Capital Regional Delegation Bylaw,” those policies have not been expressly enumerated (and are likely not known to the Commissions), and Bylaw No. 4186 - the “Delegation Bylaw” – does not reference or expressly address the delegation of powers to the Commissions.³⁵

Bylaw No. 3654 also spells out certain specific duties, including appointing a fire chief, authorizing and managing expenditures within the approved budget, preparing a five-year financial plan, and “encouraging” the fire chief to attend Commission meetings.³⁶

Notwithstanding these obligations (and the general obligation to “operate” the relevant Department), section 16 of Bylaw No. 3654 prohibits Commissions from entering into contracts unless authorized under the Delegation Bylaws. Based on the Consultant’s review, it is not clear if these restrictions are entirely understood by each of the Commissions and whether they are operationally practicable (e.g., contracting for every day services required by the Department).

³³ CRD, *Fire Protection and Emergency Response Service Commissions and Related Local Services Bylaw, 2010*.

³⁴ Bylaw No. 3654, s. 8(a).

³⁵ Although capitalized, the term “Delegation Bylaw” is not defined in Bylaw No. 3654. Bylaw No. 4186 is *Capital Regional District Delegation Bylaw No. 1, 2017*, and we have assumed that it is this bylaw that is being referenced.

³⁶ Bylaw No. 3654, s. 9, “Duties”. See also s. 11 (Reporting) and s. 12 (Budgeting).

Bylaw No. 3654 sets a minimum size for commissions (seven members, including the relevant Electoral Area director)³⁷ and expressly permits firefighters (but not officers) to be Commission members (s. 3, “Membership”). All Commission members are unremunerated volunteers, except for the Electoral Area director.

The inclusion of firefighters on the Commission structure – which is, in essence, the CRD’s immediate oversight entity for each of the relevant Departments – creates a potential conflict, as a firefighter is put in the position of overseeing the Fire Chief’s decisions. The Consultants noted that there was consensus among the Commission Chairs and Fire Chiefs that the limited presence of firefighters on Commissions is an asset that assists in the Commission’s understanding of operational matters, and in practice has not resulted in command and control conflicts. However, if the current role of the Commissions is maintained, it may make more sense for the Fire Chief to be an *ex officio*, non-voting appointee to each Commission, to provide that operational insight - in the same way that, in the corporate world, CEOs are typically appointed to a corporate board of directors.

The *Commission Handbook* (2020) (the “Handbook”) issued by the CRD is unclear about who is responsible for managing OH&S matters, an issue which also is not addressed in Bylaw No. 3654. The Handbook, after reviewing the nature of the CRD’s OH&S obligations at a high level, notes:³⁸

“The CRD Human Resources Department, which includes Corporate Occupational Health & Safety, is responsible for advising on required work-rated programs and standards.”

This obligation, however, falls to the CRD – and, by extension, to the Commissions themselves, given the delegation of authority and responsibility under Bylaw No. 3654. Given the OH&S challenges faced by the Departments, it would be useful to clarify in both the Handbook and any relevant bylaw establishing the Commissions, how OH&S matters are to be addressed.

7.1 Service Establishment Bylaws – Commission-led Departments

For the CRD to provide services, a service establishment bylaw is required. The current form and content required for such bylaws are set out in the *Local Government Act*,³⁹ though some of the establishment bylaws pre-date that statute and take a somewhat different form.

In general, the service establishment bylaws for the CRD-operated Departments are in reasonable shape, though several could be updated to adopt the current formulation of cost recovery methods found in section 378 of the *Local Government Act*.

³⁷ In some cases – such as with Willis Point – the number of Commission members may be varied in the Schedules to Bylaw No. 3654.

³⁸ CRD, *Commission Handbook* (2020), section 13, “Occupational Health and Safety,” at p. 29.

³⁹ See: *Local Government Act*, Part 10, Division 3.

Individual service establishment bylaws are reviewed in detail in Appendix 2.

7.2 What Works Well

The Consultants met with each Commission Chair (or alternate) and Fire Chief. In every case, Commission Chairs were found to be very informed and engaged, and relationships between Commission Chairs and Fire Chiefs were observed to be functional and mutually supportive, although at times with an understandable level of misalignment of perceived responsibilities.

The general (but not exclusive) view from Commission chairs was that they represented the local community (rather than operating as a delegated agent of the CRD Board). As such Commission members provide a local perspective to service delivery and desired level of services that would be missed if the Department was run only by the CRD (remotely) without a vehicle for local input and engagement. This was observed consistently in all Commission-led service areas. Commission Chairs reported consistently that they perceived that Commissions add value in terms of financial oversight of fire department budget, expenditures and corresponding property tax requisitions. In a majority of cases the Consultants observed a tendency by the Commission to focus on controlling costs and taxation levels.

7.3 What Improvements are Needed

While the Commissions were all active in their monitoring of Department budgets and finances, it was less clear that they understood their responsibilities for overseeing other regulatory requirements applicable to the fire service – including OH&S matters and training standards. There has not been much training of Commission members given the hiatus created by the pandemic, which means that the full extent of their role may not be properly understood.

There also was some uncertainty about the role and responsibilities of Protective Services staff in relation to fire department operations. These roles and responsibilities are not addressed in Bylaw No. 3654 or in the Commission Handbook.

While the Commissions do provide necessary local input, they tended not to be very active in community outreach. That outreach is important as a recruitment tool for the Departments and to ensure that the service level and budgetary decisions being made are understood by the service area residents. Again, there has been a lack of training for Commissions and the direction and guidance provided in the form of the Commission Handbook and underlying bylaw is very generalized.

The reporting obligations from the Commissions to the CRD Board are relatively few given the breadth of their responsibilities, and somewhat observed in the breach. If those responsibilities are maintained, the reporting obligations, particularly in relation to regulatory issues (OH&S and training, in particular) would require significant enhancement.

7.4 Recommendations for Change in the Commission Model

The safe and effective delivery of fire services has become an increasingly technical and highly regulated undertaking, one that requires professional administration. The risks associated with this service, moreover, make oversight and reporting critical, to ensure the safety of both firefighters and the public, and to mitigate risk for the local government.

As a matter of practice, the Commissions have tended to focus themselves on financial oversight and budgetary matters. We would recommend that this continue – but that the Commissions be moved from having delegated Board authority, to operating on an advisory basis. Their responsibilities would be recast and clarified, principally covering:

- Budget review and input;
- Quarterly or semi-annual financial reviews;
- Engagement in any strategic planning for the Department; and
- Community outreach and engagement, for both financial matters and recruitment purposes.

There is significant potential for Commissions to be an effective two-way communication conduit between CRD and community – a view shared by both the Commissions themselves, and CRD staff. This role should become a principal focus, to improve community engagement and ensure that the local voice is heard at the CRD-level.

At the same time, it may be worth revisiting the number of appointees to the Commissions, as, in practice, not all appointees appear to be operating at the same level of engagement. It may be possible to move to having five members appointed to the Commission to fulfil the revised purposes, making succession planning easier while still ensuring sufficient members to share the workload.

In the fullness of time, it may also be possible to transition from having six local commissions to two – one covering Juan de Fuca and one for the Southern Gulf Islands, with representation from all service areas. Moving to this model is included in the future organization chart shown in section 9.3 below, but would need to be determined based on how the new advisory model works, and whether a move to this two-Commission model would still enable sufficient connection to each of the local communities.

In keeping with most other governance models for regional district fire services:

- the individual Fire Chief is made principally responsible for the daily administration and operation of the relevant Department, within the approved budget (and subject to CRD policies on expenditures). The Fire Chief would work with the advisory Commission on budget and financial matters, and community engagement, but would provide regular reporting to a designated position (described below) in the CRD;
- the professional staff in Protective Services are made responsible for providing oversight, assistance and administrative support to the Departments (or arranging for such support from other CRD functions), including:

- creating and maintaining a centralized set of operational guidelines developed in consultation with the Departments;
- creating standard approaches to training, including supporting materials to enable proper delivery of training programs by each Department and the evaluation and recording of each member's qualifications;
- creating and helping to manage and oversee consistent OH&S processes in each Department, including a standardized OH&S program and the operation of one or more joint committees or worker representative systems, along with all necessary documentation and training to support these processes;
- assisting with budget development and procurement;
- assisting with recruitment and retention efforts, and working the Fire Chiefs and their advisory Commissions to improve community involvement with the Departments; and
- providing technical and administrative assistance and training as required for use of records management systems and financial management processes.

In the short term:

- Commissions should be converted to an advisory capacity with a revised and focused set of responsibilities. Bylaw No. 3654 would be revised accordingly and new terms of reference for the Commissions would be developed with them.
- The CRD should create a full-time Manager of Electoral Area Fire Services position, to whom the Fire Chiefs would report.
- The Manager of Electoral Area Fire Services would liaise with and support the Commissions in their revised roles.
- The administration staff function committed to Fire should be increased from 0.25 FTE to 0.5 FTE (a full-time position shared with Emergency Management).
- The relationship between the CRD and its Fire Chiefs should be clarified. To ensure that the Fire Chiefs have the benefit of the protections embedded in section 738 of the *Local Government Act*, their role as employee of the CRD should be confirmed.

In relation to the Fire Chiefs' employment status, we note that there was some discussion about whether they were independent contractors, dependent contractors, or employees. The determination of employment/contractor status is complex, multi-faceted and beyond the scope of the Consultants' expertise. However, whatever minor financial benefits may accrue to the Fire Chiefs for being independent contractors (e.g., the ability to write off certain business-related expenses and to avoid source deductions), such status would likely take them outside of the ambit of the section 738 protections. As such, from a risk and liability mitigation standpoint, it is likely better for the Fire Chiefs to be categorized as CRD employees, and entitled to the benefit of the liability exemption under the *Local Government Act*, as well as the CRD's indemnity bylaw.

If a Fire Chief wishes to retain his or her designation as an independent contractor, and the CRD determines that it is possible to structure the role in such a way as to meet the various tests for such a relationship, it will be necessary for them to carry their own liability insurance and WorkSafe BC coverage.

It also should be noted that, for other officer ranks and for the firefighters themselves, it is important that they are categorized either as employees of the CRD or volunteers of the CRD, to ensure that the *Local Government Act* liability exemption applies in relation to their emergency response activities. The situation with respect to ancillary work – e.g., repairing a fire hall – can be handled differently, provided that there is a service agreement or contract in place, and the individual has independent WorkSafe BC coverage for the work being performed, along with appropriate liability insurance.

In the longer term, and depending on how the Society model evolves:

- The administration staff function committed to Fire should be increased from 0.5 FTE to 1.0 FTE; and
- A full-time Regional Training Officer position should be created.

7.5 Recommendations

Recommendation #14	Bylaw No. 3654 will need to be updated to address any changes made to the Commission model.
Recommendation #15	Any updated Commission Handbook (and/or updated bylaw) should expressly address responsibility for OH&S matters, as well as the role to be played by the CRD’s professional staff in relation to Department oversight.
Recommendation #16	When Bylaw 3654 is updated, consider making it an operational powers bylaw as well, granting operational powers and authority to the various Departments (including any service areas receiving emergency response services under contract from a Society or other local government). Alternatively, create an operational powers bylaw covering all of the CRD’s fire service areas.
Recommendation #17	CRD Fire Commissions should be moved from having delegated Board authority, to operating on an advisory basis. Their responsibilities should be recast and clarified, principally covering: <ul style="list-style-type: none"> • Budget review and input; • Quarterly or semi-annual financial reviews; • Engagement in any strategic planning for the Department; and • Community outreach and engagement, for both financial matters and recruitment purposes.
Recommendation #18	CRD fire chiefs should report directly to a newly created CRD staff position – Manager of Electoral Area Fire Services.
Recommendation #19	The CRD should explore the matter of CRD fire chief employment status. CRD fire chiefs (and deputies) should be

engaged as exempt employees of the CRD. Alternatively, if the CRD prefers to engage one or more fire chiefs as independent contractors, matters of liability protection, WorkSafe BC coverage and compliance with Canada Revenue Services requirements should be considered and addressed.

8. Society-owned Departments

The CRD has created three service areas where fire protection is delivered under contract by an independent, arm's length, not-for-profit society: Pender Island, Saturna and South Galiano. The use of societies as a vehicle for delivering fire services was once fairly common. Indeed, many regional district departments throughout the province had their origins as society-owned departments. This approach was taken at a time when regional districts generally lacked the administrative structures to manage such services, regulatory requirements were less demanding, and there was a recognized need, at the local level, for the creation and operation of a fire department. In essence, volunteer societies filled a gap by delivering services where the local government lacked the capacity to do so.

As the regulatory requirements have become more complex and maintenance of volunteer societies more challenging, and as regional district governments developed better capacity to deliver fire services, the use of societies as a mode of emergency service delivery has dwindled. Risk management has also come to the fore as a major issue. Where a society is responsible for emergency service delivery, it potentially is liable where there is a bad outcome – either for a member of the public or one of its firefighters. Unlike the situation for members of a regional district fire department, it is not clear that the individual liability exemption found in section 738 of the *Local Government Act* applies to the members of a society-owned and operated department. As such, societies and their boards need to carry sufficient liability insurance to cover the potential risks that they face.

In general, given the risks associated with the delivery of emergency response services, we tend to favour moving away from a society-operated model, however high-functioning it may be. The societies could and should continue to function – to support recruitment and retention, to assist with external fund-raising, to undertake outreach to the community, and to provide the critical social element that supports the operation of volunteer and paid-on-call departments. However, they should not be made responsible for undertaking emergency response activities which carry such a high potential risk of liability for a volunteer organization, and for which a local government is better positioned.

Where a society wishes to continue to be fully responsible for emergency service delivery, the issue of risk allocation becomes critical. If the local government is not providing oversight and does not have control over operations, then the society needs to be prepared to bear the risks associated with its operations, an issue that needs to be properly addressed in any service agreement.

As such, the contracts between the CRD and the various Societies should be approached as agreements with arm's length third parties, with appropriate risk allocation and indemnification provisions. If the Societies intend to be responsible for emergency service delivery, and to operate independently of regular oversight by the CRD, then liability and responsibility for the service needs to rest with the Society, rather than the CRD.

One aspect of the Provincial Training Standards is the requirement for the “Authority Having Jurisdiction” or “AHJ” to set the service level at which its fire department operates. One of three

service levels may be chosen: Exterior; Interior; or Full Service. The Office of the Fire Commissioner has indicated that, in its view, where the local government is funding the service, it is the AHJ in relation to that department, even if the department is owned and operated by a society. This creates a complex situation, and would seem to support the interpretation that the CRD has a shared responsibility for OH&S failings by contracted Society-owned departments. As such, the issue of the service level, and the obligation of the relevant Society to meet the requirements of the Provincial Training Standard relevant to the chosen service level, needs to be addressed in any updated service agreement.

The next sections examine the Society Departments at a high level. More detailed individual reviews of the Society Departments, including the service establishment bylaws and existing service agreements, are found in Appendix 3.

8.1 What Works Well

The society model as it is currently utilized by the CRD in three fire protection service areas was viewed by the Society and/or Fire Chief to be working well in several ways, including:

- representing the interests of local communities in terms of service level determination and control of costs that impact taxation;
- fostering a sense of local autonomy and control of own destiny;
- overall community engagement;
- helping recruitment and retention of volunteer/POC firefighters; and
- minimizing in some aspects of the workload of the CRD compared to the Commission model.

The Consultants observed the common and natural tendency of local communities to regard the regulatory needs of the governing body as an impediment, and to regard relinquishing of direct, society control to equate with an increase in bureaucracy and expense, and a loss of local control.

8.2 What Improvements are Needed

The three Society-owned Departments operate at different levels in terms of sustainability of the model and operational outcomes. They also operate under three separate service agreements, which, while they have some commonalities, actually vary quite widely from one another. These agreements are reviewed in detail, with suggested revisions, in the individual department review sections below. We also have included a checklist of the principal issues to be addressed in fire service agreements as Appendix 4. However, at a high level, the service agreements need to clearly address the following issues:

1. A clear definition of the services being provided by each Society.
2. A clear specification of any support that is available to the Society from the CRD (e.g., from Protective Services – such as sharing of common operational guidelines, etc.).

3. A covenant from each Society to deliver the services in compliance with applicable laws and regulations, including the Provincial Training Standards and OH&S requirements.
4. A process for establishing the annual service fee and Department budget.
5. An allocation of responsibility where there is negligence claim against, or service delivery failure by a Society (e.g., failure to follow OH&S processes), supported by insurance and backed by an indemnity in favour of the CRD.
6. A graduated dispute resolution process.
7. Clear, regular reporting obligations from each Society on financial matters, contractual obligations and services delivered.
8. Proper records keeping by the Societies covering:
 - a. personnel matters (including training, OH&S matters, discipline, etc.); and
 - b. apparatus and equipment maintenance, repair, and testing.

Additional challenges with the Society model include:

- shortage of administrative support;
- the potential for Society continuity issues – i.e., ensuring successorship on the Board with qualified and interested directors;
- a focus at the Board level on overseeing budgets and expenditures, with less attention to regulatory obligations and matters that mitigate risk; and
- a blurring of the lines between what assets are owned by the Society versus the CRD, and which body is responsible for maintenance and replacement costs of assets.

8.2.1 Recommendations for Changes in the Society Model

The Societies operate at different levels and have different short and long-term requirements.

As a general approach, given the strength of commitment from societies operating fire departments under contract with the CRD, the CRD should be prepared to work with the Societies under the terms of revised and improved service agreements, provided that it is comfortable that the liability and risk issues can be adequately managed. At the same time, the CRD should be prepared to respond to future requests to convert a Society-operated department to one directly operated by the CRD.

The service agreements with the Societies need to be reviewed and updated to address the issues noted in the previous section, to clarify obligations, responsibilities and liability allocation.

In relation to South Galiano, based on the Consultants' meetings with the Society, the Fire Chief and CRD staff, this department is Society-owned but operates similarly to the commission-led model. It appears possible and desirable to transition this service to one that is directly operated by the CRD. One of two approaches is possible for role of the Society to be transitioned:

- The Society continues as a social organization, providing advisory input on community matters and views (e.g., budgetary and taxation issues), while assisting with social events and community engagement functions. In this model, the Fire Chief becomes an employee of the CRD and is subject to direct CRD oversight, while the Society functions in an advisory role, and maintains its position as owner of certain fundamental assets (e.g., the land upon which the fire hall sits, and the old fire hall). In this model, the Society would receive a rental income stream as landlord, which would help to fund its on-going community and department support operations. The Society would have no responsibility for emergency service delivery.
- The second option would be to wind up the Society and move to an advisory Commission model, as recommend for the Commission-led Departments in section 7, above. This approach poses both change management and some legal challenges. The Society has a broad community membership, is the owner of real property, and as such may prefer to continue in a modified role with regard to the fire department.

From the CRD's perspective, either approach would be acceptable. This is a matter that should be reviewed with the Society.

In addition, the possibility of functionally consolidating fire service delivery between the two fire protection service areas on Galiano Island came up during this review. The two Departments already work closely together. Any operational consolidation of the two Departments would require that a common method of community input be created. North Galiano has both a Commission and a society, with the latter assisting with fundraising and social events. South Galiano has its Society. Before any formal consolidation of the two service areas was undertaken, it would be necessary to agree how local community input would be provided to the newly integrated Department.

8.3 Recommendations

Recommendation #20

Society-owned and operated fire departments present a series of unique risk management and liability issues. If the Societies wish to continue to be responsible for the provision of emergency response services, they must be prepared to accept the potential liability and risk that accompanies such service provision. The service agreements with the Societies should be updated to clearly reflect that allocation of risk and responsibility. Certain other issues should also be addressed in the service agreements, including: enhanced reporting obligations; an improved, graduated dispute resolution process; clarifying OH&S obligations (and accompanying risk allocations); and clearly specifying what support is being provided by the CRD to the Society-owned Departments.

Recommendation #21

The CRD, in consultation with the Pender Island Society, should review whether the provision in the Pender Island Agreement which suggests that members of the Society are entitled to avail

themselves of the protections under section 738 of the Local Government Act and are covered by the CRD's indemnity bylaw, is correct and accurately reflects the legal position of the Society and its members.

Recommendation #22

The CRD should engage with the South Galiano Volunteer Fire Department Society to explore conversion of the South Galiano Volunteer Fire Department to a CRD-operated department. The role of the Society should be redefined, and consideration given to the Society fulfilling the advisory role provided by commissions in other service areas until such time as a Southern Gulf Islands Fire Advisory Commission is established.

Recommendation #23

The CRD should facilitate discussions involving the South and North Galiano Fire Chiefs, the Society Chairs from both South and North Galiano, and the Commission Chair from North Galiano for the purposes of exploring the potential for the two departments to deepen their partnership, up to and including the potential to consolidate the two departments into one.

9. CRD Organizational Structure

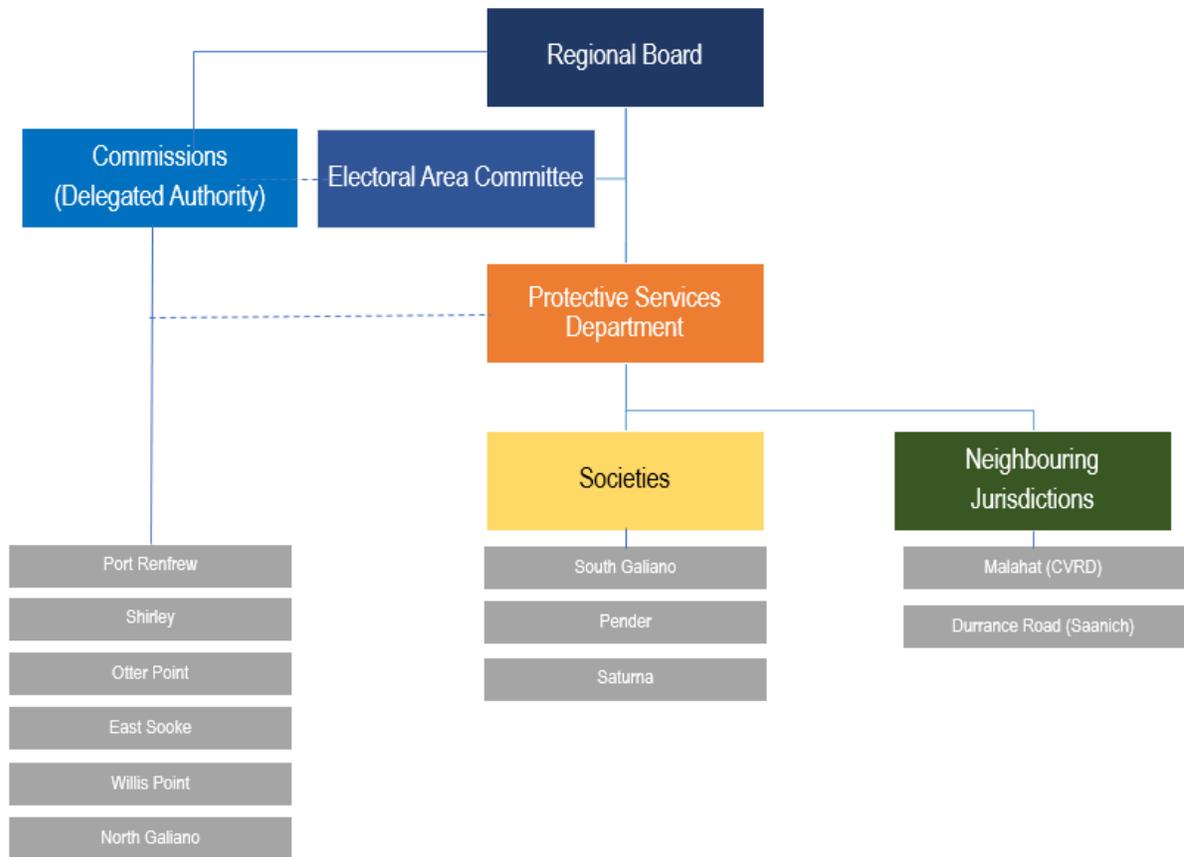
As outlined earlier in this report, the CRD is responsible for provision of fire protection services in eleven fire service areas. In two cases fire service is provided by a neighbouring local government's fire department, enabled through a service agreement. In three cases, fire protection service is provided by a society-owned fire department funded by the CRD through a service agreement. In the six remaining cases fire protection service is provided directly by the CRD, and those fire departments are managed by a CRD commission under delegated CRD Board authority.

The current organizational structure indicates that the CRD Protective Services department oversees the CRD's interests with regard to the service agreements, holding contractors accountable to the terms of those agreements. Where current service agreements are deficient as noted in this report, the Protective Services department has limited ability to direct those service deliverers adequately to meet the needs of the CRD.

The six fire commissions, by the nature of the authority delegated from the CRD Board to each commission, do not report to the Protective Services department, nor do the fire chiefs or personnel in those departments. The reporting relationship appears to bypass the staff functions of the CRD, with each commission "reporting" directly to the Board. In reality there appears to be very little reporting to the Board by the Commissions, nor were instances observed of the Board directing the Commissions. The relationship between the Commissions and the CRD appears to effectively be one that involves CRD staff advising the Commissions and their fire chiefs. Any direct control by the CRD over CRD commission-led fire department activities is affected on matters of finance, involving CRD staff compelling commissions and fire departments to adhere to CRD procurement and other financial policies.

9.1 CRD Fire Services – Current State⁴⁰

Figure 3: Current State of CRD Fire Services



Recommendations in this report, if implemented, would result in changes to the organization chart that include:

- The current relationship between the CRD and two societies (Pender Islands and Saturna Island) would continue, with renewed service agreements in place, and a clearly defined primary CRD staff point of contact for interactions between the societies and the CRD;
- Governance of the South Galiano Island Fire Department would be converted from a society-owned department to a department managed directly by the CRD, with the Society's role to be defined, potentially remaining in place as a landlord to the Department and in a support capacity to the Department. The reporting relationship in this case would involve the South Galiano Fire Chief reporting directly to a staff position in the CRD Protective Services department. The South Galiano Society could, if

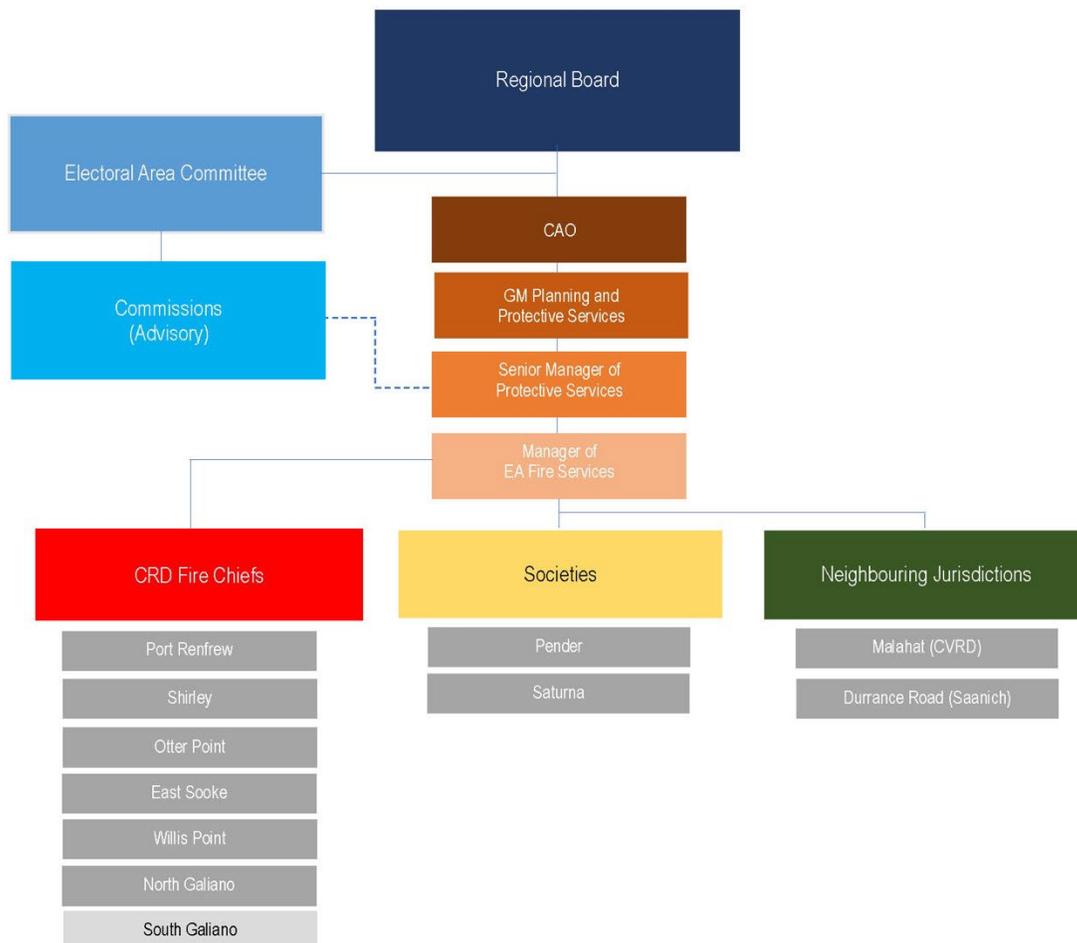
⁴⁰ In practice, Commission and Society matters are currently referred to the Electoral Area Committee prior to consideration by the Board.

desired, assume an advisory role, representing local interests and supporting recruitment efforts for example;

- The authority delegated to six commission-led departments would be modified to reflect an advisory role, and fire chiefs in those six departments would report directly to a designated staff position in the CRD Protective Services department. Clear definition should be provided regarding the primary CRD staff point of contact for liaison interactions between the commissions and the CRD; and
- In the longer term, the CRD and the Commissions could explore the potential to create two advisory commissions (Gulf Islands and Juan de Fuca) in place of the current six commissions.

9.2 Recommended Governance Organization Chart – short term

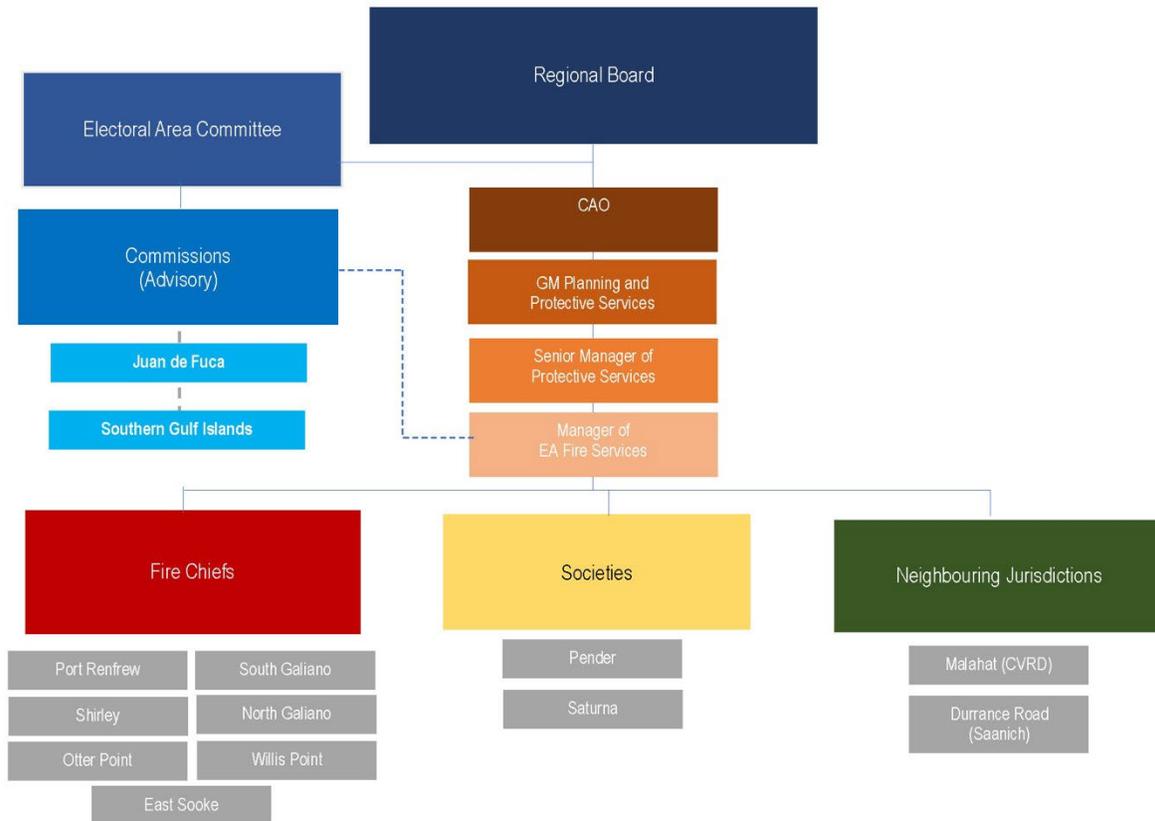
Figure 4: Proposed Short Term Governance Organization Chart



Note: This Chart assumes a transition involving South Galiano.

9.3 Recommended Governance Organization Chart – long term

Figure 5: Proposed Long Term Governance Organization Chart



Note: This chart reflects change from six to two Advisory Commissions, but does not reflect the potential consolidation of North and South Galiano departments. The chart also reflects a change in the reporting relationship for the Advisory Commissions to the Electoral Committees as opposed to the Regional Board.

9.4 CRD Staffing – Current and Future

The CRD Protective Services Department has responsibility for emergency management as well as electoral area fire services. The recent addition of a contracted Fire Services Coordinator has been a considerable positive asset. Throughout the Consultant’s engagements with Fire Chiefs, Society Board Chairs and Commission Chairs, many positive comments were heard about CRD staff, not only in the Protective Services Department, but in all departments interacted with. The CRD appears to currently have the right people in the right roles. Going forward, if recommendations in this report are implemented, the CRD will be required to add additional staff to the Protective Services Department and perhaps also to other departments, and it will be important that the current culture of the CRD staff team be maintained.

Maintenance of trusting relationships between CRD staff and fire department leaders will be critical to success in leading through change.

The conversion of delegated authority commissions to commissions with an advisory role will require CRD staff to be more involved in fire department operations and oversight, and in liaising with Commissions in their new advisory role. This will require an increase in CRD staff resources.

In the short term, the management of emergency programs and electoral area fire services, currently shared within the role of Manager, Electoral Area Fire and Emergency Programs, should be separated into two managerial positions, one for emergency programs and one for fire services. Pending changes to the *Emergency Program Act* were noted earlier in this report. Anticipated changes can be expected to result in more, not less, work for CRD Emergency Management personnel.

For clarity, and because the matter was mentioned as a concern during interactions with several departments as a perceived strategic goal of the CRD, implementation of a centralized, regional chief officer structure is not recommended.

9.4.1 Manager of Electoral Area Fire Services

This new full-time exempt position would report to the Senior Manager of Protective Services, maintain a peer relationship with the newly created Manager of Emergency Programs position, and be responsible for management and supervision of fire chiefs in service areas formerly operated by delegated authority commissions. This new position will be pivotal to the successful implementation of recommendations in this report.

Skillsets critical to the success of the Manager of Electoral Area Fire Services, and for which candidates for that role should be assessed, include:

- Solid understanding of local government processes, and proven experience excelling in local government management;
- Strong communication skills, including written, verbal and listening;
- Proven successful application of emotional intelligence (EQ) and cultural intelligence (CQ) skills
- Ability to function as a concierge or gateway into the CRD government structure for fire chiefs, societies, and advisory commissions, and to support CRD staff in succeeding in their interactions with fire services; and
- Proven success as a servant leader.

9.4.2 Assistant

The CRD currently provides a 0.5 FTE Assistant position that reports to the Manager, Electoral Area Fire and Emergency Programs, and supports both emergency management and fire service functions. With the anticipated increase in workload, this position should be increased to full time, and continue to support both functions equally. In the longer term, the Assistant position supporting Electoral Area Fire Services should become a full-time position.

9.4.3 Fire Training Officer

In the longer term, the CRD should establish a Fire Training Officer position. Reporting to the Manager of Electoral Area Fire Services, and maintaining a peer relationship with the Fire Services Coordinator, the Fire Training Officer could coordinate firefighter training, oversee training records management, and support Training Officers in each department.

Figure 6: CRD Protective Services Staffing Model - Current

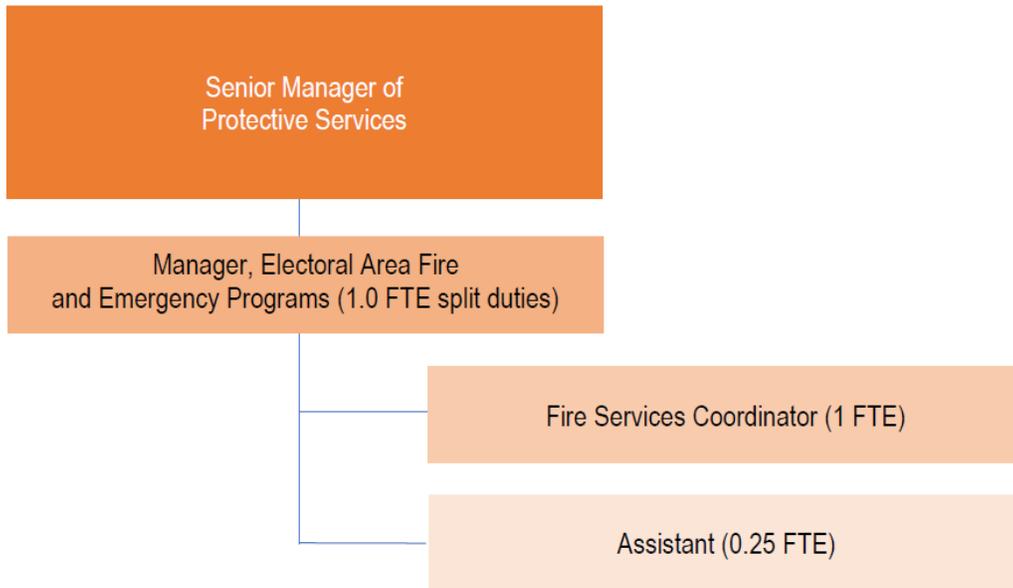
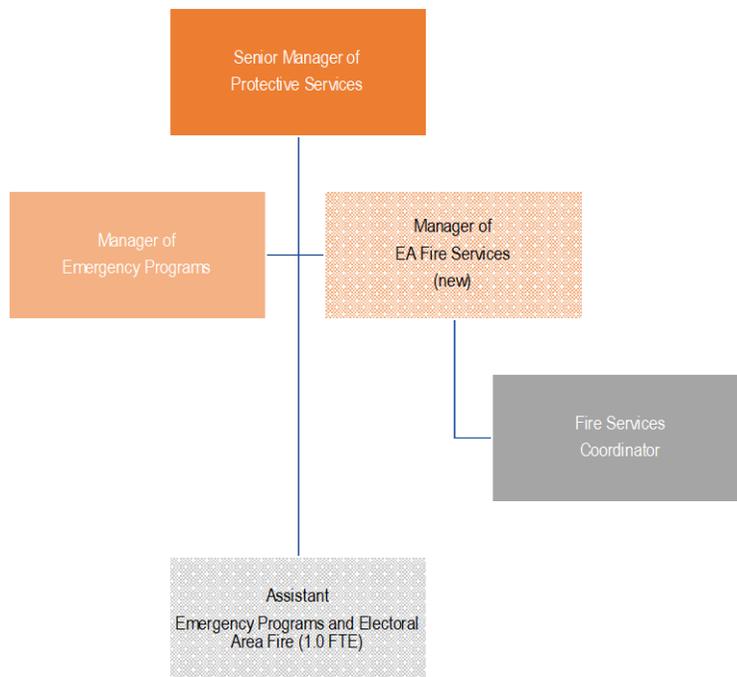
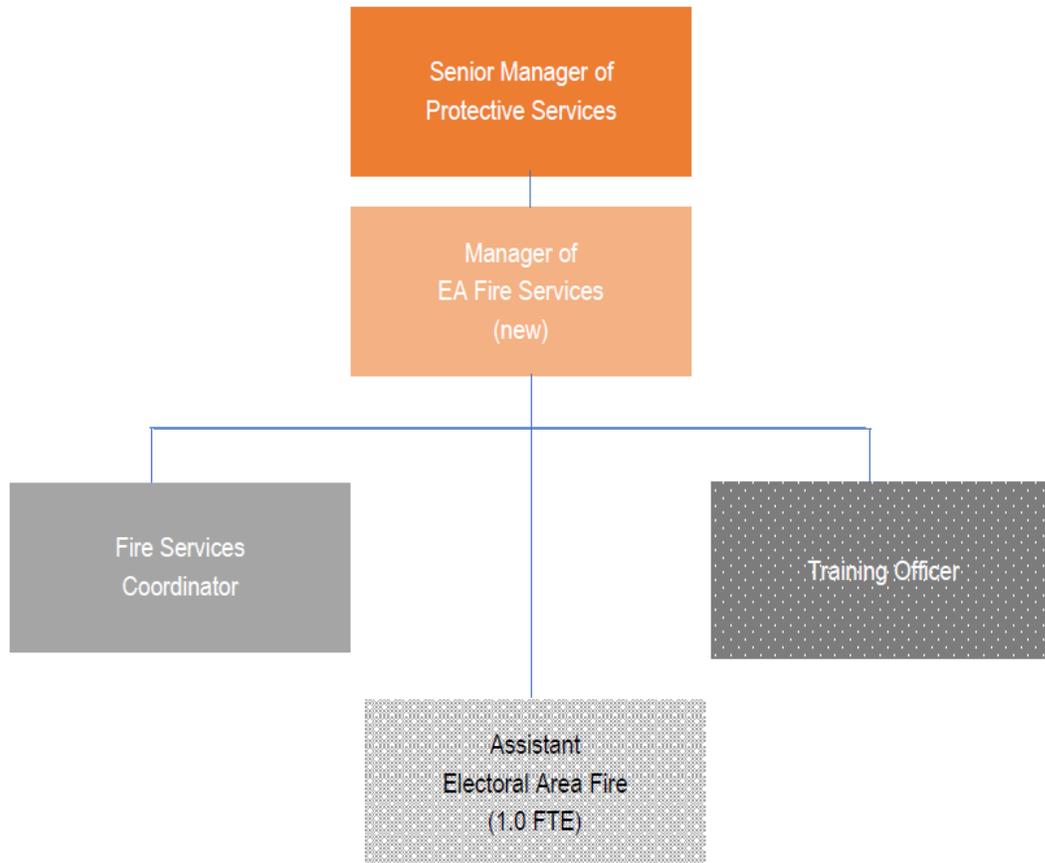


Figure 7: CRD Future Short-Term Protective Services Staffing Model



9.4.4 Proposed Future Staffing – Long Term

Figure 8: CRD Proposed Future Long-Term Protective Services Staffing Model



9.5 Recommendations

Recommendation #24 The CRD should consider the consolidation of Fire Commissions (Advisory) into two Advisory Fire Commissions, one representing the Southern Gulf Islands and the other representing the Juan de Fuca area.

Recommendation #25 The CRD should create and fill a Manager of Electoral Area Fire Services position. This position would be responsible for supervising CRD fire chiefs, supporting and liaising with Fire Commissions, as well as managing fire service agreements with other local governments and societies.

Recommendation #26 The CRD should expand from 0.5 FTE to full time the Assistant position assigned to Electoral Area Fire and Emergency Services. As soon as is possible staff resources should be

Recommendation #27

increased in order that the full-time Assistant position is assigned only to Electoral Area Fire Services.

The CRD should create and fill a new Fire Training Officer position. The incumbent would report to the Manager of Electoral Area Fire Services

10. Implementation

The current CRD model of governance for fire protection services is complicated and long-established. Ongoing successful delivery of fire protection services is dependent upon a large number of participants who are involved on a voluntary basis, and familiar with the status quo. Changes made in this sector should be well-thought out, and there should be a communication and implementation plan that is written, and reflects stakeholder inputs. The CRD should continue to be mindful of the deep investment made by volunteers in the delivery of fire protection services in communities across the regional district areas, that their continued involvement will be dependent upon the continued feeling that they are contributing to their local community, and that changes to the current state and motivations for those changes could easily be misunderstood if not adequately communicated. Communication and consistent, reliable actions by the CRD will be critical to successful implementation of recommendations.

The CRD is commended for undertaking this review as an initial step in this process.

The process for implementation of recommendations in this report could reflect the following:

- The Electoral Area Committee receive this report and forward the report to the CRD Board of Directors with a recommendation;
- The Board of Directors receive this report, and direct that the report be shared with Fire Chiefs, Commissions and Societies. Input from Fire Chiefs, Commissions and Societies be received and communicated back to the CRD Board of Directors;
- The report recommendations could then be considered for adoption by the CRD Board of Directors, along with input from Fire Chiefs, Commissions and Societies, and a draft implementation plan (prepared by CRD staff). The CRD Board of Directors could consider adoption of the recommendations or amended recommendations; and
- With the CRD Board of Directors direction in hand, CRD staff could begin implementing the adopted recommendations as per the implementation plan.

Appendix 1: Stakeholder Engagement Summary

Service Area	Stakeholder Representative(s)	Consultants	Date 2023	Location
Commission Departments				
<i>North Galiano</i>	Fire Chief: Karen Harris Chair: Larry Campbell	Tim Pley Gord Anderson	22 March 2023 24 April 2023	Fire Hall CRD office
<i>Willis Point</i>	Fire Chief: Art Wynans Chair: Aran Puritch	Tim Pley Gord Anderson	17 April 2023	Fire Hall
<i>East Sooke</i>	Fire Chief: Carl Neilson Chair: Falk Wagenbach	Tim Pley Gord Anderson	4 April 2023	Fire Hall
<i>Otter Point</i>	Fire Chief: John McCrae Chair: Joanne Hemphill	Tim Pley Gord Anderson	5 April 2023	Fire Hall
<i>Shirley</i>	Fire Chief: Leah Hill Chair: Brian Einarson	Tim Pley Gord Anderson	3 April 2023	Fire Hall
<i>Port Renfrew</i>	Fire Chief: William Toulmin Chair: Dan Quigley	Tim Pley Gord Anderson	6 April 2023	Fire Hall Residence
Society Departments				
<i>Saturna Island</i>	Fire Chief: Peter Clark Vice President: Ron Monk	Tim Pley	11 April 2023	Fire Hall
<i>Pender Island</i>	Fire Chief: Mike Dine President: Brent Marsden	Tim Pley Gord Anderson	12-13 April 2023	Fire Hall
<i>South Galiano</i>	Fire Chief: Scott Sugden President: Larry Hagen	Tim Pley Gord Anderson	23 Mar 2023	Fire Hall
CRD				
<i>Fire Leadership Group</i>	Fire Chiefs and CRD Protective Services staff	Tim Pley Dave Mitchell	12 Jan 2023	Via Zoom

Service Area	Stakeholder Representative(s)	Consultants	Date 2023	Location
<i>Elected Officials</i>	Director Southern Gulf Island: Paul Brent Director Juan de Fuca: Al Wickheim	Tim Pley Dave Mitchell	24 March 2023	Via Zoom
<i>Staff</i>	Human Resources Protective Services OH&S Legislative Services Finance Corporate Services Fleet Services	Tim Pley Gord Anderson Ian MacDonald	16, 17 May 2023	CRD Offices

Appendix 2: Commission-led Departments

North Galiano

The North Galiano service area was established pursuant to the North Galiano Island Fire Protection Local Services Bylaw No. 1, 1990 (“Bylaw No. 1852”).

Bylaw No. 1852 established the service for the purposes of providing “fire protection” in North Galiano Island (ss. 1, 4). The authorized service in section 1 was amended in 2005 pursuant to North Galiano Island Fire Protection and Emergency Response Service Establishment Bylaw No. 1, 1990, Amendment Bylaw No. 3, 2004 (“Bylaw No. 3221”) (adopted in February 2005) to read as follows:

A Fire Protection and Emergency Response Service is hereby established within the service area defined in section 2 and is the service of:

(a) fire prevention;

(b) fire suppression; and

(c) assistance in response to:

(i) requests from the Provincial Ambulance service for extrication of persons from damaged motor vehicles;

(ii) requests for assistance in the extrication of persons from damaged buildings, structures or from situations involving natural hazards;

(iii) emergencies where police or ambulance personnel are unavailable or are unable to respond adequately and the equipment and personnel of the department is required to respond to the situation;

in situations where the Fire Chief determines that the personnel and equipment resources of the Fire department are capable of responding to the emergency.

Bylaw No. 3221 also:

- amended section 2, essentially to rename the heading of Schedule A (the map of the service area);
- deleted section 4 (which was made redundant by the new section 1) and renumbered the remaining provisions; and
- added the following provision as a new section 6:
“Notwithstanding Section 2 of this bylaw, the fire department may provide fire suppression and emergency response outside the boundaries of the service area where the Capital Regional District has entered into an agreement for this purpose.”

Bylaw No. 1852 permitted the CRD to recover service costs through a parcel tax (s. 5(a)), with “any deficiency” arising under such parcel tax to be obtained “by the requisition of money under Section 809.1 of the Municipal Act to be levied and collected under Section 810.1 of the

Municipal Act” (s. 5(b)). This now archaic formulation relating to cost recovery does not appear to have been amended or updated.

Consideration should be given to amending this section (which is now section 4 of Bylaw No. 1852, as amended), to bring it into line with section 378 of the Local Government Act, which permits the CRD to recover costs, through a series of methods including a property value tax, a parcel tax, fees and charges, and revenues received by way of agreement, enterprise, gift, grant or otherwise. Moreover, although this section of Bylaw No. 1852 suggests that the principal costs are to be recovered through a parcel tax, based on the budget materials provided, only a property value tax is being applied⁴¹.

Bylaw No. 1852 originally set a maximum requisition amount as being the greater of \$16,000 or \$0.75 per \$1,000 of net taxable value of land and improvements (s. 6). This maximum requisition has been amended twice:

- In 2002, it was increased to the greater of \$138,500 or \$1.60 per \$1,000 net taxable value of land and improvements pursuant to North Galiano Island Fire Protection Local Service Bylaw No, 1, 1990, Amendment Bylaw No. 1, 2002; and
- In 2012, to increase the maximum flat amount from \$138,500 to \$267,000, pursuant to North Galiano Island Fire Protection Local Service Bylaw No, 1, 1990, Amendment Bylaw No. 4, 2012.

The budget materials indicate that there are two other bylaws – Bylaw No. 3910 (July 2013) and Bylaw No. 3936 (February 2014) – pursuant to which some \$570,000 (in aggregate) has been borrowed for capital purposes. These bylaws were not provided for review.

North Galiano Fire Department (“NGVFD”) operates primarily out of a relatively new pre-engineered structure fire hall, augmented by a satellite fire hall (“Hall #2) nearer to the southern service area boundary. Fire Chief Karen Harris reported that NGVFD covers “2/3 of Galiano Island geographically, but only 1/3 of the island population and tax base” is in the North Galiano service area. Calls for service include a high number of downed power lines, and medical first responder calls which were reported to make up approximately 75% of total call volume. The Department has had as few as two significant structure fires since 2012, as well as some outbuilding and travel trailer fires.

It was reported but not substantiated that Hall #2 is situated on private property. The Consultants did not view any documentation related to land ownership or a lease enabling Hall #2 to be situated and the Department to operate a fire hall on privately owned property. The CRD should investigate, and if necessary, remediate that situation.

NGVFD participates in a FireSmart program led by the South Galiano Fire Chief. The CRD is increasingly coordinating the FireSmart program. The Department utilizes CRD Fleet Services for apparatus maintenance and looks forward to accessing a CRD shared records management system (“RMS”).

⁴¹ See: Capital Regional District, 2022 Budget: North Galiano Fire Protection – Final Budget (March 2022) at p. 2.

At the time that the Commission was established, a Society that had previously been the operators of the Department was retained and essentially repurposed to a support role. The Commission and the Society work closely together and coordinate their AGMs. Commission Chair Larry Campbell reported that Commission members and Society members are one and the same.

General recommendations in this report pertaining to Commission-led fire departments apply to North Galiano. Further, there appears to be an opportunity while restructuring the governance of North Galiano fire services to explore the potential for deeper partnering with South Galiano, up to and including consolidation of the two departments. The CRD could facilitate exploratory conversations in this regard with the Fire Chiefs and Societies from North and South Galiano, as well as the North Galiano Fire Services Commission.

Port Renfrew

The Port Renfrew service area was established pursuant to the *Port Renfrew Fire Protection and Emergency Response Service Establishment Bylaw No. 1, 1989* (“Bylaw No. 1743”).

Under section 1, the original authorization of the service was described as “fire prevention and suppression and the provision of assistance response to automobile accidents and industrial accidents...”. This authorization language was replaced in 2005 by the standardized language described above in the section North Galiano pursuant to *Port Renfrew Fire Protection and Emergency Response Service Establishment Bylaw No. 1, 1989, Amendment Bylaw No. 1, 2004* (adopted February 2005). As with North Galiano, Port Renfrew was authorized to provide extra-jurisdictional responses where the CRD had entered into an agreement for such purpose (new section 6). The bylaw was also renamed in section 7.

The service area was established by section 2 and Schedule A. Schedule A was replaced in its entirety in 2006 pursuant to section 1(c) of *Port Renfrew Fire Protection Local Service Establishment Bylaw No. 1, 1989, Amendment Bylaw No. 2, 2006* (“Bylaw No. 3356”). Bylaw No. 3356 did not specify, however, whether properties were being added or removed from the service area.

Section 4 of Bylaw No. 1743 deals with cost recovery. The original formulation referenced taxation, grants and other revenue. It was replaced with new language in 2007, pursuant to section 1(1) of *Port Renfrew Fire Protection and Emergency Response Service Establishment Bylaw No. 1, 1989, Amendment Bylaw No. 3, 2007* (“Bylaw No. 3455”), which introduced the full range of cost recovery methods permitted by what is now s. 378 of the *Local Government Act*. At the same time, Bylaw No. 3455 authorized the provision of fire protection and emergency response services to the Pacheedaht First Nation under a service agreement (s. 1(3)).

The maximum requisition amount was set under section 5 of the original Bylaw No. 1743 at the greater of \$10,000 or \$2.52 per \$1,000 of net taxable value of land and improvements.

The community of Port Renfrew is relatively small, and the Department faces some unique challenges related to the size and nature of the community. Some homes are seasonally occupied, and the Consultants were informed about a significant rate of transitional residency related to the local economy, housing availability, and the availability of services such as

schools. These matters challenge the Department to maintain consistent, adequate staffing, and challenge the Department in terms of maintaining minimum levels of training.

Port Renfrew is unique among CRD fire service areas in that 40% of its operating budget funding is derived from service fees related to a service agreement between the CRD and Pacheedaht First Nation.⁴² Pacheedaht First Nation is a critical partner in the provision of fire protection services in the Port Renfrew area both financially, as a local employer, and with several Pacheedaht members being on the Fire Department team. The communities of Port Renfrew and Pacheedaht are inextricably connected on many levels. It was acknowledged by both the Commission Chair, Dan Quigley, and the Pacheedaht CEO, Roger Nopper, that neither community was in a position to provide adequate fire protection services on their own, and in fact both Mr. Quigley and Mr. Nopper spoke in terms of there being only one community, not two, in the Port San Juan area.

The twenty-year term fire protection services agreement between the CRD and Pacheedaht expires in 2028. The CRD should begin engaging with Pacheedaht as soon as possible on the matter of a shared services agreement for the next twenty or more years. Given the trends regarding First Nations self governance and Pacheedaht's plans to expand housing, learning and economic opportunities in the area, the next fire protection services agreement could look considerably different than the current one.

A *Community to Community* grant funding program operated by the Union of BC Municipalities makes available up to \$20,000 for local governments and First Nation governments for the purposes of supporting "development of agreements, joint plans and/or strategies ...".⁴³ This is one opportunity for the CRD and Pacheedaht to undertake a deep, facilitated engagement on the future of fire protection services in the area, the outcome of which could be a shared understanding on the joint path forward.

Notwithstanding the above, recommendations in this report for changes to Commission-led fire protection service delivery should address many of the current challenges faced by the Commission and the CRD under the current governance model. Specific to the Port Renfrew Commission, Pacheedaht currently occupies one seat on the seven-person Commission.⁴⁴ Given the significance of Pacheedaht in the service area, including the 40% funding of Department operating expenses, the CRD and Pacheedaht should discuss a Pacheedaht presence on the Commission that is better reflective of the Pacheedaht involvement in the community and the provision of fire protection services.

⁴² Pacheedaht fire protection service agreement, at the time of signing in 2008 included a capital contribution from Pacheedaht and annual service fees equaling 50% of the PRFD operating budget.

⁴³ UBCM *Community to Community Program*, <https://www.ubcm.ca/c2c>

⁴⁴ Roger Nopper, Pacheedaht CEO represents Pacheedaht as a Commission member. The Consultants did not observe that a Pacheedaht presence on the Commission was a stipulation of the CRD. It may be that the Pacheedaht presence on the Commission represents a local understanding.

Shirley

The Shirley service area was established pursuant to the *Shirley Fire Protection and Emergency Response Service Establishment Bylaw No. 1, 1991* (“Bylaw No. 1927”).

The service established under section 1 was for “the provision and operation of fire prevention and suppression services and attendance, in conjunction with police or ambulance service personnel, to provide assistance under their direction at emergency situations where harm may be caused to persons or property.” This authorization was revised in 2005 pursuant to *Shirley Fire Protection and Emergency Response Service Establishment Bylaw No. 1, 1991, Amendment Bylaw No. 1, 2004* (adopted in February 2005) (“Bylaw No. 3220”). The standardized language cited in the North Galiano section above, was used. Bylaw No. 3220 also inserted the provision permitting extra-jurisdictional responses where the CRD had entered into an agreement for such purpose.

Under section 3 of Bylaw No. 1927, the CRD is expressly permitted to contract for services with the Shirley Volunteer Fire Protection Society. The society, which is a registered charity,⁴⁵ appears to continue to exist and provide financial support to the Department, but responsibility for emergency service delivery now rests the CRD.

Section 4 of Bylaw No. 1927 defines how the costs may be recovered. As with North Galiano, it permits the CRD to recover service costs through a parcel tax (s. 4(a)), with “any deficiency” arising under such parcel tax to be obtained “by the requisition of money under Section 809.1 of the *Municipal Act* to be levied and collected under Section 810.1 of the *Municipal Act*” (s. 4(b)). This formulation should be amended to correspond with the current language of section 378 of the *Local Government Act*.

Section 5 sets the maximum requisition at the greater of \$18,200 or \$1.31 per \$1,000 of the net taxable value of land and improvements in the service area.

The community of Shirley presents as a prime example of an area with a long history of meeting its own needs through community participation, currently adjusting to changes in local government involvement, regulatory obligations, changing community membership and participation.

The Consultants met with Shirley Fire Protection and Emergency Response Service Commission Chair Brian Einarson and Fire Chief Leah Hill at the Shirley fire hall. Commission Chair Einarson described the Commission as the administrative arm of the fire department and stated that Fire Chief Hill reports to the CRD on operational matters. Chair Einarson reported that the Commission serves a necessary role for local input and control, and suggested that there might be value in regular meetings with other CRD fire commission members to discuss solutions to common challenges.

Commission Chair Einarson reported that emergency preparedness is an area in which the Shirley community could be better served, and the Commission might be able to help with. In

⁴⁵ See: <https://opengovca.com/charity/139626915RR0001>

particular, it was suggested that implementing measures to provide for families of fire department members during times of emergencies could improve the availability of those members to support the community during times of heightened need.

The Shirley community is well-served with representative bodies, including:

- A CRD Commission with delegated authority to administer fire protection services;
- A society that, previous to the implementation of the Commission model, operated the fire department, has remained active in supporting the Department through various ways, including the raising of funds that are used to support the Department. The fire training site was cited as one example of the projects funded by this society;
- A Firefighters' society is in place. The primary role of this society was described as supporting firefighters on benevolent matters. Funds received from EMBC related to provision of road rescue services are allocated to this society;
- A community association is in place. The Community Association owns the fire hall and the property on which the fire hall is located. A long-term lease is in place between the CRD and the Community Association regarding the fire hall occupancy.

Otter Point

The Otter Point service area was established pursuant to the Otter Point Fire Protection and Emergency Response Local Service Establishment By-law No. 1, 1992 ("Bylaw No. 2042").

Bylaw No. 2042 replaced the earlier service establishment bylaw from 1976, converting it from a specified area to a local service (s. 1). The service is defined as: "the provision and operation of fire prevention and suppression services and attendance, in conjunction with police or ambulance service personnel, to provide assistance under their direction in response to the classes of circumstances specified in Section 6 of this bylaw...". Section 6 contained a list of various emergencies to which the Department was authorized to respond.

As with various of the other service establishment bylaws, the authorized services were amended in 2005, pursuant to Otter Point Fire Protection and Emergency Response Local Service Establishment Bylaw No. 1, 1992, Amendment Bylaw No. 3, 2004 (adopted February 2005). Section 1 was amended in substantively the same fashion as the Bylaw No. 1852 (North Galiano) described above, section 6 (which specified various response types) was deleted, and a new section was added permitting extra-jurisdictional responses in accordance with written agreements entered into by the CRD.

The boundaries were set in a map attached as Schedule A (s. 2). Those boundaries have been amended four times:

- In 1999, pursuant to Otter Point Fire Protection and Emergency Response Local Service Establishment Bylaw No. 1, 1992, Amendment Bylaw No. 1, 1999, to add two properties;
- In 2006, pursuant to Otter Point Fire Protection and Emergency Response Local Service Establishment Bylaw No. 1, 1992, Amendment Bylaw No. 4, 2006, to remove two properties;

- In 2007, pursuant to Otter Point Fire Protection and Emergency Response Local Service Establishment Bylaw No. 1, 1992, Amendment Bylaw No. 5, 2007, to add one property; and
- In 2008, pursuant to Otter Point Fire Protection and Emergency Response Local Service Establishment Bylaw No. 1, 1992, Amendment Bylaw No. 6, 2008, to add two properties.

The annual cost for the service was to be recovered through a property value tax (s. 4). The maximum requisition was set at the greater of \$125,000 or \$2.50 per \$1,000 of net taxable value of land and improvements.

Section 4 of Bylaw No. 2042 is limited to cost recovery through a property value tax – which is narrower than permitted under section 378 of the Local Government Act (see above discussion under North Galiano). Consideration should be given to revising this section to bring it into line with the Local Government Act.

Section 7 of Bylaw No. 2042 authorized the CRD, by bylaw, to establish a local services committee headed by the Area Director and comprising such other persons as may be selected in accordance with the bylaw. The CRD was authorized to delegate such of its administrative powers to this committee as it chose to specify in such additional bylaw.

The Consultants met with Commission Chair Joanne Hemphill and Fire Chief John McRea. Otter Point Volunteer Fire Department serves a community of approximately 2500 people. The service area is made up primarily of single-family residences, many of which are “on large lots and imbedded in the forest.”

Commission Chair Hemphill has served for thirty years on the Otter Point Fire Commission. Chief McRea is in his second tour of duty as Otter Point Fire Chief. The Otter Point Fire Department and Commission exemplify, as was observed in so many service areas visited, the depth of corporate knowledge imbedded within the Department and Commission leaders.

Otter Point hosts a very sophisticated live fire training facility, and is an acknowledged leader in live fire training in the southern Vancouver Island region. The training facility was reportedly constructed by Department members, and is operated by Department members. The Otter Point live fire training facility is an asset to the Department and the region, and represents a point of pride which may be partially responsible for the Department’s continued success in terms of recruitment and retention of volunteers.

Two matters were reviewed for which the CRD should provide clarity; the nature of engagement of Department chief officers and members, and the ownership of the training facility.

As in some other CRD service areas where fire departments are operated by a Commission, it was not readily apparent whether chief officers have been engaged as employees of the CRD or if they are engaged as independent contractors. In Otter Point, the question of engagement extends to POC Firefighters. Complicating this matter, is a lack of clarity as to whether the nature of engagement of chief officers and POC Firefighters is different depending on whether those individuals are performing regular fire department duties such as responding to incidents and attending training sessions, or whether those individuals are performing maintenance work

on department apparatus or the fire hall, and in particular, whether those individuals are performing work at the live fire training facility.

The second matter requiring clarity is the ownership of the live fire training facility. The facility is located on CRD-owned property. It was reported that a Firefighters Association operates the training facility, and has been successful over the past twenty years in securing grant funding to support the facility. The Consultants were not provided with documents demonstrating clarity regarding ownership of the training facility, responsibility for liability or asset maintenance and replacement, or a lease to occupy or agreement to operate between the CRD and the Association. These matters should be addressed and documented.

East Sooke

The East Sooke service was established pursuant to East Sooke Fire Protection and Emergency Response Service Establishment Bylaw No. 1, 2006 ("Bylaw No. 3390"). The service as established includes fire suppression, fire prevention and other assistance response services (s. 1). The full range of cost recovery measures permitted under section 378 of the Local Government Act has been authorized by section 4: property value taxes, parcel taxes, fees and charges, revenue raised by other means, and revenues received by agreement, enterprise, gift, grant or otherwise.

The initial requisition limit, set pursuant to s. 5 was amended in 2012, and increased from greater of \$256,468 or \$0.77/\$1,000 of assessed value, to the greater of \$550,000 or \$1.31/\$1,000 of assessed value (under East Sooke Fire Protection and Emergency Response Service Establishment Bylaw No. 1, 2006, Amendment Bylaw No. 2, 2012).

The service area was expanded in 2010 pursuant to East Sooke Fire Protection and Emergency Response Service Establishment Bylaw No. 1, 2006, Amendment Bylaw No. 1, 2010.

The Consultants met at the East Sooke fire hall with Fire Chief Carl Neilson (since retired), and Commission Chair Falk Wagenbach. Anita Prato, Department Administrator also attended. Each of these three individuals has experienced previous success as leaders outside of the fire service that adds considerable value to their contribution to fire protection service delivery in East Sooke. Transferable skills and abilities are a hallmark of the volunteer/paid on call sector of the fire service, and was observed to some degree in every service area reviewed for this report.

Chair Wagenbach described his role as being the local agent of the CRD. This self-described view of the Commission's mandate was not commonly expressed in other service areas, a majority of other Commission Chairs expressing that their role was one of representing the interests of the community when engaging with the CRD. Chair Wagenbach reported that he works on Department matters approximately 30 hours each month and estimated that the Commission Treasurer role required approximately 8 hours per month. Previous to becoming the Commission Chair, Chair Wagenbach was the Department's Deputy Fire Chief, providing him with a depth of knowledge about the Department and the fire service that continues to be helpful in his current role.

The Department operates out of a modern fire hall facility. The former fire hall has been retained, the Commission continues to be responsible for managing that facility as well, and the Commission's mandate was reported to have been amended to reflect that. The former fire hall is reportedly being used as a community hall.

The Commission appears to be highly involved in Department oversight. Chair Wagenbach noted that volunteerism appears to be waning, and also that fire department administrative requirements have "gone through the ceiling."

The current delegated authority commission model appears to be causing significant duplication of efforts and, understandably, some frustration for those involved in Department leadership, the Commission, and the CRD. The current East Sooke Commission and Department leadership team are very competent, expressed desire for more information and more local autonomy, and demonstrated the ability to operate a fire department independently of the CRD. At the same time, the CRD has the capacity to directly operate the Department, and the involvement of a delegated authority commission results in a layer of additional, unnecessary work. Department leaders, Commission leaders and CRD staff are all to one degree or another, being impacted and frustrated by the current delegated authority model.

Two solutions that could improve the situation are conversion of the Commission to a Society that could operate the Department independently of the CRD under a services agreement with the CRD, or conversion of the Commission to an advisory body. Either solution could reduce the current duplication of effort. Given that the current high performance of the Commission appears to be at least partially dependent upon the current Chair, continued future high performance would not be assured under a Society-led model through changes at the board-level. For that reason and others outlined in this report, conversion of the Commission to a Society is not recommended, nor is continuation of the delegated authority model.

Service Agreement with Sooke

The CRD uses a number of different forms of service agreement. The lack of standardization makes document maintenance more challenging. We would recommend that a good template be developed and used consistently, only making such variations as are necessary to reflect local conditions.

The CRD has entered into a Fire Prevention and Suppression Service and Emergency Response Agreement dated 18 July 2016, with the District of Sooke ("Sooke"), relating to the provision by the East Sooke Department of emergency response services to the Silver Spray development (the "CRD Service Agreement").

Silver Spray is within Sooke's municipal boundaries as a result of a 2004 boundary extension, but is located on the south side of the Sooke Basin and is physically separated from the

municipality.⁴⁶ Under the Supplementary Letters Patent, Silver Spray was declared to be a “municipal local service area ... for the purpose of fire protection.”⁴⁷

Access from Sooke’s Hall 2 is through the East Sooke service area, and involves a travel distance of more than 18 km. As such, Sooke has contracted with the CRD to provide the primary emergency response to the Silver Spray development. The agreement also covers the provision of water tender service into an eastern portion of Sooke.

Under the CRD Agreement:

- The Department is contracted to provide fire suppression and emergency response services, including to motor vehicle incidents, in the Silver Spray development area, as well as water tender services to an area in the eastern portion of Sooke, along Sooke Road (ss. 3.1(a) and (b));
- The CRD has committed to make best efforts to use personnel trained to the Interior Operations service level under the Playbook, but is permitted to use members trained to the Exterior Operations service level, and the actual level of service provided at any incident is determined by the Department incident commander. Moreover, notwithstanding the qualified commitment to an Interior Operations service level, the CRD is not required to provide services beyond the level provided within the East Sooke service area (s. 3.2);
- The CRD is required to provide reporting to Sooke on fires that occur (but not other incidents) (s. 3.3) and Sooke acknowledges that the Department lacks the training and equipment necessary to conduct firefighting in high rise buildings (s. 3.4);
- The services are provided on a 24-hour per day basis (s. 4);
- Section 5 contains certain limitations on the CRD’s obligation to provide services and certain rights to withdraw apparatus and personnel if needed elsewhere (discussed below);
- The fee for service is set based on residents of the Silver Spray development paying the same residential tax rate as residents in the East Sooke service area (in effect, paying a proportionate share of the Department’s costs) (s. 6); and
- There are mutual indemnities under which each party agrees to release and indemnify the other for any negligent acts or omissions for which it is responsible (ss. 7.1 and 7.2), and a mutual requirement to maintain comprehensive general liability insurance written on an occurrence basis, in the amount of not less than \$2.0 million (ss. 8.1 and 8.2).

Based on discussions with Sooke, we are aware that there is concern regarding the cost of the agreement. Silver Spray residents essentially pay double for fire protection, since they pay for

⁴⁶ Lt. Gov. in Council, OIC 1155, 2 Dec. 2004, granting supplementary letters affecting Sooke, the CRD and the East Sooke Fire Improvement District (the “Supplementary Letters Patent”). The latter’s boundaries were re-drawn to exclude the Silver Spray development, but the East Sooke Fire Improvement District and District were required to enter into a fire services agreement covering Silver Spray – see s. 4.1 of the Supplementary Letters Patent.

⁴⁷ Supplementary Letters Patent, ss. 5.0, 5.1 and 5.2.

both the ESVFD and Sooke's own fire department. In terms of approach to the costing of the provision of fire services, there are two principal methods used around the province:

- An agreed cost for service, which is then subject to annual adjustments to reflect inflationary or other cost increases; or
- A proportionate approach, where the residents receiving the service pay their share of the cost of operating such fire service.

The current CRD Agreement is based on the latter. If this approach is retained, we would suggest that the language in section 5, which qualifies the Department's obligation to provide service and permits it to withdraw resources from an active incident, should be revisited. Since the residents in Silver Spray are paying their proportionate share of the Department's costs, they should receive service on the same basis as residents of the East Sooke service area. While this should not preclude the reassignment of emergency resources (e.g., from, say, a minor motor vehicle incident to a structure fire), the residents of Silver Spray should be entitled to receive the same treatment as residents of the East Sooke service area.

If the parties move to a negotiated fee for service (at a rate lower than the proportionate share of the costs), then retaining section 5 may be appropriate. However, we would suggest that a CRD response to a mutual aid request should be a lower priority than an emergency response into the Silver Spray service area.

In addition, in any new agreement, an express provision should be added that sets out the operating powers and authority of the Department when responding into the Silver Spray development. There are two formulations that can be considered in relation to such responses:

- The Department is entitled to exercise in the Silver Spray development the same powers and authorities as it is entitled to exercise in its own service area; or
- The Department is entitled to exercise the same powers and authority as Sooke grants to its own fire department.

If the latter formulation is adopted, the parties should review the respective operational powers of each department to ensure that there is no uncertainty for the ESVFD, as to its operational response powers.

Willis Point

The Willis Point service area was established pursuant to the Willis Point Fire Protection, Emergency Response and Recreation Service Establishment Bylaw No. 1, 1991 ("Bylaw No. 1951").

Bylaw No. 1951 is broader than the typical establishment bylaw, as it also covers recreational facilities and program. The service authorization language in section 1 was broadened in 2005 pursuant to Willis Point Fire Protection, Emergency Response and Recreation Service Establishment Bylaw No. 1, 1991, Amendment Bylaw No. 2, 2004 (adopted February 2005) ("Bylaw No. 3214"). For the fire department, the language tracked that used in the equivalent

North Galiano bylaw, discussed above, with the addition of a further subsection 1(d), authorizing the provision of recreational facilities and programs.

As with North Galiano, Willis Point was authorized by Bylaw No. 3214 to provide extra-jurisdictional responses where the CRD had entered into an agreement for such purpose (new section 7). The bylaw was also renamed in section 1(4) of Bylaw No. 3214.

Section 4 of Bylaw No. 1951 deals with cost recovery. The section permits property value taxation, and also seems to contemplate grants and other revenue. The provision is formulated in the same fashion as the original version of Port Renfrew's Bylaw No. 1743. Unlike Port Renfrew's bylaw, however, this section has never been updated: consideration should be given to updating Bylaw No. 1951 to track the language in section 378 of the Local Government Act.

Section 5 of Bylaw No. 1951 sets the maximum requisition amount at the greater of \$41,000 and \$1.71 per \$1,000 of net taxable value of land and improvements.

Section 6 of Bylaw No. 1951 permits the CRD to establish a local committee and to delegate to that committee such administrative powers as determine appropriate.

The service boundaries set pursuant to section 2 and Schedule A of Bylaw No. 1951 have been amended three times:

- *Willis Point Fire Protection and Recreation Facilities Local Service Establishment Bylaw No. 1, 1991, Amendment Bylaw No. 1, 1995;*
- *Willis Point Fire Protection, Emergency Response and Recreation Service Establishment Bylaw No. 1, Amendment Bylaw No. 3, 2011;⁴⁸ and*
- *Willis Point Fire Protection and Recreation Facilities Local Service Establishment Bylaw No. 1, 1991, Amendment Bylaw No. 5, 2021.*

It is not clear from the first two amending bylaws whether properties were added or removed, as all they noted was that Schedule A was to be replaced.

The Consultants met at the Willis Point fire hall with Commission Chair Aran Puritch and Fire Chief Art Wynans. Willis Point was described as a relatively small (140 home) former water-access only community. With societal changes in recent years the area has more commonly become home to professionals able to work remotely, and in some cases large acreage estate properties.

The Commission is unique in that it is responsible for both fire protection services and recreation. The Department experiences calls for service that are more or less divided across three categories, medical, rescue, and fire-related. An abundance of outdoor recreational areas and activities drives a high volume of rescue and rescue-support calls for service. There appears to be no impediment to revising the Commission's delegated authority with regard to fire services without negatively impacting the delegated authority regarding recreation services. In fact, the dual nature of delegated authority positions the Willis Point Commission well as a

⁴⁸ There is a minor error in the name of this amending bylaw in the original form that was passed, as the words "Facilities Local" were left out after the word "Recreation".

communication conduit between the CRD and the Willis Point community. The Department does not utilize CRD Fleet Services for apparatus maintenance and certification. Instead, Saanich Fire Department is contracted to perform annual Commercial Vehicle Inspections (CVI) and some maintenance work. Other apparatus maintenance work is completed in house. CVI records are forwarded to CRD Fleet Services for tracking purposes. CRD Fleet Services Manager Michael Sunshine has been helping the Fire Chief with apparatus procurement, and his support has been valued and appreciated.

The Commission-led fire protection services model in Willis Point was reported to be working well from the perspectives of the Commission and the Department. Chair Puritch and Chief Wynans reported examples of good support from the CRD and examples where support could be enhanced. Although CRD staff are viewed as being very helpful, the Commission Chair regards the Commission's delegated authority to be important in that it establishes the relationship with CRD staff as *advisory* to the Commission and Fire Chief. The Fire Chief sees a dotted line between his role and CRD Protective Services staff, and feels that he should be influenced, but not managed by CRD staff.

Recommendations

Recommendation #28 The CRD should investigate the ownership of North Galiano #2 fire hall and land upon which it is situated.

Recommendation #29 The CRD should begin engaging with Pacheedaht First Nation as soon as possible on the matter of a shared services agreement for the next twenty year period, given that the current agreement expires in 2028.

Recommendation #30 The CRD should consider a joint application to the *Community to Community* grant fund program, managed by UBCM, with Pacheedaht First Nation for the purpose of facilitating discussions on the next iteration of their shared fire services agreement.

Recommendation #31 The CRD and Pacheedaht should discuss a Pacheedaht presence on the Commission that is better reflective of the Pacheedaht involvement in the community and their funding commitment to the provision of fire protection services.

Recommendation #32 The CRD should clarify the employment status of Paid on Call Firefighters, and whether that status changes at times when those personnel perform work other than regular training, maintenance and emergency response.

Recommendation #33 The CRD should clarify the ownership and responsibilities in terms of operations, liability, maintenance and replacement of the fire training facility located at the Otter Point fire hall.

Appendix 3: Society-owned Departments

Appendix 3 provides a more detailed review of each of the Society-owned Departments. While suggestions are made in relation to the individual service agreements as to how these agreements could be improved, we would recommend that the CRD develop a standard template based on the discussion in section 8.2 above, and the outlined principal terms/issues set out in Appendix 4.

South Galiano

Service Establishment Bylaw

Fire protection on South Galiano was originally established in 1970, pursuant to The South Galiano service area was established pursuant to the South Galiano Specified Area Establishment Bylaw No. 70, 1970. In 1993, the specified service area was converted to a local service pursuant to South Galiano Island Fire Protection and Emergency Response Service Establishment Bylaw No. 1, 1993 (as that bylaw was renamed with effect from 2005) (“Bylaw No. 2148”).

The only service area participant for the service is Electoral Area “G” (“Outer Gulf Islands”).

The only express authorized cost recovery method for the service was a property value tax, though the bylaw also suggested that “grants and other revenues” also could be collected. The maximum requisition was set at the greater of \$80,000 or \$0.65/\$1,000. The Consultants did not observe any bylaw amending that maximum requisition amount. However, the CRD budget documents indicate that the maximum requisition is currently the greater of \$470,000 or \$1.157/\$1,000 of assessed value.

In 2004 (with effect from February 2005), the service authorization language was amended in a fashion consistent with the CRD’s other fire protection service areas. The amendment was effected by the South Galiano Island Fire Protection and Emergency Response Local Service Establishment Bylaw No. 1, 1993, Amendment Bylaw No. 1, 2004, which:

- implemented the new, standardized service authorization language;
- deleted s. 6 of Bylaw No. 2050, and renumbered the provisions;
- permitted extra-jurisdictional responses under contract (new s. 7); and
- slightly revised the name of the original bylaw.

Service Agreement

The service agreement between the CRD and the South Galiano Volunteer Fire Department Society appears to have expired. The Consultants reviewed an executed agreement covering the two-year period from 1 January 2017 – 31 December 2018, and an unsigned, undated draft agreement that appears to have had an intended start date in 2019.

The form of the 2016-18 agreement is similar in structure and content to the Pender Agreement, though it lacks subsection numbering until Article 8. We have the following comments and observations:

- Assets are (generally) owned by the CRD (s. 3, para. 1), except where the funds have been separately raised by the society (s. 4);
- The provision granting the society the right to use CRD assets is far less detailed than the equivalent provisions in the Pender Agreement. Section 3, para. 2 simply provides “During the term of this agreement the Society, subject to the terms thereof [sic], shall have possession and use at all times of the fire halls, the firefighting equipment, protective clothing and all other land, buildings, furniture and equipment utilized by the Society for the purpose of providing fire protection services in and for the Local Service Area.”
- This license of use should be improved in any renewal agreement.
- Service provision is addressed in section 5. Like Pender’s agreement, it fails to identify the range, nature and type of services offered beyond “fire suppression and emergency response services”. Any renewal should address service levels and fire prevention matters as well.
- Section 6 deals with “Cost”, in which the CRD agrees that the entire cost of the service will be borne by taxpayers in the Service Area. Like the formulation in the Pender Agreement, we would suggest that it should be qualified by reference to the maximum requisition amount applicable from time to time.
- Section 8 requires the CRD to approve the Operational Guidelines each year. As noted under the Pender Agreement, it should be confirmed that this is being done, and consideration given to developing an alternative approach (e.g., approve new or changed Operational Guidelines, or develop and implement standardized regional Operational Guidelines). It is also required to submit an annual “Fire Department Audit Checklist,” which is a document created by the Office of the Fire Commissioner. Again, it should be confirmed that this document is being submitted as required.
- As with the Pender Agreement, the language around budget approvals and expenditure authorizations should be reviewed and improved (ss. 7(f) and 11.1, 11.2).
- The South Galiano society has indemnified the CRD against any claims arising from its provision of services under the Agreement where there has been gross negligence or wilful misconduct.

Findings

South Galiano Fire Department operates from a newly constructed fire hall located on the same parcel of land as the previous fire hall.

SGVFD has been described as “a society-led department that functions like a commission-led department.”⁴⁹ Where the CRD issues operating funds to society-led departments, and the CRD does not generally monitor details of expenditure of those funds, the practice is different with SGVFD. The CRD does not provide the SGVFD Society with department operating funds. Instead, the CRD expends those funds directly as it does for commission-led departments. Expenditures are managed consistently with the CRD procurement policy, and where manager approval is required for an expenditure, the Fire Chief’s approval is sought. The Consultants

⁴⁹ Fire Chief Scott Sugden, interview, March 23, 2023, Galiano Island

observed no evidence of the CRD seeking Society Board or Board Chair prior approval for expenditures.

The manner in which the SGVFD, Society and the CRD operate creates a level of frustration at the Society Board level and potentially for the Fire Chief as well. The CRD expends budgeted funds on the approval of the Fire Chief, and not requiring supporting approval from the Society Board. This leaves the Board feeling frustrated about not being consulted on matters they feel they are responsible for under the services agreement, and generally not having access to accurate year-to-date expenditure information. This situation might also be frustrating for the Fire Chief at times when the Society wants to be involved in decisions about expenditures by the CRD that are already approved in the budget.

The Society owns the land upon which the CRD-owned fire hall is located, and is paid a lease payment by the CRD for use of that land. The Society also owns the former fire hall that is situated on the same property. The Society has provided funds for the purchase of some Department equipment. The ongoing ownership, and responsibility for maintenance and replacement costs, was not immediately evident to the Consultants, and is noted here only to demonstrate some of the complexity of ownership and responsibility between the CRD and the Society, and to indicate the value that a locally-managed society can bring to fire protection service delivery in terms of supporting some of the needs of fire departments, firefighters and communities.

At the time the Consultants engaged with the South Galiano Volunteer Fire Department Fire Chief and Society Board Chair, our observations included:

- While established as a Society-led department, SGVFD functionally operates as a CRD directly-managed department. The CRD has more direct engagement with the South Galiano Fire Chief than was observed with the CRD's commission-managed departments.
- Two long-serving Society Board members serve as Treasurer and Secretary. Both of these Board members were reported to be approaching retirement from those roles.
- The Society Board is chaired by an individual with extensive leadership and management skills, and who related to the Consultants his awareness that the current governance model is not adding all of the value that it could if it was better-structured.
- Frustrations expressed by the Board Chairperson, the Fire Chief, and to a lesser extent CRD staff, all appeared to be related to the governance model. Several instances were observed of "work arounds" having been established to improve functionality of interactions between the Department and the CRD.

A restructuring of the governance model could improve the situation for all parties, could enable the Society to focus on support of the Department and the community, could provide the Fire Chief with the direct support he needs from CRD Protective Services staff, could provide the CRD with the direct access and oversight of Department operations that it requires to be assured of risk mitigation. This would not affect the level of fire protection service currently enjoyed by constituents in the South Galiano Island service area.

During interactions with the Department and the Society on Galiano Island, and during interactions with CRD staff, the Consultants observed speculation that the South Galiano fire protection service area might be better-served by a Commission-managed fire department rather than a Society-managed one. This report outlines some of the challenges with the Commission-managed fire department model currently utilized by the CRD.

Transitioning the Society to a Commission, even in an advisory capacity, is not an option without complications. The Society is required to remain in place to manage Society-owned assets and to support the Department in ways for which societies are best suited. Creation of a Commission to manage the Department, and the Society relinquishing that role to take a support role is an option, however this report outlines challenges common to the commission-managed governance model, and recommends changes to position commissions in an advisory role. There likely is not space for a supportive society and an advisory commission. For that and other reasons cited in this report, creation of a commission for South Galiano is not recommended.

During engagements with both the South Galiano Fire Chief and Society Chair, and the North Galiano Fire Chief and Commission Chair, it was evident that the two departments work closely together. No obstacles were observed that would preclude an even closer working relationship between the two departments. In the process of considering implementation of recommendations in this report, the CRD should facilitate discussions involving the South and North Galiano Fire Chiefs, the Society Chairs from both South and North Galiano, and the Commission Chair from North Galiano for the purposes of exploring the potential for the two departments to deepen their partnership, up to and including the potential to consolidate the two departments into one.

Pender Island

Service Establishment Bylaw

Fire protection services in south Pender Island were initially established as a specified area under the South Pender Island Fire Protection Specified Area Establishment and Loan Authorization Bylaw No. 1, 1987. In 1992, the specified area was converted to a local service pursuant to South Pender Island Fire Protection and Emergency Response Local Service Establishment Bylaw No. 1, 1992 (“Bylaw No. 2050”). Under Bylaw No. 2050:

- the specified area was converted to a local service (s. 1);
- the express authorized cost recovery method for the service was a property value tax, though the bylaw also suggested that “grants and other revenues” also could be collected (s. 4);
- the maximum requisition was set under section 5 at the greater of \$109,500 and \$1.87/\$1,000 of taxable value of land and improvements. This requisition amount was amended in 2002 to the greater of \$109,500 and \$1.87/\$1,000 pursuant to: South Pender Island Fire Protection and Emergency Response Local Service Establishment Bylaw No. 1, 1992, Amendment Bylaw No. 1, 2002. It was then further revised in 2005, when the North and South Pender Island service areas were merged, as discussed below;

- the Department was authorized to undertake an expanded range of emergency response services (s. 6); and
- the establishment of a South Pender Island Fire Protection Local Services Committee was also contemplated, though it required there be a separate bylaw, and the CRD Board was authorized to delegate administrative powers to such committee (s. 7).

In 2004 (with effect from February 2005), the service authorization language was amended in a fashion consistent with the CRD's other fire protection service areas. The amendment was effected by South Pender Island Fire Protection and Emergency Response Local Service Establishment Bylaw No. 1, 1992, Amendment Bylaw No. 2, 2004, which:

- implemented the new, standardized service authorization language;
- deleted s. 6 of Bylaw No. 2050, and renumbered the provisions;
- permitted extra-jurisdictional responses under contract (new s. 7); and
- slightly revised the name of the original bylaw.

In 2005, the North and South Pender Islands fire protection areas were integrated into a single service area pursuant to: Pender Island's Fire Protection and Emergency Response Services Establishment Bylaw No. 1, 1992, Amendment Bylaw No.3, 2005. This new bylaw:

- added a new recital describing the integration of the two service areas;
- replaced the requisition language in s. 4 with a section permitting the costs to be recovered through all of the means permitted by (what is now) s. 378 of the Local Government Act;
- changed the maximum requisition amount in s. 5 to the greater of \$591,160 or \$0.92/\$1,000;
- established new boundaries in a revised section 2 and new Schedule A map; and
- renamed the bylaw, as shown above.

Bylaw No. 2050 was then further amended in 2014 to raise the maximum requisition to the greater of \$918,000 or \$0.998/\$1,000, by Bylaw No. 3994, being: Pender Island's Fire Protection and Emergency Response Services Establishment Bylaw No. 1, 1992, Amendment Bylaw No. 4, 2014.

Service Agreement

The CRD has entered into a service agreement with the Pender Islands Fire Protection Society, which runs from a five-year term from 1 January 2021 to 31 December 2025 (the "Pender Agreement"). We have the following observations on the existing form of agreement:

Drafting Issues or Comments

- Technically, the recitals are not operative provisions – it would be better to move the definition of "Lands" from the recital to the list of defined terms in section 1.1.
- There is a date-error in section 25, where termination is stated to be 31 December 2026, rather than 31 December 2025;
- Numbering has gone askew in a number of places:

- Article 15 – the subsection should be 15.1, but is shown as section 16 – this means the rest of the articles are mis-numbered (i.e., Art. 17 should be Art. 16, which explains the mis-numbering described below);
- Article 17 – Payments - the section number underneath incorrectly says “16.1”, when it should be 17.1;
- 24 – Notice of Claim - the section number underneath incorrectly says “23.1”, when it should be 24.1.
- The same section number issues exist for Articles 25 and 26;
 - Article 27 has a problem in the second section (which shows as s. 26.2); and
 - The same section numbering issues exist for Articles 28, 29, 32, and 33;
- There are some cross-reference errors:
 - section 23.2 cross-refers to s. 22.1, but it should be s. 23.1; and
 - section 23.4 cross-refers to subsection 20.2(c), but it should be subsection 21.2(c).
- In the introductory language to section 1.1, add the phrase “including in the recitals hereto,” after the phrase “In this Agreement,”.
- Add a proper definition of bylaw No. 2050 in section 1.1 under the defined term “Service Establishment Bylaw”.
- In the definition of “Service Area” in s. 1.1, it is not clear why there is discussion of “relevant training” (which really is an element of the obligations that the Society needs to meet when providing the Services, and should only appear in section 2.1).
- In the definition of “Services” in s. 1.1, consider adding the phrase “by the Society” after the word “provided”.
- In the definition of “Volunteer Fire Department” in s. 1.1, the word “departments” should be singular.

Other Comments

- In section 2.1, the emergency response services being provided by the Society should be better defined and described. In addition, any fire prevention obligations should be specified – an issue that may become material should the Fire Safety Act create an obligation to undertake fire safety inspections of public buildings.
- Section 3.1, in which the CRD acknowledges the “entire cost” of providing the “Services” is to be borne by property owners of the Service Area, should be qualified by adding a phrase to the following effect: “subject to the maximum requisition limits in effect from time to time under the service establishment bylaw.”
- For Article 4, consider moving the licensing language related to the fire halls and appurtenant lands to an appendix, and have a simple statement in section 4.1, along the following lines: “The CRD hereby licenses the Lands to the Society, for the benefit of itself, its members, agents, employees, contractors and invitees, for the sole purpose of carrying out and delivering the Services, on the terms and subject to the conditions set out in the Licence set out in Schedule A”. Schedule A can contain the provisions of the licence, and include within it the three lot plans. This change will require that the CRD roll the lot plans into the one schedule, delete Schedules B and C, and renumber Schedules “D”, “E” and “F” to “B”, “C” and “D”, respectively. It also will be necessary to revise section 1.2 accordingly. Schedule A should be renamed as “License of the

Lands”. Consider adding a definition of “Licence” in section 1.1, cross-referring to Schedule A.

- There is provision for revoking one or more of the licences granted under Article 4 (see s. 4.6). It is not clear in what circumstances this would be exercised, but it could materially adversely affect the ability of the Society to fulfil its obligations under the Agreement. This section, if retained, should address:
 - why revocation may occur – e.g., damage to the premises making them unfit for use; and
 - requiring that the parties consult on the impact of losing access to a fire hall and revise the Pender Agreement accordingly, reflecting the changed circumstances.
- The expansive language in section 5.1 regarding membership in the Society should be revised to conform with the language in the Society’s bylaws (which is limited to individuals who own property and/or are “domiciled” on the Islands). Consider whether a representative of a corporation which owns land or property on the Islands, and is paying taxes for the service, should also be permitted to be a member of the Society.
- Subsections 7.1(a) and (b) appear to require the Society formally “to appoint” all members of the Department from Fire Chief on down to firefighters. Confirm that this is actually occurring; and consider revising the requirement to permit the Fire Chief to make some or all of the appointments.
- In subsection 7.1(a) (and possibly (b)), confirm that the Fire Chief (and, if appropriate, the Deputy Fire Chief) constitutes a “senior manager” of the Society within the meaning of section 61 of the Societies Act, in relation to the operation, management, oversight, administration and operational direction of the Department.
- Subsection 7.1(f) should be revised (see comment below regarding section 13) to refer to the approved budget and corresponding fire-year financial plan for the service area.
- Section 7.1 should be expanded to address occupational health and safety requirements. To the extent that it is determined that the CRD is actually responsible for such requirements, as suggested in the opinion of counsel dated 21 April 2021 (the “AH Opinion”), it may be necessary to create a new section specifically addressing OH&S matters, and the roles and responsibilities of each party.
- Section 8.1 suggests that the CRD is annually approving the Department’s Operational Guidelines. It is necessary or advisable to:
 - confirm whether this is happening;
 - consider limiting any such approval to any new or updated Operational Guidelines; and
 - include details as to who within the CRD is authorized to effect such approval.
- Article 9 addresses reporting obligations. In light of the Alexander Holburn opinion dated 26 April 2021, regarding risks associated with occupational health and safety (“OH&S”) matters, and the possibility that the CRD would be held responsible for OH&S failings by the society, this section should be expanded, at a minimum, to include regular monthly reporting on the OH&S matters, including being provided with a copy of the joint committee minutes. We also would recommend that there be interim reports on Department operations and budget position, to CRD staff – e.g., a report in May, covering the period January – April, and one in September, covering the period from May - August.

- Section 12.1 deals with revenues generated by or on behalf of the Society “in connection with the Services...or from using CRD equipment”. Beyond having to report such revenue, it is not clear for what purposes the monies so raised can then be used.
- There is a cross-reference to section 13 from subsection 7.1(f), suggesting that under section 13, the CRD is approving “all expenditures” by the Department. Section 13 does not really fulfil that role. Given the OH&S issues identified above, there should be a new Article created addressing the CRD’s obligations to the Society – which should include providing it with an approved budget and financial plan (on such terms as the Board considers appropriate), addressing OH&S matters, dealing with operational guidelines, and setting out available support from CRD staff, a portion of whose time is charged to the service area.
- The maintenance obligation in Article 19 overlaps with comparable provisions in Article 4 (which deals with the licensing of the Lands including the fire halls). It would be better to include this obligation in the licensing provisions, which we have suggested should be moved to an Appendix.
- The agreement should include an escalating dispute resolution process, and provide for mediation (optional) and arbitration. Arbitration can be made mandatory or optional, based on the agreement of the parties, failing which the matter would go to court.

In relation to risk allocation and liability, we would suggest that the CRD review the approach that has been taken. Under Article 21, the CRD has granted a broad indemnity in favour of the Society or its members, except where the claim lies in gross negligence, wilful misconduct, dishonesty, or libel or slander (s. 21.1). It also states as follows:

21.2 The parties acknowledge and agree that the Society's directors, officers, employees and volunteers are sufficiently indemnified as follows:

(a) Volunteer firefighters, under Section 738(1)(o) of the Local Government Act and pursuant to the CRD's Municipal Officials Indemnification Bylaw No. 1, 2011;

(b) Employees, directors and officers of the Society, under the insurance policies provided in Section 22 of this Agreement;

(c) Support crew volunteers, under the applicable CRD insurance policy, and

that the CRD has no further obligation to indemnify or insure the Society, its members, directors, officers, Fire Chief, employees or volunteers.

There are some challenges arising from Article 21. First, the firefighters who are working for the society are technically paid-on-call. As such they are not, at law, volunteers. Second it is not clear, even if they were volunteers, whether they would be covered by s. 738(1)(o) of the Local Government Act, since they are volunteers of the society, not of the CRD. Third, it is not clear that they are (or should be) covered by the CRD’s indemnity bylaw (a copy of which has not been examined as part of this review).

At a high level, there are three approaches that could be considered here:

- Treat the society as a fully arm's length third party contractor, responsible for service delivery and any issues arising in connection therewith (including claims for negligence), with the service agreement containing appropriate indemnities for the CRD against any claims arising from society's delivery of the fire protection and emergency response services. This is the approach applicable under the Saturna Agreement; or
- Continue with this hybrid structure, but ensure that the service agreement includes all of the necessary oversight and control provisions. As matters currently stand, the CRD has few formal rights of oversight and direction, but bears the risk should there be major claim against the society-operated Department.
- Move to a model where responsibility for operational matters is transferred to the CRD – from recruitment and training through to operational responses – with the society being continued to function as a community-engagement and social organization.

Pender Island: Parks Canada Agreement

There is also a service agreement with Parks Canada relating to responses to Parks Canada's sites on the Islands, as shown in that agreement.⁵⁰ We have only reviewed this at a high level, but two issues stood out. First, the costs of any response should be more clearly tied to the current form of the BC Wildfire/FCABC Inter-Agency Agreement – including equipment and personnel. In other words, the amounts stipulated in that agreement become the charge-out rate. Second, where the cost of a response is going to exceed \$10,000, there should be clearer provisions dealing with how authorization to continue fire suppression operations will be obtained (including having a 24/7 emergency contact process).

The contract with Parks Canada also should be expressly included in the service agreement with the society.

Findings

Pender Island Fire Department (PIFD) operates three fire halls and a live fire training site. In many respects the PIFD is or approaches best in class in terms of a relatively small community fire department. PIFD has capitalized on assets, location and leadership to position themselves as sub-regional leaders in terms of training and best practices, including administratively.

The Consultants observed a disconnect between the CRD and the PIFD and Society that manifests as the Department regarding the CRD with some distrust and suspicion as to motivation or hidden plan. On the other hand, the Consultants observed a level of frustration from the CRD with the PIFD and Society, related to what is regarded as a standoffish approach to matters of concern to the CRD. Neither perception appears valid in the current circumstance, leading to the assumption that the CRD, the PIFD and Society are maintaining a posture that was developed in a previous time, and carried forward.

⁵⁰ Agreement dated 12 June 2017, between the Parks Canada Agency, as represented by the Minister of the Environment, and the Capital Regional District.

The PIFD and Society expressed in clear terms their desire that PIFD remain a society-managed department. The CRD expressed their need for assurances that the needs of the CRD as a governing body are met. The needs and desires of both parties appear to be addressable through maintenance of the society-led fire protection services, with a redrafted contract for services, and adherence to the provisions of that new contract.

Matters that should be resolved in a revised contract for services include:

- The PIFD and Society are under the impression that while the CRD owns the fire halls, lands, apparatus and equipment, the Society owns the live fire training facility situated on fire hall property. The Consultants did not observe documentation clarifying the ownership of the training facility, nor the responsibility or maintenance and replacement, nor the liability that could arise from operation of such a facility. These matters should be clarified and documented.

Saturna Island

Service Establishment Bylaw

The Saturna Island service area was established pursuant to the *Saturna Island Fire Protection and Emergency Response Local Service Contribution Establishment Bylaw No. 1, 1993* (“Bylaw No. 2165”). Bylaw No. 2550 has been amended twice, both times to increase the maximum requisition amount:

- *Saturna Island Fire Protection and Emergency Response Local Service Contribution Establishment Bylaw No. 1, 1993, Amendment Bylaw No. 1, 1997*. This bylaw changed the maximum requisition to the greater of \$41,400 or \$0.487/\$1,000.
- *Saturna Island Fire Protection and Emergency Response Local Service Contribution Establishment Bylaw No. 1, 1993, Amendment Bylaw No. 2, 1999*. This bylaw changed the maximum requisition to the greater of \$73,500 or \$0.85/\$1,000.

Bylaw No. 2165 is somewhat unique. It was passed under the old *Municipal Act*, which specifically permitted regional districts to establish a service which was intended only to fund a service, rather than establish and operate the service.⁵¹ As such:

- the CRD has not actually established a service for the purpose of providing fire protection and emergency response. Rather it has authorized the following:

“The Capital Regional District hereby establishes a Local Service **for the purpose of contributing to the costs** incurred by the Saturna Island Fire Protection Society of providing fire prevention and suppression and emergency response services...”; [emphasis added]

and

⁵¹ Under the *Local Government Act*, it is less clear that such a “contribution only” service can be established. Rather, it is necessary to establish the service and then, based on best practice, to stipulate that the service may be contracted out to a third-party service provider.

- the CRD itself therefore has no authority to provide fire suppression or emergency services itself – all it can do is provide funding to a specified third party.

Under this structure, it is unclear whether provision of fire protection and emergency response services by the Saturna Department have actually been authorized by CRD – and, if not, from where that Department derives its operational powers for dealing with emergencies. In essence, an argument can be made that the Saturna Department is operating privately, rather than as a CRD service.

We would suggest that a better approach might be to refresh the establishment bylaw, authorize the provision of the service by the CRD, and permit it to provide the service directly or by way of contract with a third party. It is worth noting that, when the other establishment bylaws were updated in 2004 to standardize the services that were authorized (to ensure that the relevant departments had the power to undertake a broader range of services than just fire suppression and fire prevention activities), no such amendment was made to Bylaw No. 2165.

The service establishment bylaw covering Saturna Island is an old form based on the pre-2000 *Municipal Act*. The form of establishment bylaw does not clearly authorize the CRD to provide fire and emergency response services – rather, it only permits it to fund service provision by a third party (the relevant society). As such, it is not clear from where the Saturna department draws its operational powers, since it is operating essentially as a private fire department. This bylaw should be revised, and the CRD should be authorized to provide the service either directly or through a contract with a third party.

Service Agreement

The CRD has entered into a service agreement dated as of 28 January 2018, which was made effective as of 1 January 2018, with the Saturna Island Fire Protection Society relating to the provision of fire protection and emergency response services on Saturna Island (the “Saturna Agreement”). The Saturna Agreement has a 10-year term, expiring as of 31 December 2027.

The Saturna Agreement is materially different than the comparable agreement with Pender Island:

- It has two introductory provisions under the heading “Principles of Agreement” which recognize “the Society’s mandate to provide” the services (s. 1) and the CRD’s “responsibility and accountability” to the taxpayers to ensure funds and assets purchased are used “for the purpose for which they were intended” (s. 2).
- The agreement is for a 10-year term, rather than five years (s. 3.1).
- The assets purchased using taxpayer funds are owned by the Society, rather than the CRD (this is opposite to the situation on Pender Island) (Art. 8, s. 8.1).
- There is a restriction that the Society must have CRD permission to sell or dispose of assets which have a value of greater than \$1000 (s. 8.3) and:
 - if the Society dissolves, it agrees to turn the assets over to the CRD after it has paid its debts and liabilities (s. 8.4); and
 - the Society has to annually provide a list of assets purchased with CRD funding (s. 8.5).

- There is no definition of the service being provided beyond “fire prevention and suppression and emergency response” (s. 4.1). No service level has been set. Both of these issues should be address in any renewal agreement.
- The Saturna Agreement lacks a list of defined terms.
- Unlike the Pender Agreement and South Galiano Agreement, the Saturna Society has fully indemnified the CRD in relation to the delivery of the services or claims arising from its negligence (s. 9.1).
- The CRD can withhold funds if there is a breach – but since the monies are paid in an annual lump sum (s. 6.3), that right is not very useful (s. 10.1);
- There is a dispute resolution process, though it could and should be expanded, Under Article 11, the parties can negotiate a settlement of the issue, and/or opt for mediation. It is silent as to where an unresolved matter goes from there – presumably to court. This section could usefully be expanded to include a structured and escalating negotiation process followed by mediation and/or arbitration.
- Under s. 18.1, certain provisions survive termination of the agreement. Critically, there is a cross-reference error – it refers to section 7.4 as surviving, but there is no section 7.4 (also surviving are sections 8.4 (assets to CRD on dissolution of Society) and 9.1 (indemnity).
- There is no express obligation on the Society to maintain insurance to cover its operations and/or back the indemnity given under s. 9.1 – the only insurance obligation is found in section 8.6 relating to the obligation to “insure and keep insured the Assets” needed or used by the Society to provide the services.
- There is no express provision dealing with Society membership (i.e., to be open to all Saturna Island property owners and residents).

When the Saturna Agreement is renewed, improved or enhanced reporting obligations from the society to the CRD should be added. This reporting should cover off: financial matters; operational service delivery; training; and OH&S matters.

This structure does not provide any ready process for the CRD to bring the service in-house unless the society decides to cease service provision, given that the assets are owned by the society, and only revert if it is wound up or dissolved.

Saturna – Emergency Program Service Agreement

There is also a service agreement with the Saturna Society relating to the provision of “storage and operational facilities” for the CRD’s emergency program on Saturna. The agreement is dated 12 August 2009, and is for a 20-year term (presumably to 11 August 2029). Payments were essentially made up front, with no continuing funding obligation, but an on-going right for the CRD to use the facilities. This agreement was not reviewed in detail.

Findings

During a site visit on Saturna Island the Consultants observed dedication from the Department and the Society to continue providing service, and a lack of trust in the CRD’s motives and plan. There appeared to be suspicion that the CRD has a plan that is not being fully shared with the Department and the Society. This issue can best be addressed by the CRD developing a long-term plan for delivery of fire protection services, taking input into that plan and its

implementation, and then implementing the plan consistently and while communicating regularly and consistently.

The Consultants met in Saturna fire hall #1 with Fire Chief Peter Clark and Society Board Vice President Ron Monk. VP Monk had previously served as Saturna Fire Chief, and provided a depth of knowledge and context to the engagement. The Department operates two fire halls.

The Society operates two departments, a fire department and Saturna Island Rescue. Both departments report to the Society Board, and each department has a separate chief. Saturna Island Rescue is responsible for medical first responder services on Saturna Island, and operates at the Emergency Medical Responder level. It was reported that Saturna Island Rescue is enabled under agreement with BCEHS to move patients to the ferry dock where they are transferred to the care of BCAS. The Consultants did not review that agreement. Two former ambulances are in service to support the work of Saturna Island Rescue. The Society receives a small annual stipend from BCEHS to support the service.

A firefighters' association is in place. The Association was reported to have previously operated the Department, and its role was redefined at the time the Society took over Department operations, and the CRD began to fund the Department through levy of property taxes for that purpose.

The Society owns the fire halls and the Department apparatus. An agreement is in place between the Society and the CRD for the CRD Emergency Program to occupy space within fire hall #1. The agreement and joint occupancy were reported to be positive, with no negative aspects for the Department.

This report recommends that Society-led departments remain operating under that model until such time that a Society expresses their desire to redefine the relationship, and the CRD takes over direct operation of the Department, provided that service agreements are revised to address outstanding matters. At such time in the future that a society relinquishes operational oversight of a fire department to the CRD, it would be advantageous if the Society was to redefine its focus toward benevolent efforts for the Department and the firefighters.

In order for societies, including the Saturna Society, to continue to operate fire departments, renewal of service agreements will be required. In the case of Saturna, the following matters will be required to be addressed:

- The Consultants perceived from the Saturna Fire Chief and Society Board Vice President a concern that the CRD may have an ulterior motive in undertaking this review, and a goal of “taking over” fire departments from societies. This concern may have been developed in part from meetings with leaders from other society-led departments. The CRD should adopt and communicate a clear position on the matter of society-led fire departments. The Consultants perceive that the absence of such a position from the CRD prevents the CRD and society-led fire department leaders from working more cooperatively;
- A renewed service agreement between the CRD and the Saturna Society must include a provision for continuation of the Department in the event that the Society can no longer operate it. This will require that:

- ownership of apparatus, equipment and fire halls either transition to the CRD at the time that the Society ceases to operate the Department, or at some point in time prior to that. A transitional approach may be most effective, with ownership of current apparatus remaining with the Society, and all future apparatus purchased for the Department belonging to the CRD and being operated by the Society-led Department, as is common in other areas of the province;
- Capital asset planning (connected to the bullet above);
- Clarity be established regarding which entity is the Authority Having Jurisdiction of the Department;
- Clarity be established regarding which entity is responsible for WorkSafe BC and liability insurance coverage;
- Regular reporting requirements and reporting relationships;
- Clarity on the ways in which the CRD will support the Department and the Society;
- Saturna Island Rescue should either be included in the service agreement along with delegation of CRD authority and requirements for Society oversight and reporting, or clearly not addressed in the service agreement, in which case Saturna Island Rescue would not in any way be providing a service on behalf of the CRD.

Recommendations

Recommendation #34

The CRD should clarify the ownership and responsibilities in terms of operations, liability, maintenance and replacement of the fire training facility located at the Pender Island fire hall.

Recommendation #35

Bylaw No. 2165 *Saturna Island Fire Protection and Emergency Response Local Service Contribution Establishment Bylaw*, should be revised consistent with other recommendations in this report, and to authorize the CRD to provide fire protection services, rather than limiting the CRD to funding fire protection services provided by the Society.

Recommendation #36

When the Saturna Island service agreement is renewed, it should stipulate:

- That facilities, equipment and apparatus are owned by the CRD or that upon dissolution of the service agreement that such ownership transfers to the CRD;
- Society reporting obligations including on matters of finance, operational service delivery, training and OH&S.

Appendix 4: Service Agreement Checklist

The forms of agreement used by the CRD to contract for fire protection and emergency response services could be improved and standardized. This Appendix sets out, at a high level, the issues that need to be addressed and, for certain major provisions, the considerations that will need to be weighed in negotiation with the service providers and/or service recipients.

Recitals

The recitals should identify the service provider, its fire department and the CRD service area into which emergency response services are being provided.

Definitions

The definition section should define the principal terms being used. Where a word or concept is defined, the defined term must be used consistently throughout the agreement.

Agreement Term

The term of the agreement needs to be specified. We recommend that a roll-over be possible at the end of the term, in the event that the parties fail to negotiate a replacement agreement in time. The service agreement costs are addressed as budgetary matters – i.e., it involves a process rather than a negotiated amount. As such, rolling over an agreement until a new one can be formally negotiated should not present a material problem.

Service Level Issues

The agreement needs to identify the service level at which the relevant Department will operate. This service level needs to include provision for amendment or revision (e.g., if a Department needs to move from Interior Operations down to Exterior Operations, or vice versa, as a result staffing or training issues).

OH&S Issues

The service agreements need to address each Society's OH&S obligations, including having an OH&S program, operating a joint committee (or worker representative system), and keeping proper records and statistics.

Records Keeping

Each Society should be required to maintain proper records, including:

- personnel records (including training, OH&S matters, discipline, etc.)
- apparatus and equipment maintenance, repair, and testing;

Services Provided

The services to be provided by the Society need to be clearly defined. If the CRD believes that the services provided will vary significantly from service provider to service provider, then the approach of setting out the services in a schedule to the agreement is appropriate.

In relation to services provided:

1. It should be clear at what level the Society is providing fire suppression services – i.e., at exterior operations, interior operations or full service.
2. Any services provided in addition to fire suppression should be enumerated, again specifying the level to which the service is offered. The types of services to be considered include:
 - Medical first responder;
 - Vehicle extrication;
 - Hazardous materials response;
 - Technical rescue services (e.g., swift water, high or low angle rescue, confined space). The actual service being provided needs to be identified and level of the service under the relevant NFPA standard (i.e., awareness, operations or technician) should be specified;
 - Fire prevention activities – these should be particularized as much as possible;
 - Fire inspections under the *Fire Services Act*;
 - Fire Safety Plan reviews (as required by the *Fire Code*); and
 - Any other authorized services (including fire investigations).

If the Society's fire chief is to act as the service area's LAFC, provision needs to be made for this appointment (which needs to be confirmed with the Fire Commissioner). The Society then becomes responsible for fire investigations in the service area (along with the required reporting to the OFC), as well as inspections on complaint or if deemed necessary. The CRD should receive a copy of any fire investigation report for its files, and if the LAFC undertake any inspection activity, that activity should be reported upon.

Limitations on Services

Any limitations on the services provided should be set out in the agreement. Where the services are provided principally by volunteer or paid-on-call members, the potential for a delayed or insufficient response needs to be identified, and the liability attaching to such circumstances should be appropriately limited.

The nature of the water supplies for firefighting should be specified, and recognized as a potential limitation on fire suppression responses where the supplies are based on water tenders.

The parties should address issues regarding proper addressing of buildings in the service area as well as any known access issues.

Support Provided by the CRD

The availability of any support provided by the CRD (e.g., use of common operational guidelines, training plans, assistance with budgeting, etc.), should be set out in the service agreement.

Operational Powers

There needs to be a clear grant of operational powers to the Society's fire department, permitting it to undertake emergency operations and any contracted non-emergency services, in the service area.

License to Use CRD-Owned Equipment and Facilities

Where the CRD owns the apparatus, other equipment and/or the fire hall, the service agreement should include a clear license of use in favour of the Society. This licence should specify any obligations on the Society (or the CRD) regarding maintenance, upkeep and replacement.

Service Fee

The process for establishing and approving the budget and setting the annual service fee needs to be specified, along with how the fee will be paid (e.g., in instalments or a lump sum).

The service fee must be capped at the maximum service requisition amount allowed for the particular service area. The CRD should plan on increasing this amount as permitted by the *Local Government Act* (i.e., once every five years, without need to refer back to the voters), to ensure that the maximum requisition level keeps up with the costs of delivering the service.

Reporting and Information

The Society should provide the CRD with reports on fundamental matters affecting the fire department and responses into the service area. The reporting should include:

- appropriate financial reporting;
- responses into the service area shown by type and date;
- fire department composition (number of firefighters and officers)
- training and qualification levels of members and officers and adherence to Provincial Training Standards Requirements;
- details on OH&S processes;
- details as to any fire prevention activities involving the service area;
- copies of any fire investigations and a report on any LAFC (or otherwise authorized) fire inspection activities; and
- such other information as the CRD may reasonably request.

The agreement should set out a process for consultation between the parties regarding issues of concern, such as service complaints or service delivery issues.

Liability Allocation, Indemnities and Insurance

Liability allocation and corresponding indemnity provisions are complex, and need careful consideration with counsel. If the Societies retain responsibility for emergency service delivery, they have to accept the liability that flows with that role. Certain carve-outs may be appropriate (e.g., as part of recognizing the reliance on volunteers, it is not uncommon to see a carve out for delayed responses arising from the mustering process), which may then need to be backed by an indemnity from the CRD for third party claims.

The CRD should seek an indemnity from the Society for claims it faces arising from the negligent delivery of the services, or operation of the Department (e.g., in relation to OH&S processes).

The Society should be required to carry an appropriate level of insurance to address liability claims, including any that may be made under an indemnification clause.

Dispute Resolution

A graduated process of dispute resolution should be set out. In discussion with counsel, consider whether to make arbitration optional or mandatory, and how issues such as costs will be addressed.

Termination

The agreement should include termination provisions covering breach situations. The CRD also should consider whether a termination on notice (e.g., not less than six months' notice) also should be included).

Notices

There should be a clear notice provision, one which permits the use of email. Consideration could be given to an emergency notices section, where notification by phone or text is permitted.

**REPORT TO ENVIRONMENTAL SERVICES COMMITTEE
MEETING OF WEDNESDAY, SEPTEMBER 27, 2023**

SUBJECT **Vancouver Island and Coastal Communities Climate Leadership Steering Committee – Funding Request**

ISSUE SUMMARY

To seek Board direction on a funding request from the Vancouver Island and Coastal Communities Climate Leadership Steering Committee.

BACKGROUND

Vancouver Island and Coastal Communities (VICC) Climate Leadership Steering Committee consists of mainly local government elected officials from across Vancouver Island and surrounding coastal communities. As noted in the VICC Climate Leadership Steering Committee's draft terms of reference dated July 13, 2023 (Appendix A), the mandate of this group is "to support effective and cohesive climate action across the VICC region by acting as an inter-regional network convener, facilitator, and advocate." Director Thompson is the Capital Regional District's (CRD) appointed representative on the VICC Climate Leadership Steering Committee.

On October 12, 2022, the Board approved a \$73,150 funding request from the VICC Climate Leadership Steering Committee to support the completion of a Vancouver Island Climate Leadership Plan. The funding was not ultimately provided, as the scope of work did not materialize as proposed, in part due to lack of other regional district funding partners, and changing priorities of the VICC Climate Leadership Steering Committee after the fall 2022 election.

The VICC Climate Leadership Steering Committee co-chairs have sent a renewed one-time funding request to the CRD Board and Chair (Appendix A). Separate requests have been sent to all other regional districts on Vancouver Island. The revised funding amounts are based mainly on population, with the CRD's share totalling \$31,500. As noted in Appendix A, the funding would be provided to the Community Energy Association (CEA) to act as a secretariat for the VICC Climate Leadership Steering Committee and to support the execution of the following key deliverables between late 2022 and the end of 2024:

- organize annual summit of elected officials, staff, non-governmental organizations and businesses for information sharing, relationship building, identifying collaboration opportunities, and advocacy prioritization
- maintain quarterly steering committee meetings as a strategic planning body
- liaise with CEA's staff peer network to share best practices and support collaborative initiatives
- develop a digital resource library for sharing best practices, data and new initiatives
- facilitate and administer functional working groups based on shared priorities
- engage in senior government level advocacy based on climate action advocacy priorities identified through the VICC Climate Leadership Steering Committee and Association of Vancouver Island and Coastal Communities
- continued relationship building with Indigenous communities across VICC

Following the initial request, various regional district staff communicated to CEA and the VICC Climate Leadership Steering Committee that most regional districts do not have climate action services and associated regional funding allocations and may not be the appropriate funder for this initiative. As such, VICC Climate Leadership Steering Committee and CEA will reevaluate the funding model upon conclusion of this funding period.

To date, five regional districts have approved the VICC Climate Leadership Steering Committee's funding request (Comox Valley, qathet, Sunshine Coast, Alberni-Clayoquot and newly-approved Mount Waddington).

ALTERNATIVES

Alternative 1

The Environmental Services Committee recommends to the Capital Regional District Board: That the CRD provide \$31,500 to the Community Energy Association to act as a secretariat and support priority initiatives of the Vancouver Island and Coastal Communities Climate Leadership Steering Committee through 2024.

Alternative 2

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

IMPLICATIONS

Alignment with Existing Plans & Strategies

The CRD Climate Action Strategy (2021) outlines goals and corporate and regionally-focused actions for the organization to complete through 2025. This request may support the intention of Action 2-6 to "coordinate regional climate action, collaboration and capacity building among local governments and interested First Nations."

Financial Implications

The VICC Climate Leadership Steering Committee is seeking a total of \$107,500 from regional districts located on Vancouver Island to support their initiatives through 2024. The CRD's allocated share is \$31,500. Funding for this initiative would be provided through existing 2023 program budgets of the regional climate action service.

Staff are also providing in-kind support to a new Vancouver Island and surrounding communities staff-focused peer network noted above. This is also administered by CEA and currently funded by BC Hydro. The CRD's Manager of Climate Action Programs is currently acting as a co-chair.

Intergovernmental Implications

The CRD Climate Action Service has a mandate to support regional collaboration on climate action. To do so, staff work directly with municipal and electoral area staff and elected officials on collaborative policy initiatives, data and research collection, regional programs, information sharing and capacity building, and support Board advocacy efforts. Staff also participate in numerous provincial-scale local government focused peer networks to support this work.

The intention of the VICC Climate Leadership Steering Committee is, in part, to develop an elected official network at a broader geographical scale, and to support communities and regions advance climate priorities that currently do not have similar capacity to the capital region.

CONCLUSION

The CRD Board and Chair received a request from the Vancouver Island and Coastal Communities (VICC) Climate Leadership Steering Committee for funding support towards priority initiatives through 2024. This funding would aid the VICC Steering Climate Leadership Steering Committee, which mainly consists of local elected officials spanning Vancouver Island and surrounding communities, to achieve its mandate to convene, facilitate, and advocate for effective and cohesive climate action across the region.

RECOMMENDATION

The Environmental Services Committee recommends to the Capital Regional District Board: That the CRD provide \$31,500 to the Community Energy Association to act as a secretariat and support priority initiatives of the Vancouver Island and Coastal Communities Climate Leadership Steering Committee through 2024.

Submitted by:	Nikki Elliott, BES, MPA, Manager, Climate Action Programs
Concurrence:	Larisa Hutcheson, P. Eng., General Manager, Parks & Environmental Services
Concurrence:	Nelson Chan, MBA, FCPA, FCMA, Chief Financial Officer
Concurrence:	Ted Robbins, B. Sc., C. Tech., Chief Administrative Officer

ATTACHMENT

Appendix A: Funding Request Letter to CRD Chair and Board – July 24, 2023

July 24, 2023

Dear Capital Regional District Chair and Board,

The Vancouver Island and Coastal Communities (VICC) Climate Leadership Steering Committee provides information sharing, project collaboration, and advocacy for climate initiatives across Vancouver Island and Coastal Communities. In our inaugural four-year term, the committee of elected regional district representatives and supporting academic leaders and local government staff achieved the following:

1. Territorial analysis of the region's vulnerabilities to climate change and survey of local government priorities for climate action conducted by UVic researchers in 2020
2. Local Government Climate Resiliency Summit for elected officials, staff and First Nations that gathered over 150 people from across the region in Fall 2020
3. Youth Climate Summit held in Spring 2021
4. First Nations Engagement led by Alderhill, an Indigenous consulting company
5. Establishment of an inter-regional staff network in partnership with the Community Energy Association (CEA)

Through these efforts, the committee strengthened relationships among municipalities, regional districts, and urban and rural communities in our region and identified where the best value exists for ongoing inter-regional coordination. This work reaffirmed the need for and benefit of increased coordination on a regional scale to strengthen climate action, improve information sharing, increase organizational capacity particularly for small and rural communities, improve collaboration on projects of shared interest, enhance staff support in the delivery of cost-effective programs and services, avoid duplication of effort, and to strengthen senior level government advocacy.

To continue this work, the VICC Climate Leadership Steering Committee requires funding from member regional districts. According to a population-based formula, we are requesting \$31,500 from your regional district.

Service Proposal:

The research and engagement noted above led the VICC Climate Leadership Steering Committee to determine that its greatest value moving forward is as an inter-regional network convener, facilitator, and advocate for effective and cohesive climate action. This will include the following services:

- Organize annual summit of elected officials, staff, NGO's and businesses for information sharing, relationship building, identifying collaboration opportunities, and advocacy prioritization
- Maintain quarterly steering committee meetings as a strategic planning body
- Liaise with CEA's staff peer network to share best practice and support collaborative initiatives
- Develop a digital resource library for sharing best practices, data, and new initiatives
- Facilitate and administer functional working groups based on shared priorities
- Engage in senior government level advocacy based on climate action advocacy priorities identified through the VICC Climate Leadership Steering Committee and AVICC
- Support continued relationship building with Indigenous communities across VICC

CEA Secretariat:

Currently the convening of the Steering Committee is supported through partnership with the Community Energy Association (CEA) in a secretariat role. CEA is a non-profit organization with extensive experience in climate planning, engagement, convening networks, advancing cross-regional collaboration, and driving project implementation with local governments and Indigenous communities. Along with providing expertise and project management, CEA is the fiscal agent for the project and brings in-kind contributions to the project from other funding sources, valued at close to \$100,000.

Funding Request:

To retain CEA in the role of secretariat and to provide the proposed services for the inter-regional climate action network, the VICC Climate Leadership Steering Committee requests the following funding commitment from regional districts across a two-year timeframe of late 2022 through to the end of 2024 (see table 1 below). At the end of this period the funding model will be re-evaluated.

Table 1. Summary of Regional District Funding Allocations

Regional District	Requested Amount*	Status
Alberni-Clayoquot	5,900	
Capital	31,500	Pending
Comox Valley	13,000	Approved
Cowichan Valley	16,000	
Mount Waddington	1,900	
Nanaimo	22,550	
qathet	2,400	Approved
Strathcona	8,400	
Sunshine Coast	5,600	Approved
Islands Trust	250	
Total	107,500	

*Funding amount per regional district based on a formula factoring in population with adjustments for density

Table 2 provides the budget for project deliverables. Note that in-kind funding is being provided through contributions from internal staff time as well as CEA's contributions. Significant in-kind funding in the form of volunteer time and other funding sources has been contributed to support the convening of the committee and the project outcomes produced to date. As part of the secretariat role, CEA will continue to seek additional funds to support the project.

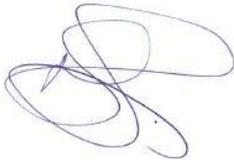
Table 2. Project deliverables and budget highlights

Deliverable	Cost
Ongoing Secretariat tasks (CEA): <ul style="list-style-type: none"> • Coordination of steering committee meetings • Overarching project management • Fiscal and contract management, grant applications • Development and maintenance of digital resource library • Administration and liaison with regional staff network (in-kind) 	\$30,000/year (with significant additional in-kind contributions from CEA)
Reporting: <ul style="list-style-type: none"> • Compilation of research and engagement results • Preparation of strategic vision and goals document • Phase 3 end report 	\$9,500
Events: <ul style="list-style-type: none"> • Annual Summit in 2024 • Other events (e.g. LGLA) 	\$28,000
Relationship building with Indigenous partners and others*	\$10,000
TOTAL	\$107,500

*CEA will support grant applications for additional funding to further support this work and other initiatives that may arise (e.g. working groups)

We are happy to share any further information and thank you in advance for your consideration and support.

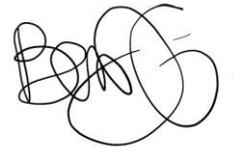
Sincerely,



Mayor Michelle Staples
 City of Duncan
 VICC Climate Leadership Steering
 Committee Co-Chair
mayor@duncan.ca



Councillor Will Cole-Hamilton
 City of Courtenay
 VICC Climate Leadership Steering
 Committee Co-Chair
wcole-hamilton@courtenay.ca



Councillor Ben Geselbracht
 City of Nanaimo
 VICC Climate Leadership Steering
 Committee Co-Chair
ben.geselbracht@nanaimo.ca

Attachments:

1. VICC Climate Leadership Steering Committee DRAFT Terms of Reference
2. Territorial Analysis & Survey of Local Government Priorities for Climate Action
3. VICC Resilience Summit Nov 2020 Outcomes Report
4. VICC Youth Summit May 2021 Outcomes Report
5. VICC Indigenous Engagement Summary Report by Alderhill 2023
6. VICC-CL Budget Summary
7. VICC-CL Phase 1 and 2 Project Budget Summary
8. VICC-CL Phase 3 2022-2024 Detailed Budget

Vancouver Island and Coastal Communities - Climate Leadership (VICC-CL) Steering Committee

Terms of Reference

The purpose of these Terms of Reference is to ensure that members are aware of the expectations and commitments of the Steering Committee.

OVERVIEW

The overarching goal of the VICC-CL Steering Committee is to support effective and cohesive climate action across the VICC region by acting as an inter-regional network convener, facilitator, and advocate through the provision of the following services:

- Organize annual summit of elected officials, staff, NGO's and businesses for information sharing, relationship building, identifying collaboration opportunities, and advocacy prioritization
- Maintain quarterly VICC-CL steering committee meeting as a strategic planning body
- Liaise with CEA's staff peer network to share best practice and support collaborative initiatives
- Develop a digital resource library for sharing best practices, data, and new initiatives
- Facilitate and administer functional working groups based on shared priorities
- Engage in senior government level advocacy based on climate action advocacy priorities identified at the summit, through peer networks and AVICC
- Support continued relationship building with Indigenous communities across VICC

MEMBERSHIP

- First Nations are invited to participate and have a standing invitation to the table
- One elected director from each Regional District appointed by motion of the Regional District board. Each board may also appoint an alternate but is not obligated to do so. Meetings will be attended by the representative and by the alternate if the representative is not able to attend.
- Representatives from Vancouver Island colleges and universities by invitation
- Regional District and local government staff are invited to the table as supports and advisers
- The group will be kept to a manageable size to maintain forward momentum

ROLES & RESPONSIBILITIES

Role of Co-Chairs:

- Two to three local government elected officials and/or First Nation representatives will act as Co-Chairs for the Steering Committee for a one-year term.
- Co-Chair responsibilities include:
 - Leading the development of an annual workplan
 - Liaising with the Steering Committee's secretariat
 - Rotate chairing quarterly Steering Committee meetings.

Role of Members:

Members of the VICC-CLP Steering Committee commit to:

1. Recognizing that local climate solutions are needed to mitigate and adapt to climate change.
2. Attending and actively participating in quarterly meetings organized by the Secretariat.
3. Providing input and feedback to the Secretariat on the administration of the committee
4. Engage in learning, mentoring, and communicating with other elected officials
5. Apply lessons learned to climate action, based on peer-reviewed climate science and best practices.
6. Wholeheartedly championing the Steering Committee within and outside of their work areas and sharing relevant learnings from the Steering Committee with their council and regional district colleagues and local government administration.
7. Fostering a safe environment for exploring challenges and advancing leading edge and collaborative solutions.
8. Notifying the Secretariat and fellow members of the Steering Committee, as soon as practical, if any matter arises which may be deemed to affect the positive progression of the Steering Committee.

Activities members may engage in include:

- Participate at meetings, including making presentations, recommending speakers and topics, and providing an update on climate-related activities;
- Participate in subcommittees and implementation clusters, which may include in-kind or financial support towards special project work; and
- Share best practices and other information and provide links to resources about related activities of interest / relevance to members of the Network.

Associate members:

- Representatives from Vancouver Island universities and colleges, local government staff, or other associate members may be invited to speak at or participate in steering committee meetings, sub-committee working groups, or other events hosted by the Steering Committee

Role of Community Energy Association (CEA):

The Community Energy Association will provide secretariat services to the Steering Committee, including:

- Member management and onboarding of new members
- Coordination of steering committee meetings
- Private webpage hosting & management
- Development and maintenance of digital resource library
- Overarching project management
- Fiscal and contract management, grant applications
- Administration and liaison with regional staff network (in-kind)
- Evaluation and reporting

MEETING PROCESSES

- The Steering Committee will meet virtually for four quarterly meetings annually.
- Meetings will be structured around a workplan that will be generated from feedback of all members and steered by the Co-Chairs.
- Meetings will be structured to encourage free and open discussion of relevant issues, within the constraints of the planned agendas. Each meeting may consist of:
 - (Optional) Closed Discussion – Primary members only
 - Presentations from members or invited guests
 - Roundtable Updates
 - Updates from the VICC regional staff peer network
 - Updates from the Secretariat
- Meetings will typically be scheduled for 2 hours. Occasionally, extended meetings or additional activities may be scheduled that are particularly timely/important.
- Meeting agendas will be provided at least one week prior to the scheduled meeting.
- These terms of reference will be reviewed annually by the members.
- Subcommittees or working groups may form around specific issues and hold additional meetings as needed.

PRINCIPLES FOR ENGAGEMENT

The Steering Committee will adhere to the following principles to promote inclusivity through its work:

- Acknowledge that individuals have unique and particular needs in the learning and work environment
- Promote inclusivity by reasonably adjusting procedures, activities, and physical environments
- Be inclusive in all forms of communication
- Treat all with sensitivity, respect, and fairness

REPORTING

The Steering Committee will report to Regional Districts through the board-appointed representative. A short summary of each meeting will be circulated to Steering Committee members after each meeting, to be used for reporting purposes at the discretion of members.

The Co-Chairs of the Steering Committee, with support from the CEA Secretariat, will send an annual update to:

- The AVICC Executive
- The UBCM Special Committee on Climate Action
- FCM
- The Minister of Environment and Climate Change Strategy
- Climate Solutions Advisory Council
- The Climate Caucus
- First Nations Health Authority
- First Nations (by way of working group members sending to the Nations in their areas)

The working group will apply to present at annual AVICC conferences.

DECISION MAKING

- Non-financial decisions will be made by consensus of all members present
- Financial decisions will be made by majority vote of the committee

EVALUATION

The Network's success will be determined by a process of setting goals and assessing progress against those goals.

REVIEW & CHANGES TO THE TERMS OF REFERENCE

- This Terms of Reference is intended to be a living document and will be reviewed annually at minimum through member feedback.
- Changes may be made at any time by the consensus of the group

Last updated: **July 13, 2023**

DRAFT

APPENDIX – MISSION, VISION, VALUES

Mission

To connect local elected officials and staff from diverse communities in the VICC region and empower them to accelerate their work on climate change and meet their goals by sharing best practices, collaborating on problem solving and advocating to other orders of government.

Vision

Vancouver Island and Coastal Communities working together to reduce emissions and mitigate climate change at the same time as adapting to a changing climate by creating resilient, regenerative, inclusive and prosperous communities and economies.

Values

We are committed to:

1. Working in a spirit of **reconciliation and decolonization**¹ with the First Nations on whose homelands all of our cities, districts and towns are located.
2. Recognizing that **we need each other to flourish** and that collectively we are more powerful and have greater impact than working alone.
3. Working beyond climate considerations and taking an approach of **inclusive, regenerative community building**.
4. Respecting **local autonomy and decision making** and providing resources and support – especially to smaller local governments.
5. Using our time wisely, **staying focused**, and honouring the energy of those who are doing the work.
6. **Learning from each other** by making time in each meeting to share something we are excited about or struggling with.
7. Shifting the conversation about climate change to **joy, possibility and solutions** in order to create momentum and push through climate despair.
8. Bringing together First Nations, community-based, and academic ways of knowing and **valuing the areas of overlap and the differences**.
9. **Engaging our communities** through our climate action work.
10. Drawing on the **passion and energy of youth** in our communities and creating opportunities for youth involvement and participatory action research.
11. Working with a **sense of urgency while balancing** the need to build support and understanding and bring others along on the journey.
12. **Not duplicating** the efforts of others!

¹ Advancing reconciliation requires renewing and improving relationships with Indigenous peoples. One of the obstacles to this is that how we work together is often shaped by institutions, habits and ideas that reinforce colonial (unequal, unfair, discriminatory) relationships. We must actively commit to reshaping these institutions, habits and ideas so that we can create ways of working together that are fair, equitable and mutually supportive. When we commit to decolonization, then, we are committing to reflecting on and changing our institutions and ways of working, and our own ideas, to ensure that they support reconciliation.

Territorial Analysis and Survey of Local Government Priorities for Climate Action: Vancouver Island and Coastal Communities



Document produced for the Vancouver Island and Coastal Communities Climate Leadership Plan Steering Committee (VICC CLP SC) by: Tamara Krawchenko, Katya Rhodes, Kimberly Harrison, Katherine Pearce, Kara Shaw, Astrid Brousselle, Tara Ney, Catriona Mallows (University of Victoria).

Please cite as: Krawchenko, T., Rhodes, K., Harrison, K., Pearce, K., Shaw, K., Brousselle, A., Ney, T., Mallows, C. (2020). *Summary Report: Territorial Analysis and Survey of Local Government Priorities for Climate Action: Vancouver Island and Coastal Communities*, Vancouver Island and Coastal Communities Climate Leadership Plan, Victoria, B.C.

CONTACTS

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Introduction

Territorial Acknowledgement

The authors respectfully acknowledge that the Vancouver Island and Coastal Communities Region is located upon the traditional unceded territories of many different Indigenous peoples. Although every effort is made to use unbiased data, much of the data is not framed to adequately reflect Indigenous realities.

The climate change challenge

Climate change is a complex and ongoing challenge that communities across the Vancouver Island and Coastal Communities Region (VICC) are tackling through a range of approaches. By 2050, it is anticipated that British Columbia will experience:

- Temperature increases of 1.3 to 2.7 °C;
- Increases in average annual rainfall from 2% to 12%, with summers being increasingly drier;
- Loss of glaciers resulting in changes to fish habitat, declining quality and storage of drinking water; and
- Continued rising sea levels along most of B.C.'s coast, more frequent wildfires and rainfalls (Province of British Columbia, 2020).

These environmental changes will have wide-ranging effects, from more frequent and severe heat waves and a greater propensity for forest fires to major disruptions in agricultural growing conditions. Climate change impacts all sectors of society and the economy now and in the future.

Our communities are connected in tackling this challenge. The Vancouver Island and Coastal Communities (VICC) region is already experiencing unique climate changes.

The **Vancouver Island and Coastal Communities Climate Leadership Plan Steering Committee** (VICC CLP SC) has been convened by three Vancouver Island Mayors—Lisa Helps (Victoria), Josie Osborne (Tofino), Michelle Staples (Duncan)—in order to help catalyze climate mitigation and adaptation throughout the region. The VICC CLP SC includes representatives from each of the regional districts on the island and the Sunshine Coast to produce a plan that will catalyze climate mitigation and adaptation throughout the coastal region.

This report summarises the findings of *Territorial Analysis and Survey of Local Government Priorities for Climate Action: Vancouver Island and Coastal Communities*. Please note that the Territorial Analysis (Part 1) covers the full VICC region, while the Survey (Part 2) covers Vancouver Island and the Sunshine Coast.

Why coordinate at the regional scale?

British Columbia has been at the forefront of actions to promote climate change mitigation and adaptation and there is widespread support for these efforts. Communities big and small across the province have adopted a range of initiatives and there are a growing number of regional plans that aim to scale up these efforts and to promote co-ordinated actions. Climate change impacts are experienced at a local level, yet existing municipal and regional district governance structures can constrain climate action plans, making planning at a broader regional scale essential.

Regionally-scaled planning can help municipalities and Regional Districts to:

- Pool knowledge and map and understand functionally connected territories;
- Share expertise and build capacity;
- Share the costs of environmental assessments and other upfront planning needs;
- Co-ordinate and scale-up investments in adaptation and mitigation efforts;
- Speak with a common and louder voice to upper level governments about the region's unique needs and priorities; and
- Mutually support communities of all sizes to meet their climate goals, with larger administrations supporting smaller ones.

It is for these reasons that the VICC CLP SC has been convened. The VICC CLP SC shares a clear vision and priorities for its work, suggesting the potential for rapid collective progress. Collaborative planning at this scale thus offers a potential to build consensus and poly-benefits for climate action, including a shared regional vision to guide that action effectively and rapidly.

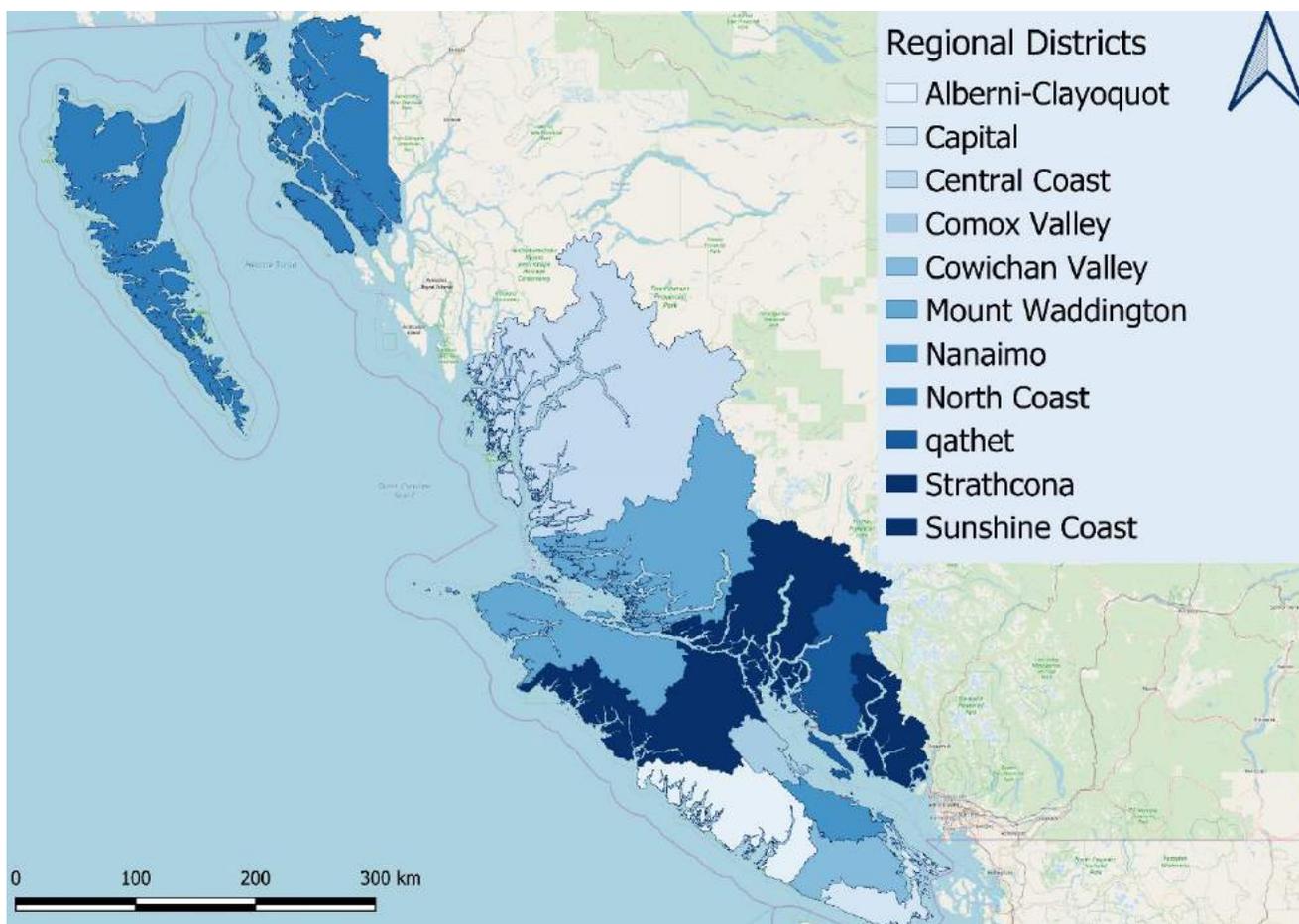


Cyclists on the Galloping Goose, Victoria, Catriona Mallows

Part 1. About the region

The Vancouver Island and Coastal Communities Region is comprised of 11 Regional Districts, 89 First Nations Reserves and Indian Government Districts, and 41 municipalities (Figure 1). The entirety of Vancouver Island and coastal mainland BC are the traditional territories of Indigenous peoples. The region is shaped by its proximity to water and includes approximately 40,000 islands of vastly different sizes and around 67 inhabited major islands, the largest of which is Vancouver Island. Many communities rely on connections to water for both transportation and livelihoods. Given the prevalence of coastlines, sea level changes pose risks as does the prospect of more frequent and severe storms. The mainland part of the region north of Vancouver is coastal and mountainous, with many areas having limited accessibility. In this region land transport connections flow east-west towards the Pacific. Coastal routes are the lifeblood of communities.

Figure 1 Vancouver Island and Coastal Communities Regional Districts



Source: British Columbia Data Catalogue. <https://catalogue.data.gov.bc.ca/dataset/d1aff64e-dbf6-45a6-af97-582b7f6418b9> & <https://catalogue.data.gov.bc.ca/dataset/nts-bc-coastline-polygons-1-250-000-digital-baseline-mapping-nts#edc-pow>

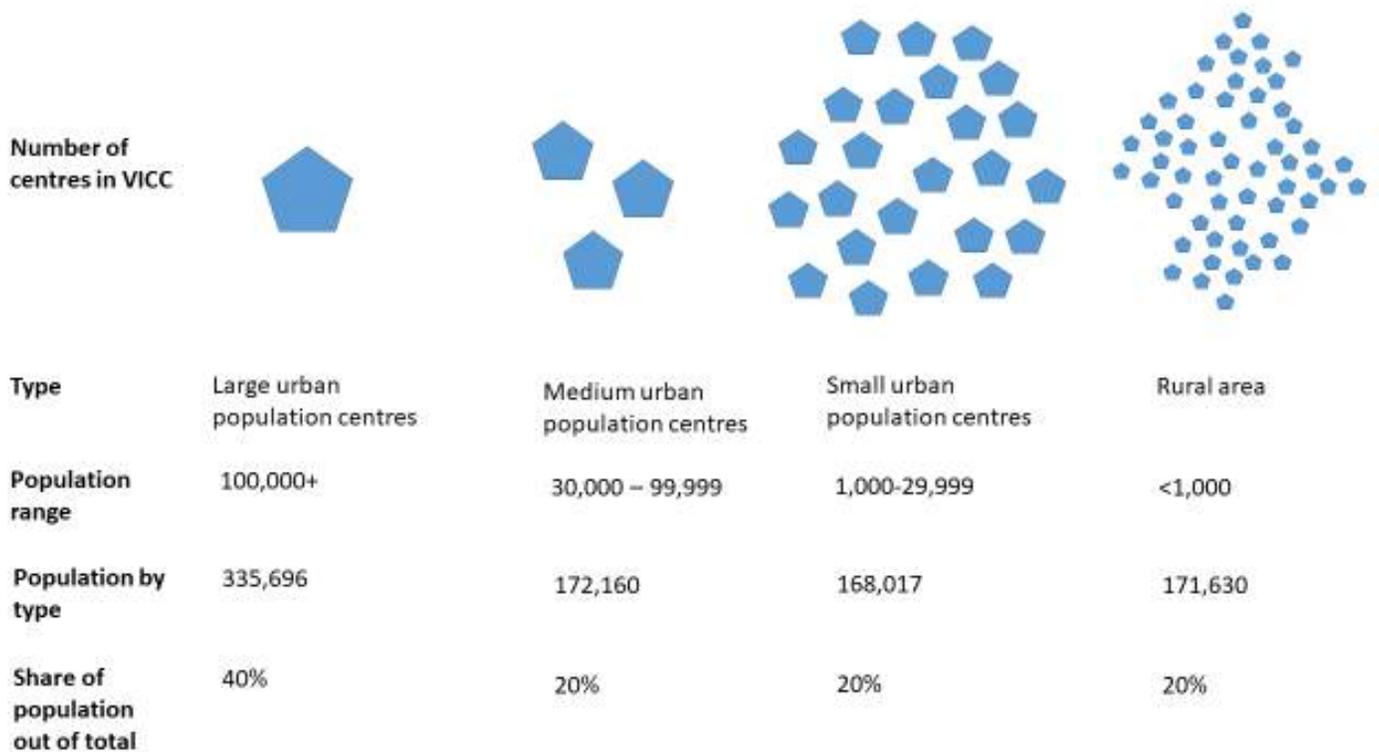
Much of the region is low density, characterised by small communities—rural-urban connections are critical to this region

“Small islands have a more obvious finite land base and natural resources and any climate impacts will have a greater impact to our communities.”

– Islands Trust

The vast majority (80%) of the VICC population resides in small to large population centers, while the remaining 20% live in what can be defined as rural areas—i.e., those without a population centre (Figure 2 Urban Hierarchy by Population Centre, VICC, 2016). However, despite this definition, rurality is best understood along a gradient of more connected and dense places to less connected and dense ones. Smaller communities and rural areas may access services and labour markets in larger population centres; at the same time, these communities provide many resources and amenities that larger communities consume and enjoy, and are also a source of employment. Rural-rural connections are equally important. Across VICC, the nature of these connections and interrelationships are a key character of society and economy.

Figure 2 Urban Hierarchy by Population Centre, VICC, 2016



Source: Statistics Canada; Population Centre and Rural Area Classification 2016 & Population Centre Profiles, 2016 Census

The unique geography of VICC creates both opportunities and challenges

VICC is a complex terrain with landcover ranging from Alpine areas to Wetlands. The variety of landforms create great topographic relief, resulting in various climatic shifts and ecosystem changes. There is an abundance of precipitation resulting in rich rainforests flanking the coast. Much of the VICC is covered by forest: 45% of VICC is classified as old forest (140 years or older); 14.7% is young forest (less than 140 years old) and large tracts of the forest have been designated for logging.¹ Approximately 7.5% of the total land of VICC is either recently or selectively logged, providing revenue and jobs for the region.²

Coastal British Columbia is known for its rich ecosystems, and many areas within the VICC region have been placed under protection in the form of Protected Areas and Marine Protected Areas. Protected Areas of all types are important to the VICC region in many ways, not only are they crucial for protecting wildlife and ecosystems, but also to preserve areas of important cultural significance.



Tahsis 7, Sarah Fowler

VICC is well connected to population centres, but some rural areas are at risk

Though VICC is physically expansive, the vast networks of roads, ferry routes, and air travel connect people and trade. There are 16 highways, 73 ferry routes, 12 airports and numerous aerodromes and seaplane landings. Connectivity is most concentrated in the southern reaches of VICC, linking population centres to the mainland and Vancouver. The four largest population centres in VICC (Victoria, Nanaimo, Courtenay, and Campbell River) are the most connected, with several highways and ferry terminals boasting high traffic thoroughfare daily. The northern communities, such as Bella Coola and Prince Rupert, are more isolated from the rest of the territory, as the only vehicle access is through the two highways which terminate at these cities or the ferry services. Some of the more rural reaches of VICC have fewer links to depend on, which creates a vulnerability especially when storms or other hazards threaten to block or wash out the local roads.

Population centers in the south are growing, while many rural areas are shrinking

The Regional Districts of VICC have a wide range of population growth in the ten-year period from 2006-2016, ranging from an increase of 12.3% to a decrease of -7.8%. The Regional District of Nanaimo has grown the most in the ten-year period while the Comox Valley and Capital Regional Districts had the second and third highest population growth respectively. The three districts with the highest growth rates from 2006-2016 all correspond to districts with large or medium population centres. The only other regional district with a medium population centre is the Strathcona Regional District, which falls in the middle of the range with population growth of 6.3% over 2006-2016. Between 2006-2016, a mix of urban and rural census subdivisions (CSDs) experienced population growth: Langford at 57.3%, Central Coast A at 47%, and South Saanich 1 at 44%. Those CSDs that have seen the greatest population declines over the 2006-2016 period are largely rural and remote.

There is a large and growing senior population across the VICC

The average age of population in the VICC region is 44.8 years; this is above the provincial average of 42.3. The dependency ratio (the ratio of the young and working age versus seniors 65+) is 72% in the region and 63.2% across the province.³ Thus, the VICC has an older age profile than that of the province as a whole.

Certain CSDs within VICC are experiencing changes in age balances more acutely than others; during the ten-year time span of 2006-2016, the Southern Gulf Islands experienced a -14% and -21% decrease of young and working age cohorts, while simultaneously having an increase of seniors by 51%. Even more profound are the changes found in the CSD of Sunshine Coast D: the youth population decreased by -23%, the working age population decreased by -10%, and the senior population increased by 97%. These examples illustrate the more extreme cases of changing population demographics within VICC.

An uncertain economic climate

The BC economy overall has experienced solid growth and a favourable labour market climate. Following strong momentum in 2019, BC was forecast to lead economic growth in Canada in 2020 (Government of British Columbia, 2019). However, the COVID-19 crisis has brought great uncertainty; economic growth forecasts for all provinces have declined with many forecasting negative growth in 2020. The TD Bank has forecast BC's economic growth at 0.5% for 2020 (on par with Ontario).

The VICC has a services-dominated economy—which in the short term is vulnerable to the impacts of COVID 19

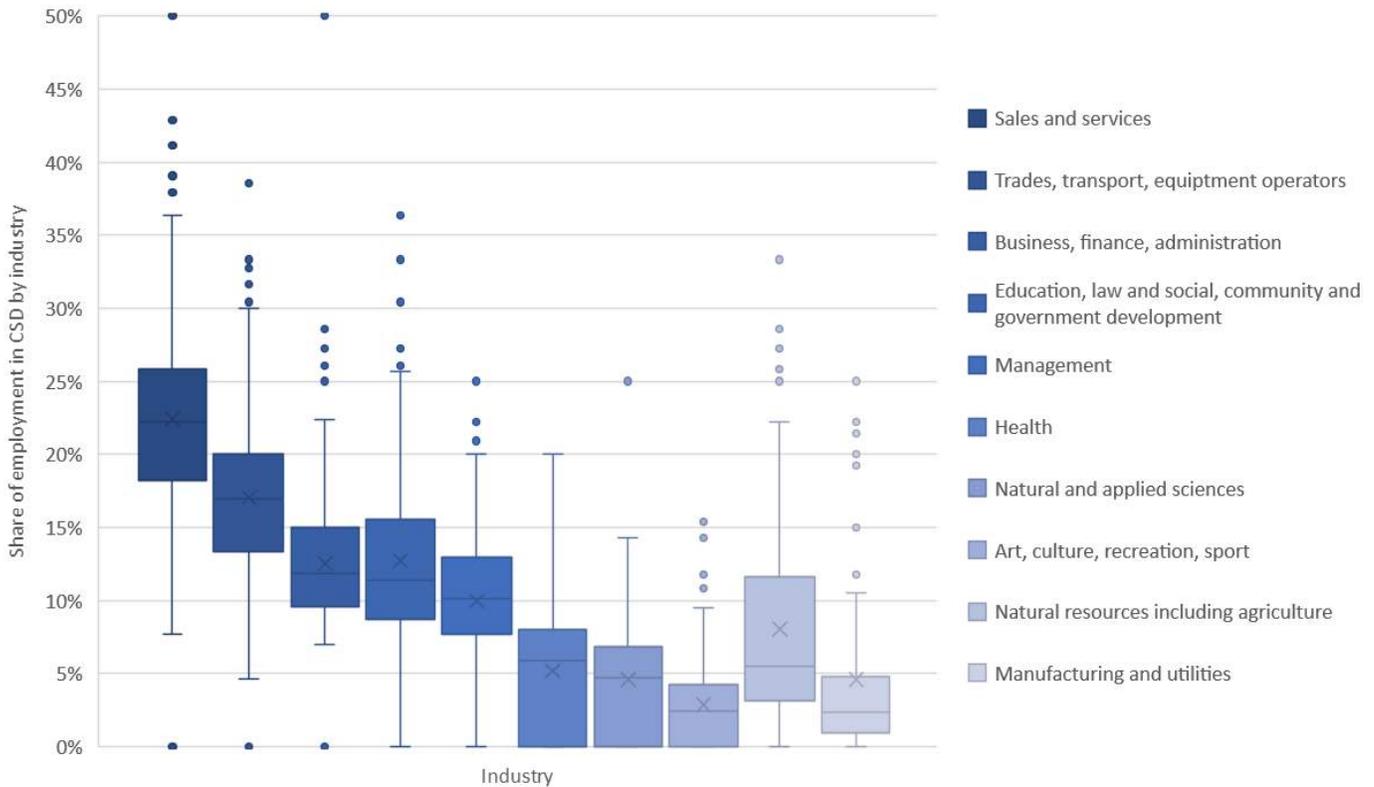
Like the province as a whole, the VICC has a services dominated economy. Across the VICC, 87% of all occupations are service-based (CHASS, 2020). The largest services sectors by occupation are sales and services, trades and transport, and business, finance and administration. Some areas, especially those closest to population centres, are almost entirely services-based. The impacts of COVID-19 and negative price shocks have harmed all economic sectors, however they have been particularly harmful to services sector industries like tourism which are an important economic contributor across the VICC and the rest of BC. In 2018, the tourism sector in BC contributed \$8.3 billion to GDP, which is higher than that of the mining (\$5.2 billion), oil and gas (\$4.9 billion) and agriculture and fishing industries (\$3.2 billion).

While the services sector is dominant, communities across the VICC also have important goods-based economies including the forestry, agriculture, and energy sectors. Goods-based industries are especially important in the northern halves of Vancouver Island and Haida Gwaii, as well as the mainland sections of the North Coast. BC's largely mountainous topography is not amenable to agriculture and the sector is relatively small; the smallest among Canadian provinces second only to Newfoundland. However, some of the province's prime agricultural areas are in the VICC such as Comox, Sayward and Cowichan valleys, Saanich Peninsula, Nanaimo lowlands, Alberni Valley, Powell River lowlands and many Gulf Islands. Farms in these areas tend to be smaller and specialized: the region accounts for only around 2% of total provincial farmland but 15% of total farms (Government of British Columbia, 2011).

“The speed with which all levels of government and community responded to [the COVID-19] health crisis demonstrates the possibility, should the climate emergency be considered with a similar sense of urgency. There is a substantial opportunity for investment in climate change mitigation and adaptation as part of a green economic stimulus package.”

– Saanich

Figure 3 Share of Employment by Industry, CSD, VICC, 2016



Note: Occupational categories by industry according to single digit National Occupational Classification codes, NOC.
 Source: Statistics Canada; 2016 Census Labour Data, Accessed via Canadian Census Analyser (CHASS, 2020).

On average, residential GHG emissions have declined across the VICC

Residential GHG emissions from utilities and solid waste across the VICC decreased by 3% between 2007-2017 (Figure 4). At the lowest end, Prince Rupert has the greatest decrease in GHG emissions, at -48%, as well as having the lowest per capita residential utilities emissions for 2017 at 0.14 tonnes of carbon dioxide equivalent (tCO₂e) (CAS, 2019). Port Edward, another northern community, has a decrease of -20% (CAS, 2019). However, not all northern communities are experiencing decreases in emissions; Masset and Queen Charlotte (Charlotte) on Haida Gwaii both have increases over the decade. This is likely a reflection on the remoteness of the islands, and is reflected in other island communities such as the Gulf Islands, which also are experiencing an increase in emissions. Another disparity is the difference within the Sunshine Coast communities; Gibsons and Sechelt are among the top five communities with the largest decreases, yet Sechelt Band Indian Government District is in the top five communities with the largest increases in utilities and solid waste emissions (CAS, 2019).

The community which had the highest residential emissions per capita in 2017 was Tahsis, at 7.40 tCO₂e; but they also have among the lowest commercial and industrial GHG emissions per capita (at 0.13 in 2017) (CAS, 2019). More rural and isolated communities tend to have higher emissions because they do not have the capital to invest in the same scale of projects as more urban areas do, and often have to rely on diesel generators for much of their energy. These generators are not only high in emissions, but also in cost - a heavy burden for smaller communities. Higher energy demands may also be related to their location in colder climates.

The medium and large population centres of VICC all have changes below the territorial average, ranging from -8 to -27% (CAS, 2019). The decrease in tCO₂e reflects the ability for urban areas to invest in greener infrastructure, low-emissions public transportation, and sustainable energy. These urban areas have had the ongoing opportunity to make such changes and investments and the data reflects the effectiveness of some of these initiatives.

PHOTO: Tahsis 6, Sarah Fowler

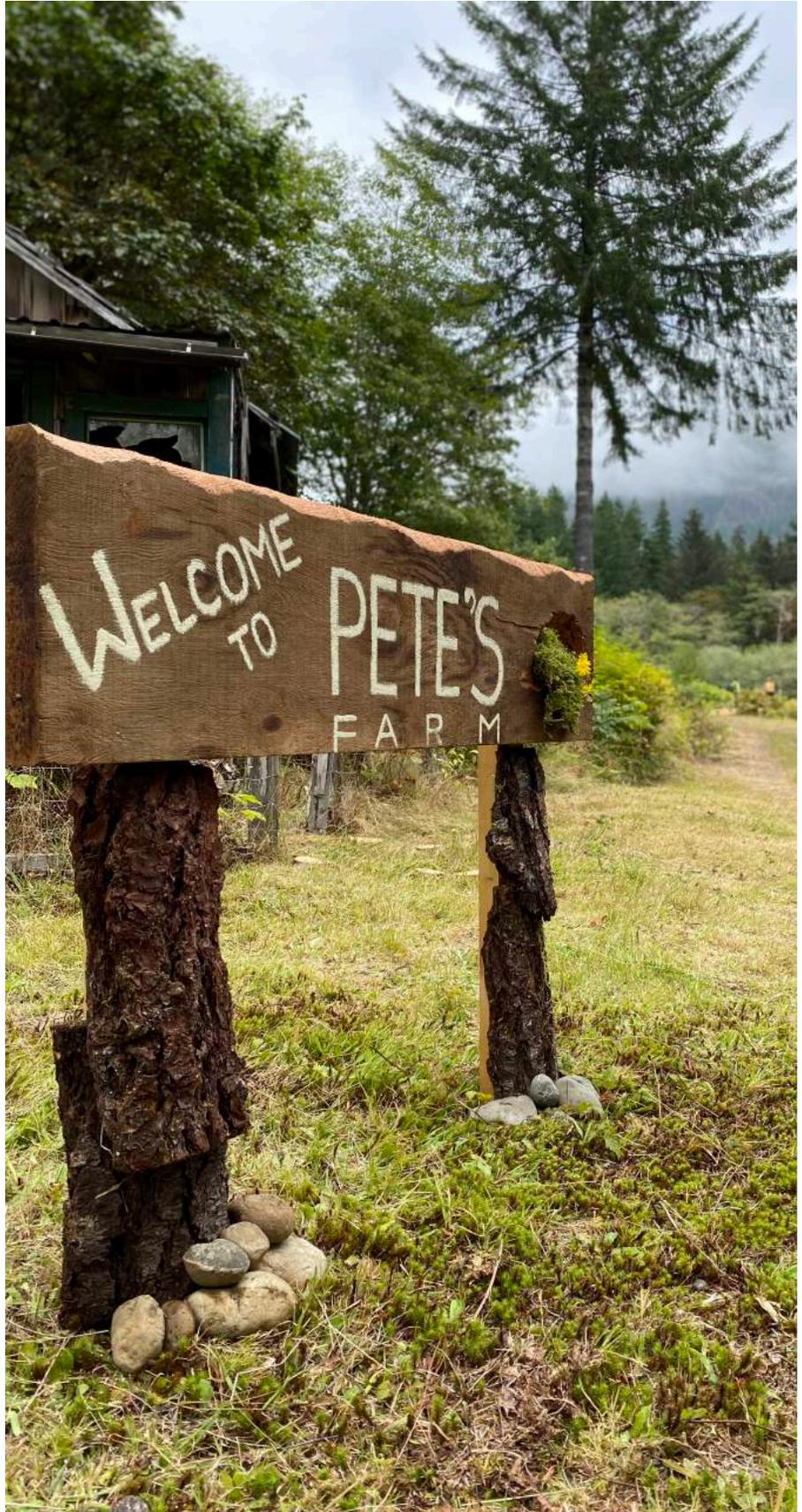
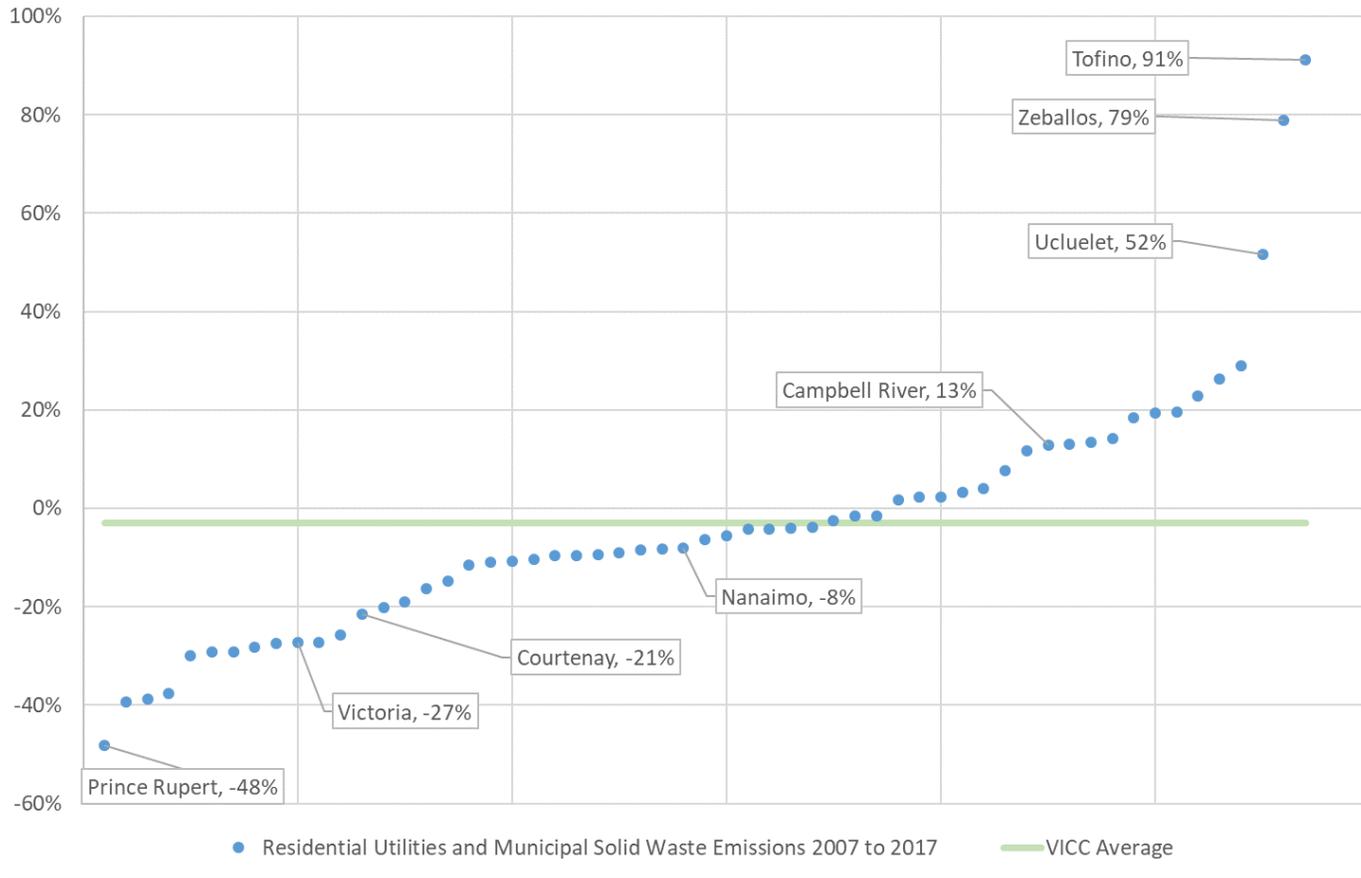


FIGURE 4 Percent Change in Residential Utilities and Solid Waste Emissions, per capita tCO₂e, 2007 to 2017

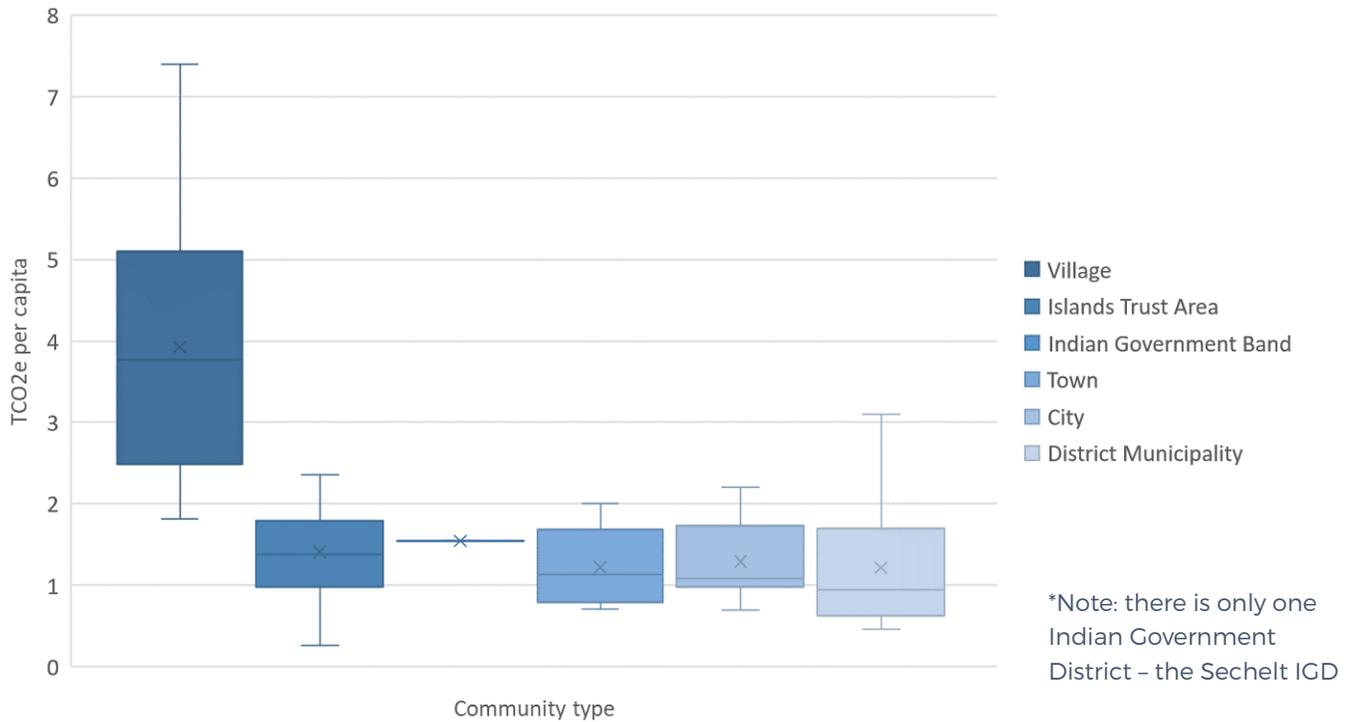


Source: Government of British Columbia Climate Action Secretariat (2019). BC utilities energy data at the community level. BC landfill waste data at the community level

Rural communities have the highest GHG emissions on average

Figure 5 Tonnes of Residential GHG Utilities and Solid Waste Emissions per capita, by Community Type, VICC, 2017 further illustrates the disparity between smaller communities and urban areas; the rural communities (villages) of VICC have the highest average residential GHG emissions in 2017, and includes places such as Tahsis, Zeballos, Masset, and Port Clements. These areas are all very remote in comparison to the population centres of VICC, and do not have access to the same connectivity or capital resources. Villages also display the largest range in emissions, indicating that some communities have invested in cleaner energy options, and others do not have that ability yet.

FIGURE 5 Tonnes of Residential GHG Utilities and Solid Waste Emissions per capita, by Community Type, VICC, 2017



Source: Government of British Columbia Climate Action Secretariat (2019). BC utilities energy data at the community level, BC landfill waste data at the community level

Energy use is by far the highest emitting sector for BC

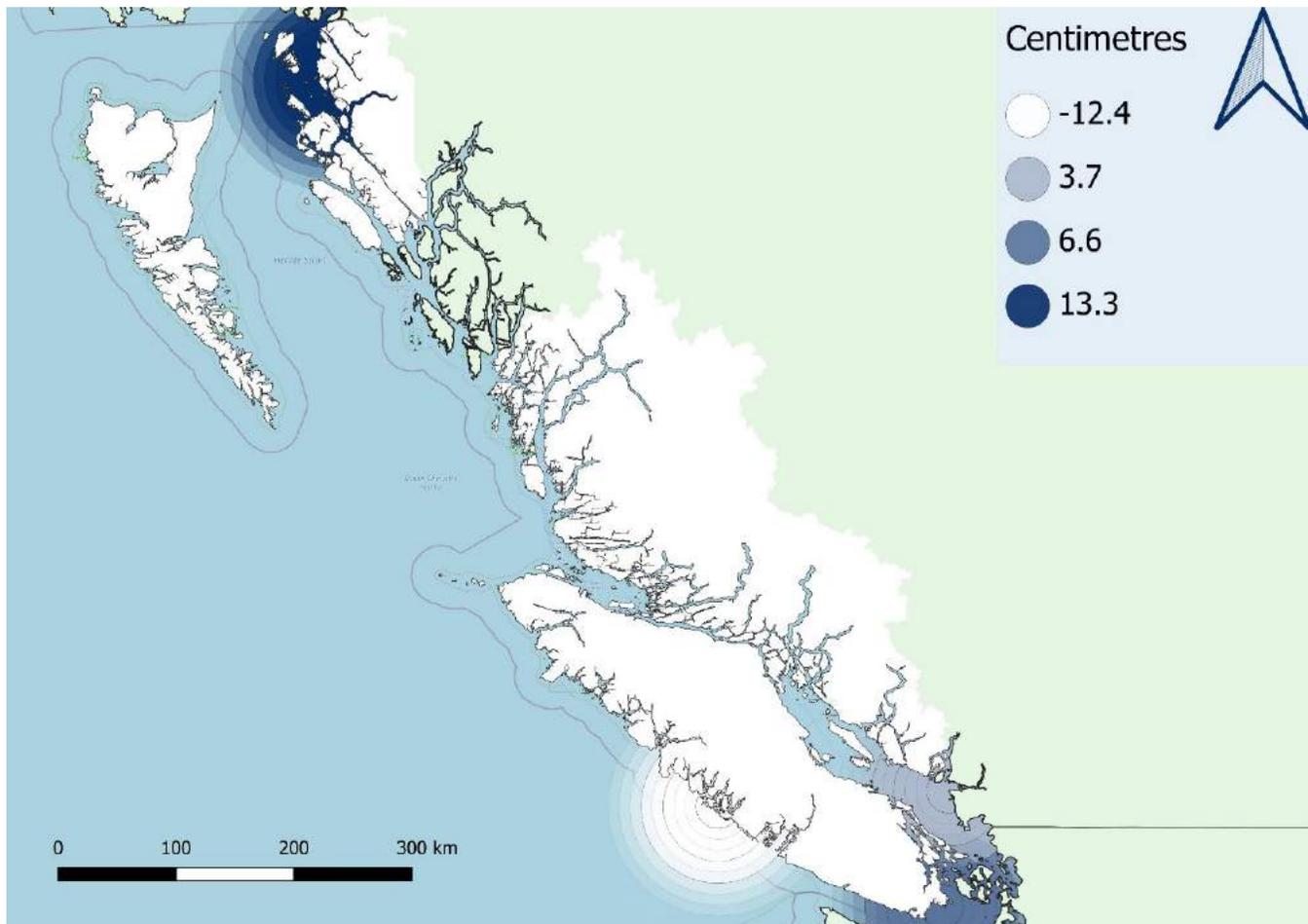
Although there are no further sectoral and sub-sectoral emissions data available for VICC, the Provincial Inventory can provide blanket characteristics for the region, drawing on the provincial trends. Energy is the largest sectoral contributor to total emissions, making up 81% of total BC emissions in 2017. The four other sectors, Industrial Processes and Product Use, Waste, Agriculture, and Afforestation and Deforestation, are all very similar in numbers, accounting for 6%, 5%, 4%, and 4% of total emissions respectively.

Transportation encompasses 50% of energy sector emissions. The VICC is heavily reliant on transportation in several ways; the region imports many of its goods (especially food) from other parts of BC by way of ferry systems and large transport trucks. Road Transportation makes up 34% of BC’s energy emissions. Also, the rurality of VICC lends itself to an increased transportation sub-sector, as it requires significant travel to reach many of the remote and rural communities of the region. Oil and Gas Extraction is the next highest energy emitter at 14%, and Manufacturing Industries at 10%; both are part of the Stationary Combustion Sources sub-sector which is the second largest and accounts for 41%. These are not as dominant in VICC. Agriculture and Forestry are relatively low emitters, accounting for only 1% of the total energy emissions in BC.

As a coastal territory, the changes in the ocean pose a serious threat to communities within VICC

Sea level rise varies across the VICC. In Prince Rupert the average sea level rise was 0.13m/century, and 0.06m/century in Victoria, while in Tofino the average sea level dropped at -0.12m/century (BCMoE, 2016). At first this may seem counter-intuitive, but there is a simple explanation; due to the isostatic rebound from the last glaciation, parts of Vancouver Island are rising at ~0.25m/century, while other areas are not moving (to a significant degree) (BCMoE, 2016).

FIGURE 6 Observed Change Sea Level, Centimeters per Century, Coastal BC, 1910-2014



Sources: BC sea level data (Government of British Columbia, 2020c); US cartographic file (US Census Bureau, 2020); BC cartographic file (Government of British Columbia, 2020b).



The implications of sea level rise within VICC are vast, including:

- Flooding, especially beaches, wetlands, coastal dunes, and waterfront properties;
- More frequent extreme high-water occurrences, impacting property, infrastructure (docks, wharves, port facilities), especially in Prince Rupert;
- Salinification of agricultural lands from intrusion of saltwater into groundwater aquifers and;
- Wave changes, including magnitude and direction, as well as storm waves and surges (BCMoe, 2016).

In addition to sea level rise, the oceans are also experiencing an increase in temperature. From 1971 to 2010, the ocean surface increased on average by 0.11°C/decade globally (IPCC, 2014). In BC, sea surface temperatures (SSTs) have increased since—although trends vary depending on areas, data availability, and seasons 1935 (Talloni-Álvarez, Sumaila, Le Billon, & Cheung, 2019). In the southern region of BC, sea surface temperatures have increased 0.56 degrees Celsius per decade since 1935, and are expected to increase by 3 degrees Celsius by the end of the 21st century (Talloni-Álvarez et al. 2019, 166). The increasing amount of CO₂ entering the ocean is altering the pH of the water, making it more acidic (Canadian Climate Forum, 2017). Nearshore and coastal waters on BC’s coast are particularly vulnerable to acidification, as freshwater inputs from rivers, glacial meltwater and sea-ice melt decrease the ability for coastal waters to buffer CO₂ (Bush & Lemmen, 2019, 399).

VICC is experiencing rising temperatures, putting vulnerable populations at a higher risk

Globally, temperatures have increased on average by 0.85°C/century, while BC on average has experienced increases on average of 1.4°C/century from 1900-2013 (BCMoe, 2016). Due to the complex geography of VICC, there are variations in the average temperature increases. The southern coastal reaches of VICC have experienced increases of 0.8°C/century, while more northern areas, such as Prince Rupert, have experienced increases of 1.1°C (BCMoe, 2016).

Heat waves are expected to happen more often in urban areas, because the built environment (paved roads, buildings, other infrastructure) retains heat more so than the natural environment (BCMoe, 2016). In Victoria, between 1951-1980, there were usually only 3 days a year which reached temperatures above 30°C, but within this century that is expected to increase more than four-fold, to 13 days per year (BCMoe, 2016).

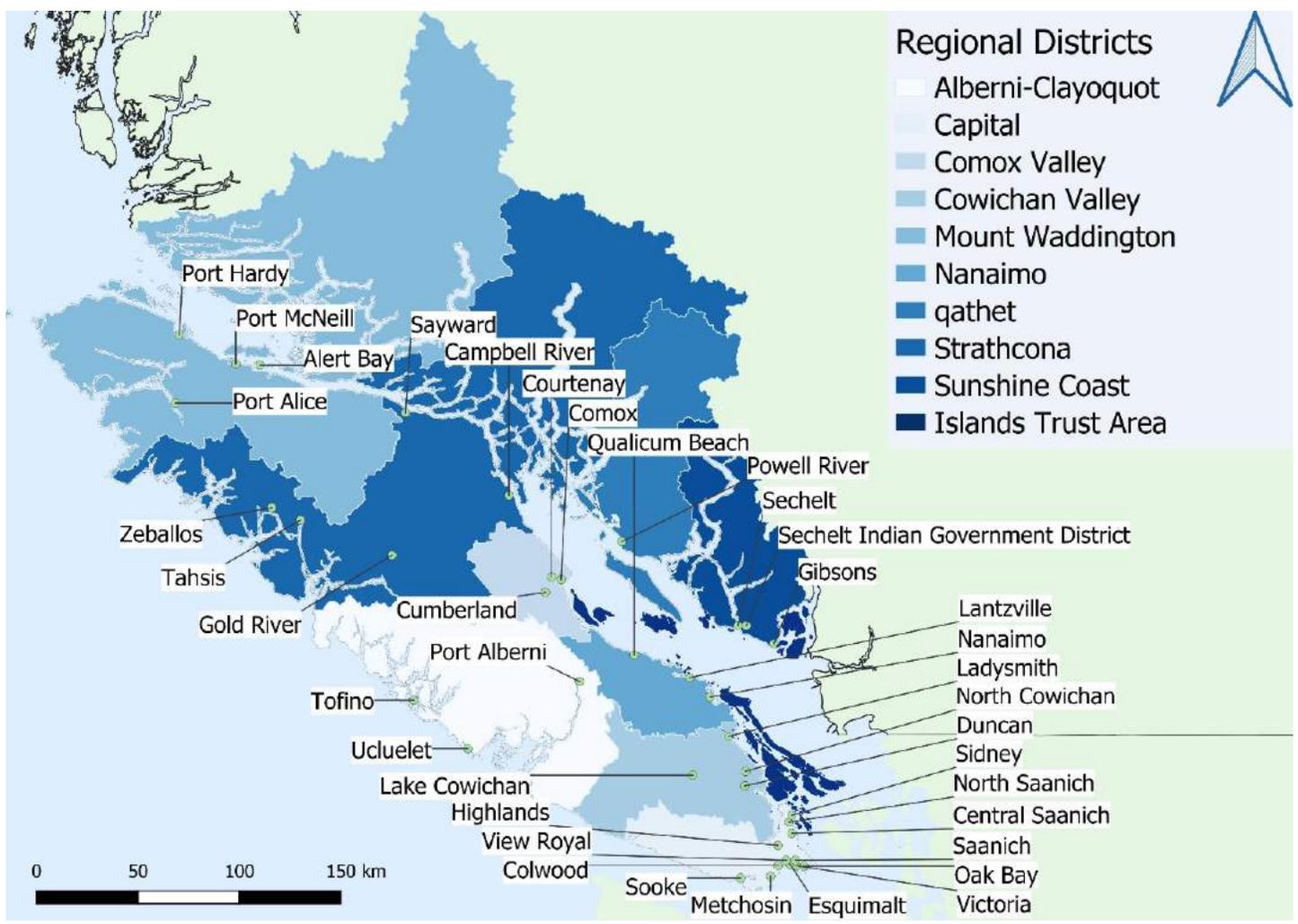
“Cumulative/compounding impacts will become increasingly challenging to address.”

– Capital Regional District

Part 2. Climate Adaptation and Mitigation Policies and Priorities

An understanding of the various climate impacts and policy priorities across the region is a key part of the regional climate planning process. This survey identifies the key climate impacts, policies, priorities, barriers, and opportunities that currently guide decision-making about climate change mitigation and adaptation in the region. A total of 106 government officials, including 69 elected representatives and 35 staff from 38 municipalities and 10 regional districts participated in the survey resulting in a 96% response rate. Only two municipalities did not participate in the survey (i.e., Langford and Parksville); all regional districts completed the survey. Multiple individuals from each local government were invited to participate in the survey, with responses for a single municipality or regional district aggregated into one complete response.

FIGURE 7. Regional districts and municipalities participating in the survey



Municipalities and regional districts are overwhelmingly supportive of climate action

The survey found that both municipalities and regional districts are overwhelmingly supportive of climate action: 100% of municipalities and regional districts answered that climate change mitigation and adaptation are “important” or “somewhat important” to their community.

An analysis of open-ended responses found that the top five common themes of motivation to act include: (1) public and/or political demand; (2) science and data on climate change, including observable impacts from changing weather patterns such as increased storms, droughts, and wildfires; (3) concern about sea level rise; (4) preparation for the future and concern for future generations; and (5) support and funding from senior levels of government. Several municipalities referenced their declarations of climate emergency and mentioned emissions reductions targets and/or climate action committees that have been established. Regional districts were particularly likely to mention senior government funding and support as an enabling factor in being motivated and able to take action

Climate change hazards and impacts are already being experienced

Virtually all municipalities and regional districts are already experiencing hazards and impacts related to changing weather patterns caused by climate change. The unique island and coastal geography of the region influences the types of hazards and impacts that are experienced

“Climate change is a public and therefore political priority. CRD and Islands Trust emergency declaration is spurring action. Climate change impacts such as forest fires and drought are already being felt here.”

– Islands Trust

in this area compared to other regions of the province. A ‘hazard’ refers to the potential occurrence of a natural or human-induced physical event or trend or physical impact that may cause loss of life, injury, or other health impacts, as well as damage and loss to property, infrastructure, livelihoods, service provision, ecosystems, and environmental resources. “Impacts” refer to effects on natural and human systems of extreme weather and climate events and of climate change. Impacts generally refer to effects on lives, livelihoods, health, ecosystems, economies, societies, cultures, services, and infrastructure due to the interaction of climate changes or hazardous climate events occurring within a specific time period and the vulnerability of an exposed society or system.

All except for one municipality indicated that they have experienced hazards related to climate change with wildfires, extreme rainfall, sea level rise, storm surges, extreme winds, and droughts being the key hazards. Municipalities and regional districts identified additional hazards other than those listed in multiple choice responses including tsunamis, earthquakes, heating tank oil spills, air quality, and pandemics. Tsunamis and earthquakes were the most frequently mentioned “other” hazards.

Wildfire and extreme rainfall were top hazards in municipalities of all sizes

Hazards were identified as more prevalent in large municipalities than small and medium sized municipalities. Although heat waves were not a top hazard overall, they were identified as more of a problem in urban areas, and are a top concern in two out of three of the largest urban municipalities. Landslides stood out as being more a concern for small municipalities as compared to medium and large municipalities, which may relate to the remote nature of many of the smallest municipalities.



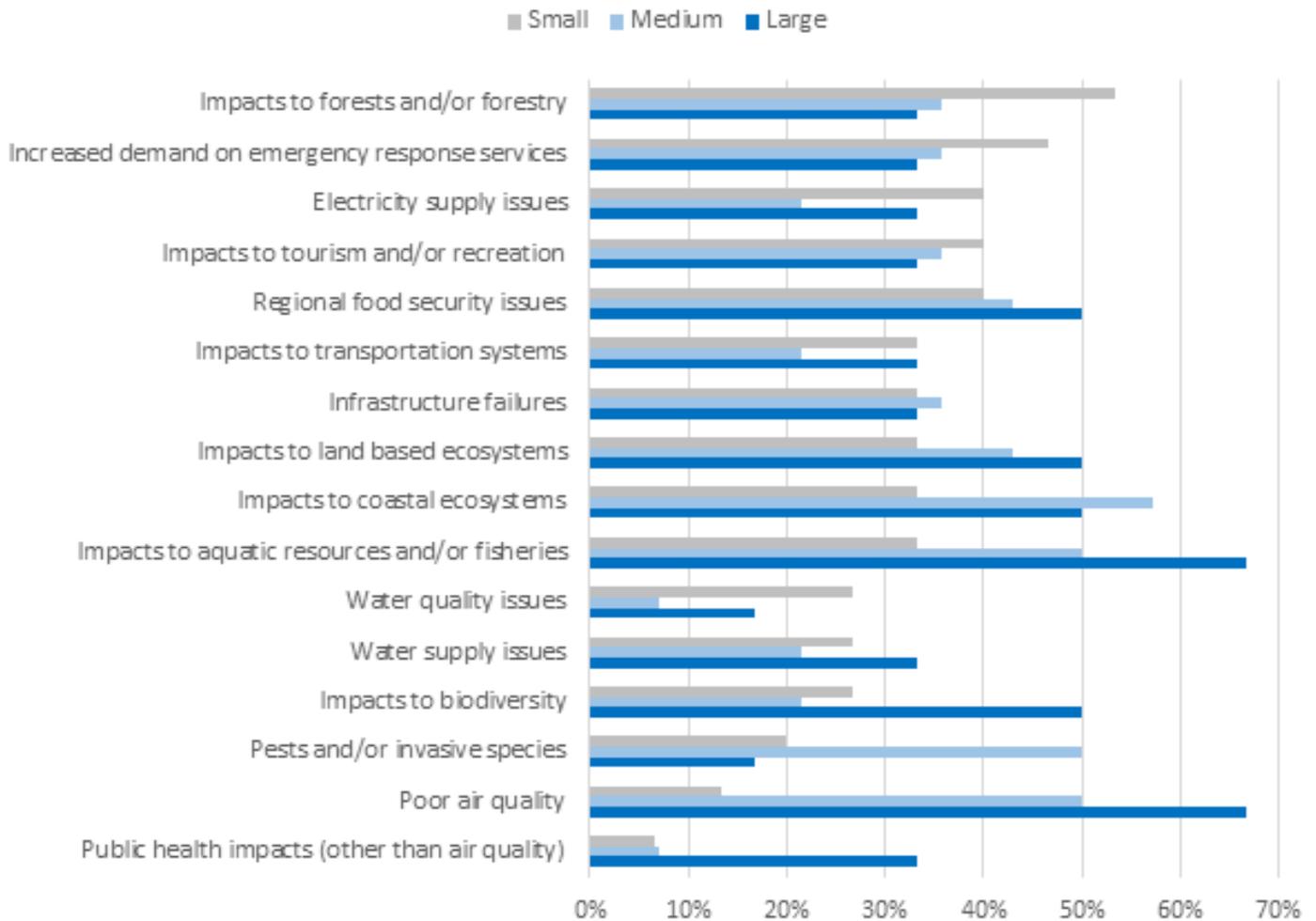
Russel Road washed away from heavy rain, Sunshine Coast, Donna McMahon

There are distinct regional differences in the impacts experienced

Small municipalities were more likely than mid-sized and large municipalities to identify impacts to forests and forestry, emergency response resources, electricity supply, tourism/recreation, and water quality. The impacts that are important to small communities reflect to some extent the closer linkage and dependency on natural resources, especially the importance of forestry. The demand on emergency response services may be a bigger problem for these small municipalities due to their smaller administrative capacity and the remoteness of many small communities.

Medium and large municipalities were more likely to identify impacts to aquatic resources, coastal ecosystems, and land-based ecosystems as a top impact compared to small municipalities. Large municipalities were the most likely to identify impacts to biodiversity compared to smaller municipalities. Air quality and health impacts were the least frequently chosen for small municipalities, but medium and large municipalities are much more affected by poor air quality and other types of public health impacts as compared to small and medium sized municipalities. These differences are even more pronounced when examining only the largest urban municipalities, all three of which indicated poor air quality as a top impact, with two out of three indicating other public health impacts.

Figure 8. Comparison of climate change Impacts by size of municipality

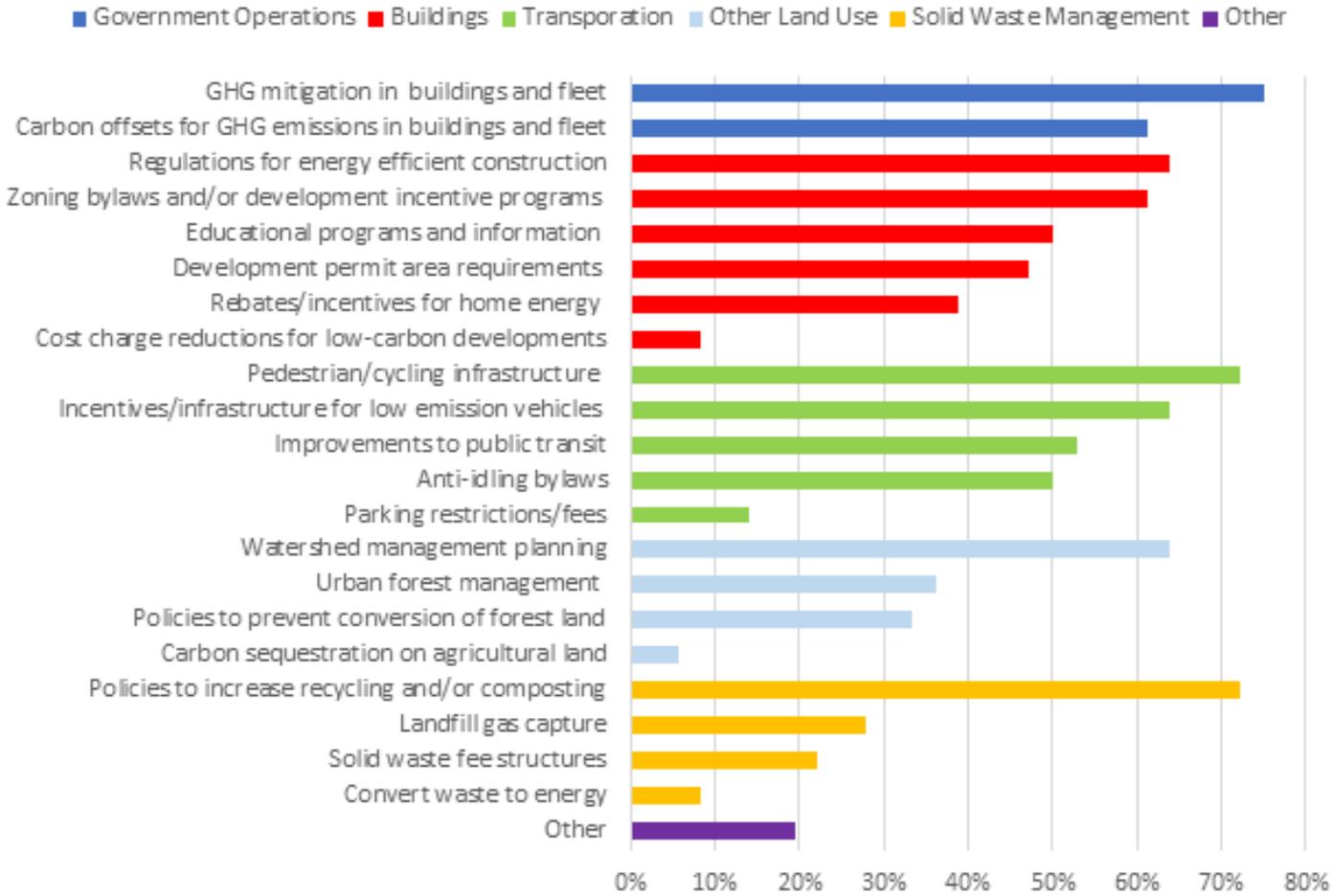


There is a high level for support for climate mitigation policies and practices

Municipalities and regional districts overall are highly supportive of taking action to mitigate climate change, and almost all have mitigation policies in place. Some of the most frequently mentioned priorities for climate change mitigation include: land use planning, green infrastructure, public transit, pedestrian and cycling infrastructure, building standards including civic buildings, fleet management, tree and forest conservation, and general community emissions reductions.

Municipalities and regional districts have implemented mitigation policies across a range of sectors, including government operations, buildings, transportation, land use, and solid waste management. Policies exist in almost all municipalities (Figure 9. Municipal mitigation policies by sector); only two indicated they have no mitigation policies currently in place. Most policies are investment-like policies, followed by regulations and incentives. The most frequently selected policy options included GHG mitigation in buildings and fleet (75%), pedestrian/cycling infrastructure (75%), and policies to increase recycling and/or composting (72%). Respondents were given the choice to indicate other policies not included in the list of options. They identified policies such as asset management, flood/sea level rise impact and mitigation studies, use of bio-diesel or renewable natural gas, investments in urban forest/tree planting, public education, corporate catering related to lower impact food choices, and establishing environment committees.

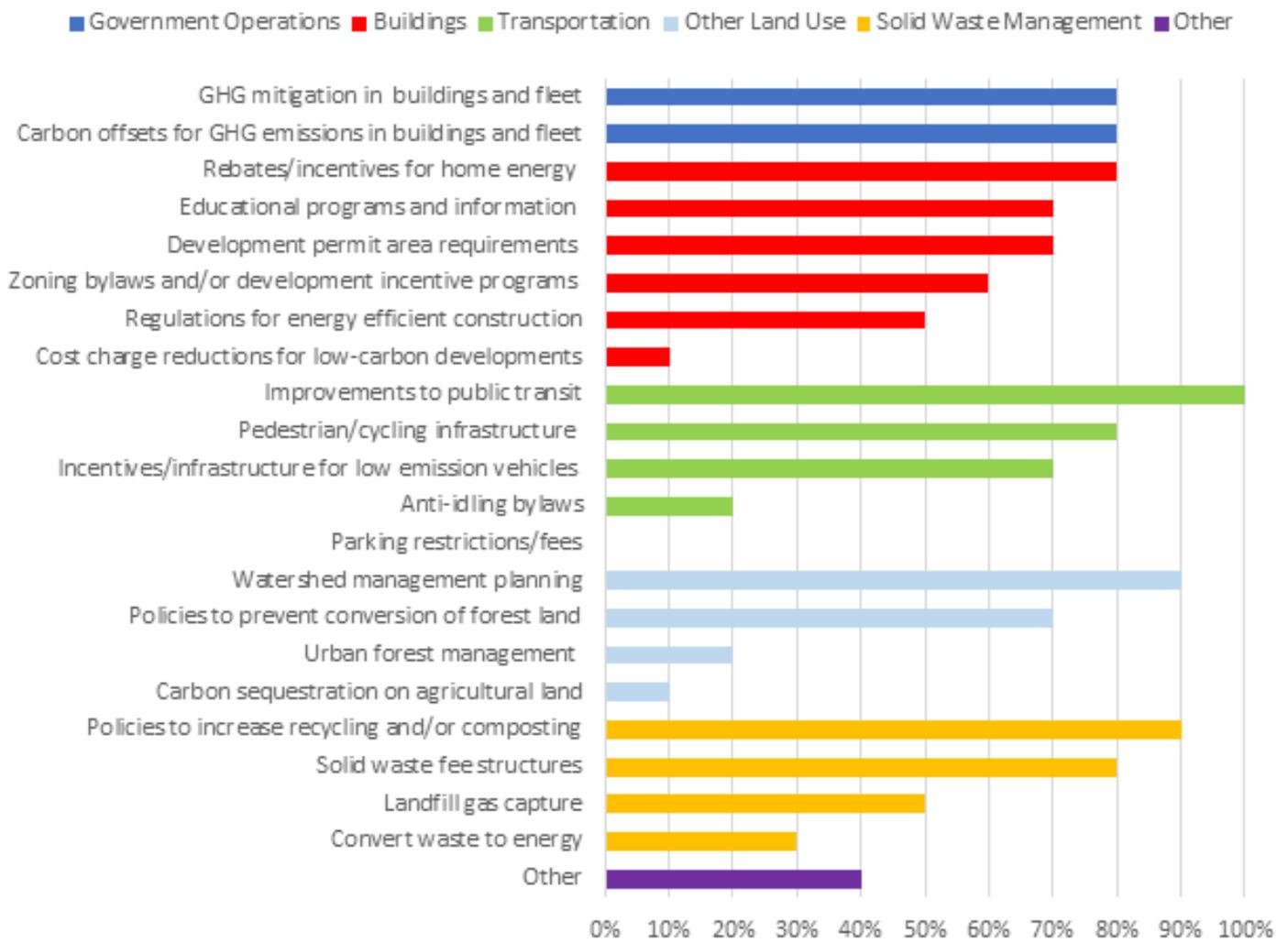
FIGURE 9. Municipal mitigation policies by sector



Climate change mitigation policies exist in all regional districts, across all sectors

Regional districts tend to have a higher number of mitigation policies in place compared to municipalities (average of 13 versus 9 for municipalities). The most frequently implemented policies in regional districts included improvements to public transit (100%), watershed management planning (90%), and policies to increase recycling and/or composting (90%). Differences in jurisdiction explain some of the differences in policies between regional districts as compared to municipalities; for example, regional districts tend to have more policies in the area of solid waste management. “Other” policies indicated by regional districts included water conservation measures, heat recovery, biosolids/woodwaste composting, integration of mitigation into plans including Official Community Plans and regional growth strategies, urban containment boundaries, emission reduction targets, and protection of Douglas fir.

FIGURE 10. Regional districts’ mitigation policies by sector



Pedestrian and cycling infrastructure have the highest support

When asked about community support for different policy types, respondents indicated the highest level of support for investments in pedestrian and cycling infrastructure (69%), GHG mitigation in civic buildings & fleet (69%), and improvements to public transit (67%). In regional districts, the policies with the highest support included pedestrian & cycling infrastructure, rebates/incentives for home energy upgrades, and watershed management planning (100% each). Government investment and incentives, as well as voluntary actions tend to receive higher support than regulations and pricing.

“Our staff is at capacity with existing work. We need more staff to manage new projects such as climate adaptation planning or even to finish the work on the list now.”

– Cumberland

It is uncommon to have dedicated staff working on climate issues

In terms of capacity, the majority of municipalities and regional districts do not have dedicated staff working on climate issues. Only 32% of municipalities and 40% of regional districts indicated that they have dedicated climate staff. Although the majority of municipalities do not have dedicated climate staff, four small municipalities do: Tofino, Ucluelet, Highlands, and Sechelt Indian Government District. Larger municipalities are more likely to have climate staff, with the four largest municipalities indicating that they all have dedicated staff. Regional districts with climate staff indicated they have between 1 to 4 staff.

There is a high level of support for climate adaptation policies

Similar to mitigation, municipalities and regional districts are overall highly supportive of taking action to help their communities adapt to climate change, and almost all have adaptation policies in place. Some of the top priorities for climate change adaptation mentioned in open-ended comments included emergency management planning, land use planning, infrastructure upgrades, green infrastructure, forest management and conservation, watershed management, asset management, water conservation, urban forests, food security and local food production, civic building standards, air quality, and planning for sea level rise. All regional districts and all but three municipalities have adaptation policies.

Support for adaptation policies varies

In municipalities, the most supported policies included storm water management (77%), emergency management planning (71%), and food security programs (71%). In regional districts, the policies with the most support included emergency management planning (100%), integration of adaptation into OCP/plans (100%), and lot level resiliency such as shade structures, rain gardens, rain barrels etc. (90%). One respondent noted that it is very difficult to gauge community support for the various policy options. Also, it was noted that in the case of regional districts, support can vary widely between communities.

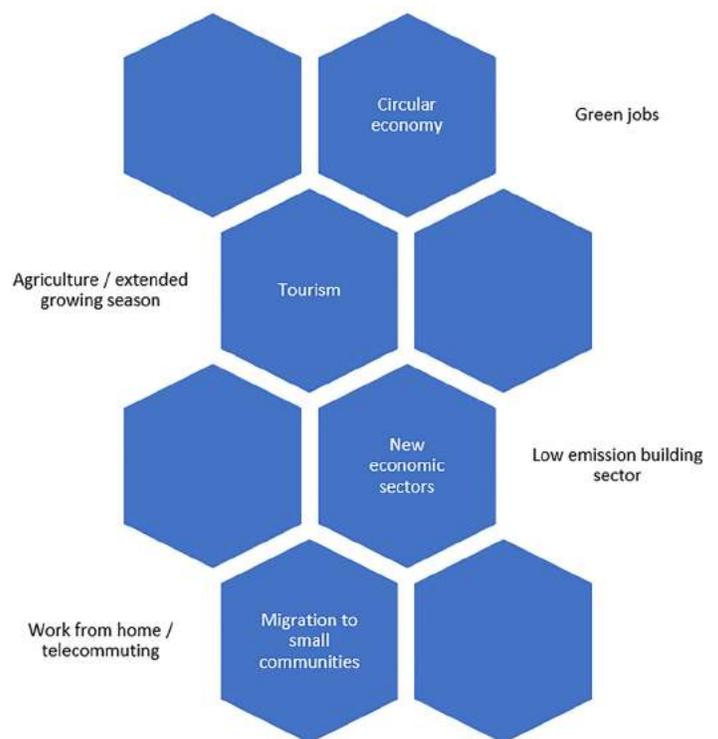
Barriers to action include a lack of financial resources and a lack of staff

Despite high levels of support for climate change mitigation and adaptation, local governments face a number of barriers to action, with lack of financial resources indicated as the top barrier for both municipalities and regional district. The second major barrier for municipalities is lack of staff capacity. Small municipalities face additional barriers including lack of expertise and limited data. Regional districts also tend to face additional barriers as compared to municipalities, struggling with limited authority and feeling a stronger lack of senior government support.

Opportunities for Climate Action: Green growth, clean energy, new jobs, rural vitality

Although responding to climate change is a huge challenge and local governments face a number of barriers to climate action, the climate crisis also presents opportunities for the future. Almost half (49%) of municipalities see new opportunities for their community as the climate changes; another 17% answered “maybe.” Among regional districts, 70% anticipate new opportunities and 30% answered “maybe.” Some examples of opportunities mentioned by respondents include building a circular economy, green jobs, benefits to agriculture including an extended growing season, tourism, new economic sectors such as the low emissions building sector, work from home/telecommuting opportunities, and increased migration to small communities, such as those in the VICC region.

Figure 11 Opportunities for climate action



Our shared future

Nearly all communities in the VICC region are already experiencing hazards and impacts related to changing weather patterns caused by climate change and most expect these hazards and impacts to continue and/or worsen into the future. Both municipalities and regional districts are overwhelmingly supportive of climate action, with 100% of local governments surveyed answering that climate change mitigation and adaptation are

either important or somewhat important to

their community. The vast majority of municipalities and all regional districts also indicated that their communities are supportive of implementing mitigation and adaptation policies. Most municipalities and all regional districts have implemented policies related to climate change mitigation and adaptation, with the numbers and types of policies varying by geography and by size of municipality. Despite these high levels of support for climate action, local governments face multiple barriers, particularly related to lack of financial resources and staffing capacity.

A lack of funding is a major barrier to local governments when it comes to climate change mitigation and adaptation. Limited authority and lack of senior government support were also important barriers, especially for regional districts, and survey respondents called for more regulatory and financial support from senior levels of government. This support could help build essential low-carbon infrastructure and fund community-level modelling projections to assess localized climate change impacts as well as the impacts of various policies on GHG emissions and costs to choose among most effective and efficient municipal and regional climate policies.

“Remarkable response to COVID by all levels of govt and by the public suggests we are capable of rising to the climate challenge. COVID has reinforced concerns about and is encouraging changes to address self-sufficiency (e.g., reliance on imported food and tourism).”

– Islands Trust

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Notes

ⁱ The government of BC's land use data may overestimate the share of old growth forest by including low productivity bog and subalpine forests; they should thus be interpreted with a note of caution (Ancient Forest Alliance, 2016). Furthermore, there is no commonly accepted definition of an old growth forest but that "most of B.C.'s coastal forests are considered to be old growth if they contain trees that are more than 250 years old. Some types of Interior forests are considered to be old growth if they contain trees that are more than 140 years old" (Government of British Columbia, 2020a). A report by Price et al. (Price, Holt, Bio, & Daust, 2020) on BC's old growth forest disaggregates old growth forest by different sizes and across different ecosystems (biogeoclimatic variants) and productivity classes. By their assessment, the vast majority (80%) of old growth forest in BC is comprised of small trees and only 3% of BC's remaining forests support large trees (Price et al., 2020).

ⁱⁱ Recently logged timber is that which was harvested within the past 20 years, or older if tree cover is less than 40% and under 6 metres in height. Selectively logged timber does not have a defined timeline, it is determined by viewing aerial imagery (areas where the practice of selective logging can be clearly interpreted on the Landsat TM image and TRIM aerial photography).

ⁱⁱⁱ Dependency ratio calculated according to Stats Can age groups of 0-19, 19-64, and 65+.

Vancouver Island and Coastal Communities: November 6th Resilience Summit Outcomes



Vancouver Island and Coastal Communities Climate
Leadership Plan (VICC-CLP) Steering Committee
viccclp.com

We respectfully acknowledge that the Vancouver Island and Coastal Communities Region is located upon the traditional unceded territories of many different Indigenous peoples.

Our climate change challenge

Climate change is a complex and ongoing challenge facing communities across the Vancouver Island and Coastal Communities Region (VICC). By 2050, it is anticipated that British Columbia will experience:

- Temperature increases of 1.3 to 2.7 °C;
- Increases in average annual rainfall from 2% to 12%, with summers being increasingly drier;
- Loss of glaciers resulting in changes to fish habitat, declining quality and storage of drinking water; and
- Continued rising sea levels along most of B.C.'s coast, more frequent wildfires and rainfalls.

Climate change will impact all sectors of society and the economy now and in the future. Communities large and small, rural and urban have adopted a range of initiatives and there are a growing number of regional plans that aim to scale up these efforts to promote co-ordinated actions. Climate change impacts are experienced at a local level, yet existing municipal and regional district governance structures can constrain climate action plans, making planning at a broader regional scale essential. This is why we need to plan at a Vancouver Island and Coastal Communities wide scale.

Our communities are connected in tackling this challenge. Our overarching goal is for all our climate actions to increase community resilience across the Vancouver Island and Coastal Communities region, which in turn will better prepare our communities to navigate climate challenges.



The plan

The **Vancouver Island and Coastal Communities Climate Leadership Plan Steering Committee** (VICC CLP SC) was convened by three Vancouver Island Mayors—Lisa Helps (Victoria), Josie Osborne (Tofino), Michelle Staples (Duncan)—to catalyze climate mitigation and adaptation throughout the region. The VICC CLP SC includes representatives from each of the regional districts on the island and the Sunshine Coast (urban and rural), working together to produce a regional plan that will catalyze climate mitigation and adaptation projects and activities throughout the coastal region.

This shares the outcomes and a preliminary set of goals and actions that were jointly developed with participants in the VICC's Community Resilience Summit which took place on November 6th 2020. Over 150 elected officials and members of staff from across the VICC region engaged in a series of workshops to begin the first steps of developing a Climate Action and Resilience Plan to 2030 for the island and coastal communities. Two additional engagement opportunities will contribute to the development of the plan: a youth climate summit and an opportunity for Indigenous-informed Indigenous engagement.

Equity and Social Justice

Equity and social justice principles strive for a fair and equal society in which each individual matters, their rights are recognized and protected, and decisions are made in ways that are fair. This includes: Accessibility (what programs or services are truly accessible, particularly to those without financial means) and Choice (who has agency to choose and what impacts the ability to choose?).

GOAL 1:

A social justice and equity lens must be placed on all climate change decision making

- Develop a social justice charter in order to ensure that the VICC's work is grounded in a vision of climate justice and equity.
- Establish an enabling a space for those with lived experience to contribute, creating an accountability structure to inform what is meant by 'equity & social justice', developing a clear picture of the impacts, etc.
- Ensure that actions/policies/etc. distribute the benefits of climate mitigation and adaptation. This may include reducing energy poverty and rent/demovictions with retrofit policies, designing sliding scales for financial incentives, defining and supporting food security, access to housing, expansion of public transit, and eliminating the unequal burdens caused by climate change.

GOAL 2:

By 2021 there is a framework established to ensure that the voices at the planning and decision making tables that develop this Island and Coastal Community Climate Strategy are diverse and inclusive

- **Diversify voices and facilitate equal participation:** de-stigmatize those in the community needing support, encourage youth voices and participation, remove barriers for youth, BIPOC, LGBTQ, and women to have a say at the table and get into leadership positions, and design policy for all working and/or planning tables that clearly identifies who has to be represented.
- **Identify and invite diverse groups/voices to participate:** measure equity and set goals (who is involved, are our systems changing to be representative of and responsive to diversity in community?), exploring language and engagement practices.

- **Improve engagement and diversity:** Set expectations for participation, identify facilitators, educate students, develop training in intersectional equality and accessibility, provide education about climate justice, increase opportunities for public engagement, remove financial barriers to participation and secure funding to support participation.

GOAL 3

Indigenous priorities must be centered within the planning and implementation process

- Recognize and acknowledge reconciliation and Indigenous knowledge in planning and decision-making from the beginning. Reconciliation involves recognition of history and centering Indigenous priorities within the planning process.
- Meaningfully include Indigenous Peoples in decision-making and consultation, including fair compensation for their involvement. Incorporate UNDRIP/DRIPPA/Truth & Reconciliation into the work. First Nations must have a say in decisions about their land.
- Recognise colonization and actively work towards decolonizing practices of government.
- Protect ecosystems and lands, particularly with regards to First Nations food systems.

It is important that a diversity of voices inform decision making.

The unique opportunities and barriers facing First Nations communities, as well as the ongoing traditional relationship with the land, mean that First Nations must be participants in the process. It is also important to understand the unique circumstances and needs of different populations, including children, youth, families living on lower incomes, renters, and those living on the edge, recognising that there are differences in how people can manage when a crisis occurs.

Healthy Communities and Social Resilience

Resilience is the ability to *persist, adapt, and transform*, and is a characteristic of healthy communities. We need to work together to prioritize and foreground this to senior levels of government as part of Climate Mitigation and Adaptation planning. In everything we do we must support the health and well-being of our most vulnerable populations; this will increase overall community resilience and a community's ability to better withstand the shocks and disruption that climate change will bring.

GOAL 1:

By 2030 everyone across the VICC has access to adequate health and wellbeing supports as per the social and ecological determinants of health

- Establish a VICC housing corporation to achieve economies of scale in building new zero emissions affordable housing.
- Set up opportunities for health professionals, elected officials and municipal staff to work together and share best practices; enhance information sharing through community health networks.
- Facilitate development of health and wellness hubs (e.g. recreation centres, food banks) where community groups collaborate with health professionals.
- Support all communities to incorporate the social determinants of health into local decision-making.
- Take a Health in All Policies approach to municipal (land use) planning.
- Island Health, BC Housing and the First Nations Health Authority develop a VICC wide partnership to address unmet needs.

GOAL 2:

By 2030 all communities on VICC use a common measurement of wellbeing and there is a 50% improvement from when we started measuring in 2022

- Determine the most suitable and EASIEST way to measure that is also culturally appropriate and incorporates Indigenous ways of knowing.
- Work through Community Health Networks (an existing entity focused on social determinants of health) to implement the wellbeing measurement function.
- VICC communities agree to using a common wellbeing measurement by Dec 31, 2021, to be used going forward.

- VICC communities will start measuring wellbeing (using the agreed-to measurement), and provide an initial report by Dec 31, 2022.
- Following the first set of reports, VICC communities will agree on which metric(s) to focus on collectively.

GOAL 3:

By 2030 we have a VICC wide emergency management plan with actions that achieve 100% resilience and address the needs of priority populations.

- Establish a VICC wide emergency management and resilience planning body/table to develop an Emergency Management Plan for the VICC region.
- Ensure that the VICC emergency management plan explicitly incorporates the needs of vulnerable populations and uses an equity lens.
- Advocate to Emergency Management BC for a broader scope in the emergency planning process that incorporates people who are already homeless or displaced in emergency management plans.
- Engage impacted people through participation in the planning process and in Emergency Response debrief sessions.
- Connect residents VICC wide to share best practices on social resilience and emergency preparedness at the street or neighbourhood level.

All of the actions to achieve these goals require a culture shift and transformation from the way projects are funded to the way we develop policy.

Targets and benchmarks are critical to keep progress on track and hold ourselves accountable to the linkages between the health of people and the health of the environment. Buy-in and involvement from other community stakeholders (fire, police, hospitals, VIHA, etc.) will be critical to the success of these actions.

Food Security

Healthy food systems and ecosystems are the foundations of healthy communities. Food security entails universal access to safe, healthy, culturally-appropriate food all year around and across the region. An overarching goal is the achievement of food sovereignty, in which communities are taking an *active* role in co-managing their food systems to ensure that these systems express their values.

GOAL 1:

By 2022, all communities have access to resources to support embedding food policy into their policies and practices, and region-wide forums exist to support and scale up these actions

- Support every community to incorporate food (sovereignty/security) into their planning and policies.
- Develop resources to inform leadership and staff about how this can be done.
- Establish forums for sharing community knowledge, advice, successes, and templates, and for identifying and lobbying for policy changes at other levels of government that would support this work.



GOAL 2:

We have complete local food systems that include infrastructure for production (growing, harvesting and processing), distribution and access by 2030, including the local knowledge and capacity to support them

- Support local growing and harvesting capacity, including access to lands and waters (develop land registries; innovative land-sharing programs; lobby for local access to and benefit from marine resources; develop research, training and knowledge transfer resources, etc.).
- Support local and regional processing and distribution capacity, at both household and regional scale (develop and support community kitchens; processing, storage, and distribution facilities; farmers markets, etc.).

- Enhance capacity by increasing learning and knowledge transfer about food systems, both to increase food literacy and to support those seeking to build careers, companies or organizations in sustainable food systems (reinvigorate farmers' institutes; develop new and expand existing educational programs to support food entrepreneurship and to braid local and Indigenous knowledge of food systems into courses and degrees).

GOAL 3:

Land and water-based ecosystems essential to food production are protected and restored region-wide by 2030

- Ensure ALR land is protected, and this is embedded in OCP and RGS language.
- Ensure that food systems are part of all land use planning and management.
- Advance the creation of Indigenous Protected and Conserved Areas and co-management agreements for important growing and harvesting areas, for marine as well as terrestrial species.
- Support and expand Indigenous Guardian Programs and other regional, place-based monitoring and stewardship initiatives that inform adaptation and serve as early warning systems for food safety.
- Develop systems for integrated community-based monitoring of productive ecosystems, and use this to shape adaptive management; ensure these processes consider connections and cumulative effects.
- Embed shoreline protection and restoration in OCPs to enhance "common" harvesting areas (with adequate monitoring for safety and to prevent overharvesting).

To be resilient, food systems need to be supported and organized across a variety of scales (household, neighborhood, community, regions) and they both require and support healthy lands and waters.

They also have the potential to help mitigate climate change and increase the resilience of communities to adapt to it. Prioritizing healthy lands and waters in all actions is essential. We need to recognize, respect, and develop synergistic relationships across First Nations' and Settler approaches to food systems. We can build upon the extraordinary variety of work that is already underway towards enhancing local, sustainable and resilient food systems.

Building resilient economies

A resilient economy is diverse, inclusive, and has the capacity to adapt and innovate.

We need to think regionally as we build economies that transition from unsustainable resource extraction and carbon dependant industries to resilient regional economies that support responsible energy use and can generate *more* employment and deliver *higher* returns.

GOAL 1:

By 2030 all municipalities in the VICC will invest in clean, renewable energy industry to diversify the economy and create jobs in the region

- Grand plan for municipalities and regional districts to electrify fleets:
 - Senior government commit to eliminate fossil fuels;
 - Support clean industry and tech, and research and development; and
 - Incentivize energy retrofits.
- Determine barriers to such investments:
 - Incentivize rural/urban/indigenous partnerships;
 - Incentivize revisions of OCPs to align with this goal; and
 - Work with provincial government to incentivize funding approaches.

GOAL 2:

By 2030 incentivize small businesses and rural communities through investing in tourism, innovation, and internet access

- Incentivize and support for cottage/small business industry start ups.
- Support Island Coast Economic Trust to start climate-related economic investment.
- Ensure funding is not administratively onerous.
- Invest in sustainable tourism (e.g. Forest Bathing).
- Invest in First Nation-led and owned tourism.
- Facilitate regional networking and regional project.

GOAL 3:

Develop policy framework for measuring success of resilient economies (emphasis on triple bottom line)

- Coordinate all local governments to use common framework to measure prosperity and economic resilience:
 - Monitor support in various programs;
 - Be sure communities have resources to do this work;
 - Create platform to share results;
 - Adopt triple bottom line framework; and
 - Train local governments to apply framework.

We have a vision for a greener, smarter, and more inclusive economy.

Environmentally sustainable businesses that use clean and renewable energy are fundamental to building resilient economies that can regenerate rapidly after stress, and will often improve their situation compared to the pre-shock world.



Circular Economy

A circular economy aims to eliminate waste and pollution, keep products and materials in use, and regenerate natural systems. In order to minimise the use of resource inputs and the creation of waste, pollution and carbon emissions, products of non-biological “technical materials” such as metals, plastics and synthetic chemicals are kept cycling in the economy through the design of systems that facilitate reuse, sharing, repair, refurbishment, remanufacturing and recycling. Organic based biological materials are managed to ensure that at end-of-life they are properly decomposed to return nutrients to the environment to support the regeneration of natural systems.

GOAL 1:

Reduce 50% of food waste and divert 100% of organic material from landfill and incineration and by 2030

- Increase food waste reduction education for residential and commercial.
- Coordinate with forestry, restaurants and grocery stores to create new collection streams
- Ban organics from co-mingled waste streams.
- Establish organics processing infrastructure at all scales – rural, small and large municipalities.
- Capture forestry and industrial waste in the accounting of waste organic material.
- Refine regulations to improve quality of composted materials and their distribution.
- Develop local food production and supply chains.



GOAL 2:

Reduce per-capita disposal of material and consumer good waste to 150kg (85% Diversion) by 2030

- Increase and highlight re-use, repair, rental and sharing skills and services.
- Advocacy for right to repair.
- Regulations to decrease packaging waste/ban single-use items.
- Expand and reform extended producer responsibility (EPR) programs - recovery standards and percentage of recycled materials, incentives for redesign to support circularity.
- Increase access to recycling for rural communities through strengthening EPR programs and service levels.
- Address Industrial, Commercial & Institutional and Construction & Demolition waste streams.

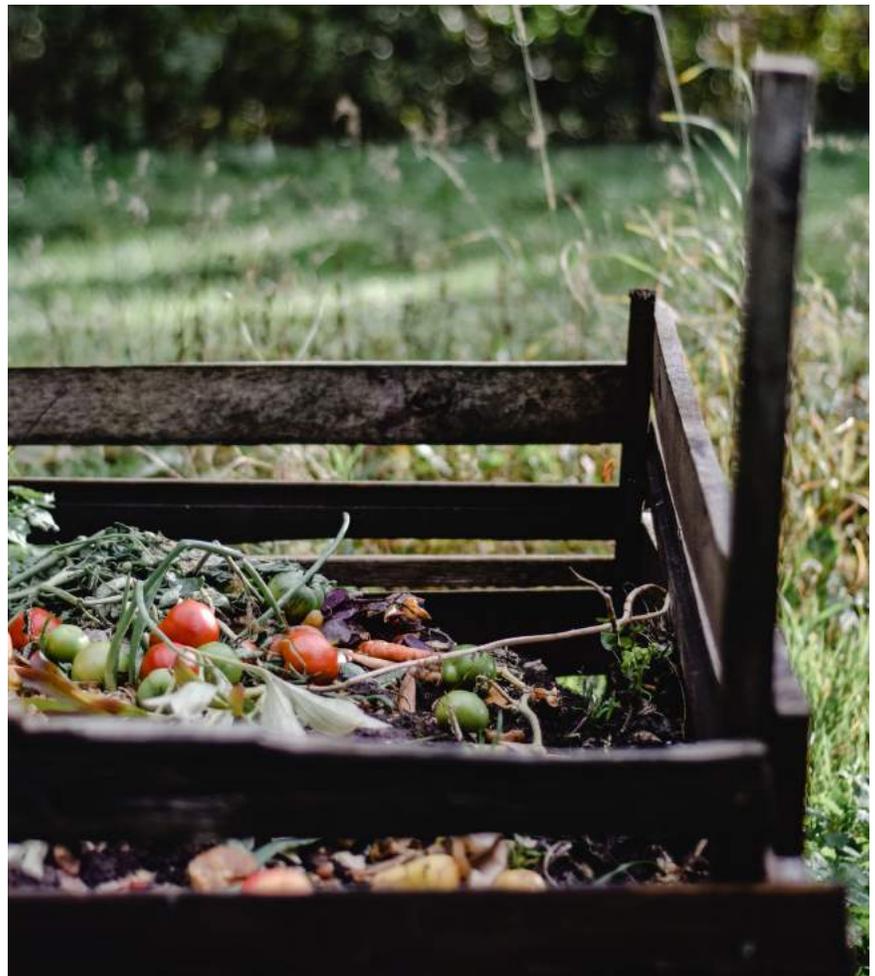
GOAL 3:

Re-localize supply chains and increase local circular business

- Establish VICC circular procurement policy and systems.
- Increase skills training for trades and local resource manufacturing and food production.
- Establish hubs for re-use, sharing and repairing.
- Maximize local food chain capacity and remove regulatory and capacity barriers, such as over-restrictions of FoodSafe meant for large industrial food processing but penalizing small, local suppliers.
- Develop educational campaign promoting local services and products.
- Examine supply management.
- Incentivize and support circular business development.

There is great potential for impact.

According to a 2009 US EPA study, 50% of total Green House Gas emissions result from the provision of food and goods (products and packaging). These emissions are accrued at each step of the item's value chain from material extraction, production, transportation, consumption and disposal. By systemically addressing how we manage materials by reducing extraction of raw materials, re-localizing supply chains, designing materials for re-use, repair and recycle, and reducing waste, large reductions in GHG emissions across sectors can be achieved – by some estimates, up to 2/3rds of the emissions in the provision of food and goods.



Resilient Infrastructure

Infrastructure is the basic physical and organizational structures and facilities (e.g. buildings, roads, power supplies) needed for the operation of a society or enterprise; infrastructure resilience is the ability to reduce the magnitude and/or duration of disruptive events. The effectiveness of a resilient infrastructure or enterprise depends upon its ability to anticipate, absorb, adapt to, and/or rapidly recover from a shock.

GOAL 1:

Resilient Water Management

- Develop plans to assess capacity, durability and redundancy of water management systems regarding runoff, drinking water and non-potable water under potential climate change scenarios.
- Collaborate to identify capacity, jurisdiction, treatment, existing water uses, etc.
- Develop a common model of risk assessment.
- Integrate an understanding of systems, both natural and built, into water management.
- Ensure preparedness of existing systems.
- Develop integrated watershed management.

GOAL 2:

Resilient transportation Infrastructure for all modes of transportation

- Identify modes of transport, hubs, corridors, safety nets.
- Institute broad collaborative planning.
- Develop a united front to lobby province.
- Free electrified transit.
- Shared roads for all modes.
- Lobby to change MOTI's operating principles, road definitions.
- Lobby TC public transportation infrastructure.
- Improve data sharing.

GOAL 3:

Identify Infrastructure needs (both new and replacement) and funding

- Develop plans to assess risks and redundancy of infrastructure for transport of people, goods, resources, etc. under potential climate change scenarios.
- New building planning should be multifunction.
- Increase capacity to deal with as much waste processing locally as possible, including recycling, salvage, etc.
- Identify and upgrade existing infrastructure.
- Develop integrated plans on how to recover / rebuild after major events.
- Develop new funding models (new taxation tools), criteria that support the development of resilient infrastructure.
- Planning for collapse.

We need new ways of working to support infrastructure resilience.

We need flexible and scaleable projects. We need to support and celebrate the leaders and champions and to develop community education and consultation. We need better resources and information sharing. We need to collaborate with industry, trades, communities, volunteer groups (e.g. streamkeepers), First Nations, labour unions and youth.

Green Infrastructure

Green infrastructure incorporates both the natural environment and engineered systems to provide clean water, conserve ecosystem values and functions and provide a wide array of benefits to people's health and wellbeing. Green infrastructure solutions can be applied at the scale of a building through to the broad landscape. Examples of green infrastructure practices at a local level are permeable pavements, green roofs, and rainwater harvesting systems while across a landscape the preservation and restoration of an interconnected network of natural and semi-natural areas is key.

GOAL 1:

By 2030, embed the use of sustainable, renewable materials and permeable living surfaces into all new and retrofit built infrastructure to achieve 100% increase from 2020 levels

- Think of roads as pathways for the whole community and design for mixed-use active transport, reduced impermeability, and protection and restoration of natural assets.
- Expand the use of green roofs, carbon sequestering materials in building supplies, rain gardens, bioswales etc. in new builds and retrofits.

GOAL 2:

By 2030 ecosystem-based management underpins all land use in VICC to maintain and restore healthy aquatic and terrestrial ecosystems and to optimize the rebuilding of carbon stores

- Expand the protection and restoration of natural areas and ecological features.
- Develop water sustainability plans for all watersheds.
- Ensure local communities and First Nations are part of forest management decision making.
- Design and manage for ecological connectivity on the local and regional scale.

GOAL 3:

By 2030, VICC local governments will have integrated natural amenity accounting

- Develop VICC-wide data inventory of natural assets and amenities.
- Ensure that natural amenity accounting is developed with key stakeholders--including First Nations--and the data is shared in order to improve decision making and track progress.

Green infrastructure is a cost-effective, resilient approach to reducing flood risk and the impacts of heat and drought while providing many community benefits such as carbon storage, clean drinking water, fish and wildlife, and spaces to recreate.

Meeting these goals will take strong advocacy to communicate and coordinate across jurisdictions and First Nations. Key stakeholders include the ministries of Agriculture, Food and Fisheries, Environment and Climate Strategy, Finance, Forests, Lands and Natural Resource Operations and Rural Development, Indigenous Relations and Reconciliation, Municipal Affairs, and Transportation and Infrastructure, the AVICC, UBCM, First Nations communities, the BC Products Stewardship Council and the CRD interprovincial working group.



Buildings: getting to net zero through retrofits and new builds

Resilient and zero-emissions buildings can help achieve climate goals, reduce home-heating costs, and enable new skills-building for construction workers. Both emissions reductions and adaptation to changing climate conditions need to be accounted for when planning new builds and upgrading existing infrastructure. This is critical for mitigation.

GOAL 1:

By 2030, existing buildings will reduce energy usage and GHGs by 40%. All new retrofits must consider resiliency and adaptation.

- Develop retrofit financing tools (like PACE - Property Assessed Clean Energy) that work for everyone and cover all types of buildings (residential, commercial, industrial, institutional).
- Generate research-based metrics and targets that can be used to track progress, improved access and quality of data, and enhance capacity of energy advisors to support these targets.
- Create an advocacy, education and action plan for all local governments through AVICC, including hazard mapping to support appropriate land use and resilience planning.
- Lobby provincial government to pass legislation to ban oil heating, mandate point of sale building energy labelling and a building benchmarking program for large buildings.
- Work with communities to develop official retrofit programs plans, including a retrofit builders training program, one stop retrofit program for homeowners, and regional teams to facilitate, educate and support public uptake of rebate programs.

GOAL 2:

By 2030, all new buildings will be net-zero and resilient to the localized impacts of climate change.

- Alter the step code to include GHG emissions.
- All VICC Communities adopt step code by 2025.
- Local governments require low carbon heating and cooling systems through building bylaws (Greenhouse Gas Inventory, GHGi).
- Advise and offer training to local developers and builders to meet this goal.
- Adopt hazard lands development permit areas (sea level rise, wildfire interface, steep slope).
- Adopt development permit area guidelines for energy efficiency.

GOAL 3:

By 2025 (at the latest) we have the capacity across the island to support net zero and resilient buildings.

- Develop enough expertise to achieve goals 1 and 2 through increased training programs and green qualifications and licensing of trade.
- Ensure that a broad cross section of community is recruited (better representation of women and other equity seeking groups), including potentially workers from the fossil fuel sector.
- Ensure that funding and capacity for retrofits is in place and that building owners are aware of who can do the work in their communities.
- Develop programs and networks to support net-zero and climate resilient buildings, including energy auditor programs available remote communities, and net-zero and climate resilient building awards.

Switching to low-carbon technologies and increasing energy efficiency of buildings can move us forward to a future where buildings produce no emissions at all.

Regulatory changes, advocacy initiatives, and financing tools can help communities save money on heating, create new 'green' jobs, and be prepared to resist upcoming climate-related natural hazards.

Decarbonised transport

Transportation is one of the biggest contributors to greenhouse gas emissions in the region. In line with the provincial CleanBC strategy, the region needs to move to a zero-emission vehicle future with widely available charging infrastructure. We also need to connect all communities via transit, railway, and biking to allow for decreased reliance on driving and complete streets development of communities across the region.

GOAL 1:

By 2025, have accessible electric vehicle (EV) charging infrastructure for personal & commercial transport in all VICC communities in all sectors

- Build EV infrastructure including acquiring land that can be used for Level 3 charging.
- Collaborate with the private sector including partnering with car share and ride sharing companies to electrify their fleets.
- Develop a secure written agreement with all regional districts (RDs) to build and coordinate the charging system with support from BC Hydro and the provincial government.
- Increase broad education on the benefits of electrification, existing policy and costs of installing stations—use data and technology to increase support for EVs.
- Prioritize areas with greater density of apartments to have more access to public charging infrastructure—this infrastructure placement should be informed by good transportation data and projections.
- Provide rebates for charging infrastructure to home owners and developers.
- Use provincial post-COVID and other funding (e.g., CleanBC) to invest into EV charging stations in existing attached buildings.
- Develop regulations/bylaws for new developments requiring installation of EV charging stations.



GOAL 2:

By 2030, connect communities via biking, transit, and railway corridors and EV rentals in VICC

- Create an intergovernmental task force to model interconnectivity infrastructure.
- Develop public-private partnerships to enable collaborations between BC Transit, BC Ferries and the private sector (i.e., car share, e-mobility, rental companies).
- Enable full cost accounting/economic analysis of different transportation options and communication to public (i.e., account for co-benefits including safety, benefits for tourism and environmental benefits).
- Develop zoning requirements to enable EV rentals in appropriate places.
- Lobby BC and federal governments to develop a regional transportation plan and to receive their support/buy-in.
- Learn from leading jurisdictions on how such interconnectivity can be achieved and what policies and governance institutions need to be developed.

GOAL 3:

By 2025, allow for only complete streets design approach including transit-oriented development, densification and access to services

- Provide education to governments (i.e., elected representatives and staff) and developers about the benefits of this design approach and how it can be implemented.
- Write these principles into Official Community Plans (OCPs).
- Offer tax incentives or benefits to projects/developments that use this approach.
- Enable municipalities to buy land next to future transit/railway corridors to build housing, and then use money and profits to fund sustainable transportation projects.
- Lobby the provincial government for legislation mandating the implementation of these approaches by every level of government across the province—BC's Ministry of Transportation and Infrastructure can be used an active partner.

Electrifying vehicles and connecting communities via zero-emission transportation modes will lead to substantial environmental and socio-economic benefits.

To accelerate the transition, the region needs to have an integrated regional transportation plan. The plan will enable conversations with the provincial government to seek funding for EV charging infrastructure in all types of buildings, implementing new infrastructure to connect communities by rail and biking, and developing communities in a transit-oriented manner.

Active Transportation

Active transportation is central to health and wellbeing. Active transportation is any human-powered transportation like walking and cycling; it can be combined with other modes like transit. Investing in infrastructure to support active transportation protects the safety and wellbeing of friends and family and creates liveable spaces. Increasing active transportation can reduce trips made by vehicles and help us to meet our climate goals. Presently around 80% of GHG emissions in the province are from energy of which half are from transportation.

GOAL 1:

Two-thirds of trips to be made by active transport by 2030

- Mandate Vision Zero: No traffic fatalities.
- Update provincial road construction guidelines using Vision Zero, System Safety approach to road design, AAA (all ages and abilities) lens, prioritizing vulnerable road users and active transportation.
- Support cultural shift to active transportation in education and training.
- Reallocate street space for active transportation.
- Secure reliable, stable multi-year funding to implement Active Transport planning.
- Ensure that there is a rural lens on Ministry of Transportation and Infrastructure (MOTI) road guidance. Rural communities face different constraints and needs.
- Establish a VICC platform for shared policy learning.

GOAL 2:

Implement integrated regional transportation planning (inclusive of active transport) by 2030

- Jointly address Interregional planning gaps and identify priorities.
- Develop regional Memorandum of Understanding to convene municipalities and Electoral Areas at the Regional District Level to conduct regional transportation planning.
- Advocate for the Province to invest in inter-community connections for active transportation and transit. Ensure Province and BC Transit prioritize active transportation and inter-jurisdictional connections.
- Advocate for dedicated funding for integrated transportation planning across functionally connected areas. Establish fiscal incentives for joint planning and transportation infrastructure delivery.

GOAL 3:

Ensure dedicated, stable, long-term funding for active transport by 2025

- Advocate for safe pathway maintenance to be covered in maintenance agreements and contracts to reduce barriers for small communities.
- Adopt fiscal incentives for employees who commute by active transport.
- Advocate for 1% of sales tax to municipalities.
- Advocate for a usage-based insurance system for vehicles in order to incentivise a reduction in vehicle use.
- Advocate for an increase in Federal Gas Tax funding.
- Advocate for green infrastructure stimulus for active transport from the federal government.



We have the vision and the will. We know what to do. We need the capacity and agency to pull it off!

Upper level governments, in particular the Provincial government, set the incentives for investment in active transportation. This includes regulatory and implementation guidance that is often out of date or contradictory when it comes to active transportation. Too often incentives are set against active transportation. We need solutions that work for communities of all sizes—rural and urban.



Vancouver Island and Coastal Communities: Youth Summit Outcomes



Vancouver Island and Coastal Communities Climate Leadership Plan (VICC-CLP) Steering Committee
viccclp.com

We respectfully acknowledge that the Vancouver Island and Coastal Communities Region is located upon the traditional unceded territories of many different Indigenous peoples.

Our climate change challenge

Climate change is a complex and ongoing challenge facing communities across the Vancouver Island and Coastal Communities Region (VICC). By 2050, it is anticipated that British Columbia will experience:

- Temperature increases of 1.3 to 2.7 °C;
- Increases in average annual rainfall from 2% to 12%, with summers being increasingly drier;
- Loss of glaciers resulting in changes to fish habitat, declining quality and storage of drinking water; and
- Continued rising sea levels along most of B.C.'s coast, more frequent wildfires and rainfalls.

Climate change will impact all sectors of society and the economy now and in the future. Communities large and small, rural and urban have adopted a range of initiatives and there are a growing number of regional plans that aim to scale up these efforts to promote co-ordinated actions. Climate change impacts are experienced at a local level, yet existing municipal and regional district governance structures can constrain climate action plans, making planning at a broader regional scale essential. This is why we need to plan at a Vancouver Island and Coastal Communities wide scale.

Our communities are connected in tackling this challenge. Our overarching goal is for all our climate actions to increase community resilience across the Vancouver Island and Coastal Communities region, which in turn will better prepare our communities to navigate climate challenges.



Young people are leading the charge. Today's young people are crucial to building a fairer, more sustainable future.



The plan

The **Vancouver Island and Coastal Communities Climate Leadership Plan Steering Committee** (VICC CLP SC) was convened by three Vancouver Island Mayors—Lisa Helps (Victoria), Josie Osborne (Tofino), Michelle Staples (Duncan)—to catalyze climate mitigation and adaptation throughout the region. The VICC CLP SC includes representatives from each of the regional districts on the island and the Sunshine Coast (urban and rural), working together to produce a regional plan that will catalyze climate mitigation and adaptation projects and activities throughout the coastal region.

This document shares the **VICC's Climate Action Goals: Youth** across several thematic areas. These goals were jointly developed with participants in the VICC's Youth Climate Forum which took place May 8th, 2021. This event brought together youth and young adults between the ages of 13-26 to collaborate on visions, goals, and actions for the region.

Theme 1: Equity, Healthy Communities, Social Justice, and Social Resilience

Resilience is the ability to *persist, adapt, and transform*, and is a characteristic of healthy communities. In everything we do, we must support the health and well-being of our most vulnerable populations; this will increase overall community resilience and a community's ability to better withstand the shocks and disruption that climate change will bring.

Equity and social justice principles strive for a fair and equal society in which each individual matters, their rights are recognized and protected, and decisions are made in fair ways. This includes Accessibility (what programs or services are truly accessible, particularly to those without financial means) and Choice (who has the agency to choose and what impacts the ability to choose?).

GOAL 1:

Live according to the principles of UNDRIP

- Ensure that the principles of UNDRIP are upheld;
- Ensure that communities are connected and that they work together to protect the environment;
- Recognize and acknowledge reconciliation and Indigenous knowledge in planning and decision-making from the beginning. Reconciliation involves recognition of history and centering Indigenous priorities within the planning process;
- Develop principles and legislation so that lands and waters have the opportunity to be recognised as living beings with rights.

GOAL 2:

By 2030, a social justice and equity lens must be placed on all climate change decision making

- Ensure that no one is unhoused in BC by 2025 and ensure that everyone has enough food;
- Ensure there is equitable access to mitigate climate emissions for everyone;
- Develop better mental health resources and education in schools, universities, institutions, and workplaces;
- Research barriers to taking climate action and ensure that these are considered in climate mitigation and adaptation policies;
- Implement Green New Deals across municipalities.

GOAL 3:

Promote more education and equal opportunities for people to act and live in harmony with land, waters and people

- Develop more resources and educational materials for individuals to be sustainable, ensuring throughout that people feel empowered through the educational system;
- Develop alternative economies so that people do not have to choose between a healthy environment or a healthy economy;
- Develop more opportunities for outdoor education schemes for all age ranges;
- Establish more opportunities for people to spend time outdoors to aid health conditions;
- Ensure that climate science is included in every school's curriculums;
- Diversify voices and facilitate equal participation: de-stigmatize those in the community needing support, encourage youth voices and participation, remove barriers for youth, BIPOC, LGBTQ, and women to have a say at the table and get into leadership positions, and design policy for all working and/or planning tables that clearly identifies who has to be represented.

All of the actions to achieve these goals require a culture shift and transformation from the way projects are funded to the way we develop policy. We think it is important that a diversity of voices inform decision making.



Theme 2: Food Security and Sovereignty

Healthy food systems and ecosystems are the foundations of healthy communities.

Food security entails universal access to safe, healthy, culturally-appropriate food all year round and across the region. An overarching goal is the achievement of food sovereignty, in which communities are taking an active role in co-managing their food systems to ensure that these systems express their values.

GOAL 1:

By 2025, most of our food is from the island and grown sustainably

- Grow food in public areas wherever possible and equip communities with the policies and financial means to get this started;
- Work with the province and federal government to support the development of kelp farming;
- Develop a programme where every school can set up a community garden;
- Advocate that local universities and institutions invest in and research cultivated meats;
- Encourage the phasing out and banning of fish farms;
- Establish forums for sharing community knowledge.

GOAL 2:

By 2022, all communities have access to resources to support embedding food policy into their policies and practices

- Ensure First Nations can harvest important food sources;
- Reduce cost barriers for the new generation of farmers (ecosystem service enhancement).

GOAL 3:

By 2030, land and water-based ecosystems that are essential to food production are protected and restored region-wide

- Ensure Agricultural Land Reserve (ARL) is protected and increased its productivity;
- Encourage landlords to allow (and encourage) renters to grow their own food;
- Ensure that food systems are part of all land use planning and management;
- Advance the creation of Indigenous Protected and Conserved Areas and co-management agreements for important growing and harvesting areas.

To be resilient, food systems need to be supported and organized across a variety of scales (household, neighborhood, community, regions) and they both require and support healthy lands and waters.

They also have the potential to help mitigate climate change and increase the resilience of communities to adapt to it. Prioritizing healthy lands and waters in all actions is essential. We need to recognize, respect, and develop synergistic relationships across First Nations' and Settler approaches to food systems. We can build upon the extraordinary variety of work that is already underway towards enhancing local, sustainable and resilient food systems.



Theme 3: Circular Economy

A circular economy aims to eliminate waste and pollution, keep products and materials in use, and regenerate natural systems. To minimise the use of resource inputs and the creation of waste, pollution and carbon emissions, products of non-biological “technical materials” such as metals, plastics and synthetic chemicals are kept cycling in the economy through the design of systems that facilitate reuse, sharing, repair, refurbishment, remanufacturing and recycling. Organic-based biological materials are managed to ensure that at end-of-life they are properly decomposed to return nutrients to the environment to support the regeneration of natural systems.

GOAL 1:

By 2025, reduce 50% of food waste and divert 95% of organic material from landfill and incineration

- Legislate to ensure that businesses dispose properly of their waste;
- Learn from and build upon existing models that work for reducing and redirecting food waste;
- Develop efficient and effective composting systems that are required in all schools;
- Establish better educational materials on how to manage food waste and compost for residential and commercial properties;
- Provide greater access and funding for recycling depots in more parts of cities and rural areas;
- Coordinate with forestry, restaurants and grocery stores to create new collection streams;
- Ban organics from co-mingled waste streams;
- Coordinate compost audits with farmers;
- Discourage ‘throw-away’ culture, and where it exists, ensure that there are means for people to re-use safely.

GOAL 2:

By 2023, ban all plastic packaging and mandate that all sellable goods are either recyclable or reusable

- Develop alternative materials which are less energy-intensive;
- Legislate that packaging be compostable or re-usable (see Good Natured Products Inc);
- Develop regulations to decrease packaging waste/ban single-use items;
- Establish a strategy to manage ‘bioplastics’.

GOAL 3:

Support communities via education and opportunities to grow more, compost more, and promote circular economies

- Support more education programmes around composting, recycling and reusing;
- Create programmes for students to connect with farmers;
- Encourage institutions, workplaces and businesses to promote multi-use products and/or compostable items;
- Devote sufficient funding so that local circular businesses can thrive;
- Encourage more food growing areas in urban spaces.

There is great potential for impact.

According to a 2009 US EPA study, 50% of total Green House Gas emissions are from the provision of food and goods (products and packaging). These emissions are accrued at each step of the item's value chain from material extraction, production, transportation, consumption and disposal. By systemically addressing how we manage materials by reducing extraction of raw materials, re-localizing supply chains, designing materials for re-use, repair and recycle, and reducing waste, large reductions in GHG emissions across sectors can be achieved – by some estimates, up to 2/3rds of the emissions in the provision of food and goods.



Theme 4: Green and Resilient Infrastructure

Infrastructure is the basic physical and organizational structures and facilities (e.g. buildings, roads, power supplies) needed for the operation of a society or enterprise; infrastructure resilience is the ability to reduce the magnitude and/or duration of disruptive events. The effectiveness of a resilient infrastructure or enterprise depends upon its ability to anticipate, absorb, adapt to, and/or rapidly recover from a shock.

Green infrastructure incorporates both the natural environment and engineered systems to provide clean water, conserve ecosystem values and functions and provide a wide array of benefits to people's health and wellbeing. Green infrastructure solutions can be applied at the scale of a building through to the broad landscape.

GOAL 1:

To preserve, protect, fund and restore 80% of essential natural assets and carbon sinks by 2030 (e.g. wetlands, salt marshes, old-growth, kelp forests)

- By 2022, all old-growth forests and sensitive ecosystems are protected and their health is continuously monitored;
- Expand co-management of natural areas with local First Nations;
- Develop conservation and restoration of native ecosystems (e.g. Garry Oak meadows, wetlands, forests);
- Develop regional care of marine ecosystems for local seafood;
- Monitor populations of key species;
- Host invasive species removal and native plant propagation in collaboration with First Nations.



GOAL 2:

By 2030, ecosystem-based management underpins all land use in VICC to maintain and restore healthy aquatic and terrestrial ecosystems and to optimize the rebuilding of carbon stores

- Expand the protection and restoration of natural areas and ecological features;
- Develop water sustainability plans for all watersheds;
- Ensure local communities and First Nations are part of forest management decision making;
- Design and manage ecological connectivity on the local and regional scale.

GOAL 3:

By 2030, all infrastructure is climate-ready

- Ensure BC is net-zero by 2035!
- Develop adaptation mechanisms such as sea walls and rain gardens;
- Ensure resilient water management;
- In coordination with the goals set out for active transport, ensure an increase in safe bike lanes.

We need new ways of working to support infrastructure resilience.

We need flexible and scalable projects. We need to support and celebrate the leaders and champions and to develop community education and consultation. We need better resources and information sharing. We need to collaborate with industry, trades, communities, volunteer groups (e.g. streamkeepers), First Nations, labour unions and youth.

Green infrastructure is a cost-effective, resilient approach to reducing flood risk and the impacts of heat and drought while providing many community benefits such as carbon storage, clean drinking water, fish and wildlife, and spaces to recreate.

Meeting these goals will take strong advocacy to communicate and coordinate across jurisdictions and First Nations.

Theme 5: Buildings: Getting to Net-Zero through Retrofits and New Builds

Resilient and zero-emissions buildings can help achieve climate goals, reduce home-heating costs, and enable new skills-building for construction workers. Both emissions reductions and adaptation to changing climate conditions need to be accounted for when planning new builds and upgrading existing infrastructure. This is critical for mitigation.

GOAL 1:

By 2030, all new buildings are powered by 100% renewable energy, will be net-zero and resilient to the localized impacts of climate change

- Phase out fossil fuel extraction by 2027 and subsequently ban oil heating;
- Work with communities to develop official retrofit programs plans;
- Promote lifecycle costing so that more sustainable building options are assessed based on the cost throughout the entire life of the infrastructure;
- Encourage the building of smaller houses and apartments;
- Ensure that no one is unhoused by 2025 and embed social justice in all new building developments.

GOAL 2:

By 2030, all existing buildings are retrofitted

- Ensure all existing buildings are powered by renewable sources;
- Ensure there is sufficient funding and support for retrofits and that building owners are aware of who can do the work in their communities;
- Establish more heat-pump rebates;
- Encourage the re-use of building materials wherever possible and ensure greater transparency in what happens in building waste;
- Prevent demolishing buildings and start re-using them as much as possible.

GOAL 3:

By 2025 (at the latest), we have the capacity across the island to support net-zero and resilient buildings.

- Establish a legislative authority (i.e. in LGA) so that local governments can regulate fuel usage in new buildings and promote fuel switching in existing buildings;
- Have local governments 'lead by example';
- Create partnerships between communities to get to net-zero together and share good practices;
- Raise awareness in the community of what types of community energy programs are available, types of funding, contractors in the area, etc.;
- Adopt a low-interest renewable energy and retrofit program.

Switching to low-carbon technologies and increasing the energy efficiency of buildings can move us forward to a future where buildings produce no emissions at all.

Regulatory changes, advocacy initiatives, and financing tools can help communities save money on heating, create new 'green' jobs, and be prepared to resist upcoming climate-related natural hazards.



Theme 6: Decarbonised Transport

Transportation is one of the biggest contributors to greenhouse gas emissions in the region. In line with the provincial CleanBC strategy, the region needs to move to a zero-emission vehicle future with widely available charging infrastructure. We also need to connect all communities via transit, railway, and biking to allow for decreased reliance on driving and complete streets development of communities across the region.

GOAL 1:

By 2030, everyone has access to free public transportation within and between communities

- Establish sustainable transport options: e.g. island corridor from Victoria to Courtney;
- Shift away from Victoria Regional Transit Commission model toward CRD-based transit governance with lots of voting seats for riders/stakeholders (e.g. First Nations, students, seniors, people with disabilities);
- Ensure user groups always have a say in their transport systems.

GOAL 2:

By 2025, all public transport is electric and there is at least one bike parking space for every car parking space in BC

- Electrify all public transport;
- Ensure that everyone can access free public transport: i.e. free bus, free train, with no age restrictions;
- Develop more EV infrastructure;
- Develop regulations/bylaws for new developments requiring the installation of EV charging stations;
- Develop and promote the use of bikes, bikeable cities and bikeable rural areas.

GOAL 3:

By 2025, there is an island-wide transportation plan

- Ensure that there are viable, affordable options connecting communities via (bike share, car share, bus, rail);
- Implement this system using passes, such as the Marmot card.

Electrifying vehicles and connecting communities via zero-emission transportation modes will lead to substantial environmental and socio-economic benefits.

To accelerate the transition, the region needs to have an integrated regional transportation plan. The plan will enable conversations with the provincial government to seek funding for EV charging infrastructure in all types of buildings, implementing new infrastructure to connect communities by rail and biking, and developing communities in a transit-oriented manner.



Theme 7: Active Transportation

Active transportation is central to health and wellbeing. Active transportation is any human-powered transportation like walking and cycling; it can be combined with other modes like transit. Investing in infrastructure to support active transportation protects the safety and wellbeing of friends and family and creates liveable spaces. Increasing active transportation can reduce trips made by vehicles and help us to meet our climate goals. Presently around 80% of GHG emissions in the province are from energy, of which half are from transportation.

GOAL 1:

By 2030, everyone has access to safe active transportation options

- Roll out a new 'bikes for everyone' programme which accommodates everyone's need: i.e. has a strong equity focus;
- Ensure that transport networks are connected rural-urban and between communities.

GOAL 2:

By 2030, build out more multi-use paths and bike lanes that build interconnectivity within the existing network across the island

- Ensure all major commercial and institutional centres have secure bike parking by 2025;
- Establish more bicycle hub repair centres;
- Implement lower speed limits for electrified transport;
- Promote separate bike and walking lanes and always ensure that transport is safe;
- Offer bike safety courses for all ages.

GOAL 3:

By 2030, plan active transportation and electric transit networks across the region, rather than by municipality

- Ensure that a coordinated, equitable approach is taken across all active transport planning.



We have the vision and the will. We know what to do. We need the capacity and agency to pull it off!

Upper level governments, in particular the Provincial government, set the incentives for investment in active transportation. This includes regulatory and implementation guidance that is often out of date or contradictory when it comes to active transportation. Too often incentives are set against active transportation. We need solutions that work for communities of all sizes—rural and urban.



VICC - CLP Budget Summary	Cash	In-kind	Total
	Total Phase 1 & 2 (complete)	\$83,952	\$54,910
Total Interim phase (Sept 2022 - Feb 2023)	\$6,000	\$19,000	\$25,000
Total Phase 3 (March - Dec 2023)	\$41,500	\$42,000	\$83,500
Total Phase 3 (2024)	\$60,000	\$27,000	\$87,000
Total Phase 3 (& interim)	\$107,500	\$88,000	\$195,500
TOTAL PROJECT	\$191,452	\$142,910	\$330,362

TOTAL REQUEST: \$107,500

Phase 1 & 2 (2019-2022)			
	Cash	In-kind	Total
Steering Committee Meetings		\$12,000	\$12,000
Phase 1 - Research and Data Collection	\$10,000	\$4,000	\$14,000
Territorial Analysis			
Local Government Priorities Survey			
Total Phase 1	\$10,000	\$4,000	\$14,000
Phase 2 - Engagement	\$11,952	\$4,000	\$15,952
Local Government Resilience Forum	\$3,000	\$9,000	\$12,000
Youth Climate Forum	\$3,000	\$5,010	\$8,010
First Nations Survey and Engagement	\$46,000	\$900	\$46,900
Total Phase 2	\$73,952	\$38,910	\$108,862.00
Total Phase 1 & 2	\$83,952	\$54,910	\$134,862.00

	Phase 3: Inter-regional Collaboration (2023-2024)						
VICC-CLP Budget	Sept 2022 to Dec 2023			2024			Project totals
	Cash	In-kind	Total	Cash	In-kind	Total	
CEA Secretariat - Events							\$26,000
Presentation at Liveable Cities Forum Oct 2023		\$2,000	\$2,000			\$0	\$2,000
Planning and facilitation of in-person steering committee workshop at LGLA Feb 2023	\$6,000	\$2,000	\$8,000			\$0	\$8,000
Presentation at AVICC April 2023		\$2,000	\$2,000			\$0	\$2,000
2024 events: LGLA, AVICC				\$2,000	\$2,000	\$4,000	\$4,000
Annual Summit 2024 (planning & facilitation)				\$10,000		\$10,000	\$10,000
CEA Secretariat - Ongoing tasks							\$139,500
Preparation of new appointments and onboarding of new members		\$4,000	\$4,000			\$0	\$4,000
Preparation of funding requests, fiscal management, potential grant applications, contract management	\$7,500			\$3,000			\$0
Coordination of steering committee meetings and working groups, overarching project management	\$20,000	\$6,000	\$26,000	\$25,000		\$25,000	\$51,000
Development and maintenance of webpages and digital resource library	\$2,500	\$5,000	\$7,500	\$2,000		\$2,000	\$9,500
<i>Administration of CEA regional staff network (in-kind separate funding)</i>		\$50,000	\$50,000		\$25,000	\$25,000	\$75,000
CEA Secretariat - Reporting							\$9,500
Compilation of research and engagement results	\$3,000		\$3,000			\$0	\$3,000
Preparation of strategic vision and goals document	\$3,500		\$3,500			\$0	\$3,500
Phase 3 report			\$0	\$3,000		\$3,000	\$3,000
Total CEA	\$42,500	\$71,000	\$106,000	\$45,000	\$27,000	\$69,000	\$175,000

Non-CEA expenses and contributions							\$35,000
Steering Committee Meetings		\$6,000	\$6,000		\$4,000	\$4,000	\$10,000
Annual Summit expenses (venue & catering, etc)			\$0	\$10,000		\$10,000	\$10,000
Relationship building with Indigenous partners and others (incl potential contract with Alderhill)	\$5,000		\$5,000	\$5,000		\$5,000	\$10,000
Other in-kind contributions		\$15,000	\$15,000			\$0	\$15,000
Total Non-CEA	\$5,000	\$21,000	\$26,000	\$15,000	\$4,000	\$19,000	\$45,000
Total per phase	\$47,500	\$92,000	\$139,500	\$60,000	\$31,000	\$91,000	\$230,500

Total Cash Request - Phase 3 (2022-2024)	\$107,500		
Total CEA funding request - secretariat role, reporting, and event organization	\$87,500		
Total CEA in-kind contributions		\$98,000	
Total non-CEA funding request	\$20,000		
Total in-kind (other)		\$25,000	
Total Project Phase 3			\$230,500

**REPORT TO ENVIRONMENTAL SERVICES COMMITTEE
MEETING OF WEDNESDAY, SEPTEMBER 27, 2023**

SUBJECT **Vancouver Island and Coastal Communities Committee on Solid Waste and Circular Economy – Terms of Reference and CRD Appointment**

ISSUE SUMMARY

To seek Capital Regional District (CRD) Board endorsement of the Vancouver Island and Coastal Communities Committee on Solid Waste and Circular Economy (VICC-CSWCE) Terms of Reference (Appendix A) and to get direction on CRD elected representative appointments to the VICC-CSWCE.

BACKGROUND

The VICC-CSWCE is a regional district led committee, initially constituted by the Association of Vancouver Island and Coastal Communities (AVICC), with a vision that local governments on Vancouver Island, Qathet and the Sunshine Coast are working together to address the opportunities and challenges of managing solid waste.

The goals of the VICC-CSWCE are to:

1. Ensure information is shared between VICC local governments to encourage best practices and common solutions in solid waste management and consistent messaging to our residents.
2. Collect and maintain appropriate and consistent data associated with solid waste management within the VICC.
3. Support an informed and unified voice to assist efforts with the Province, non-governmental organizations and other partners in developing effective waste management solutions and policies towards the development of a regional circular economy.

Since 2015, CRD elected representatives and solid waste staff have been participating in a Vancouver Island focused local government solid waste committee. The committee started out as AVICC-facilitated meetings and is now transitioning to meetings coordinated directly by Vancouver Island and Coast Community regional districts, with a third party providing administrative support (Appendix B).

ALTERNATIVES

Alternative 1

The Environmental Services Committee recommends to the CRD Board:

1. That the Vancouver Island and Coastal Communities Committee on Solid Waste and Circular Economy Terms of Reference be endorsed; and
2. That the Environmental Services Committee Chair be appointed as the Vancouver Island and Coastal Communities Committee on Solid Waste and Circular Economy as the Capital Regional District elected representative, with the Environmental Services Committee Vice-Chair as alternate.

Alternative 2

That the CRD Board not endorse the VICC-CSWCE Terms of Reference nor CRD representation.

RECOMMENDATION

The Environmental Services Committee recommends to the CRD Board:

1. That the Vancouver Island and Coastal Communities Committee on Solid Waste and Circular Economy Terms of Reference be endorsed; and
2. That the Environmental Services Committee Chair be appointed as the Vancouver Island and Coastal Communities Committee on Solid Waste and Circular Economy as the Capital Regional District elected representative, with the Environmental Services Committee Vice-Chair as alternate.

Submitted by:	Russ Smith, Senior Manager, Environmental Resource Management
Concurrence:	Larisa Hutcheson, P. Eng., General Manager, Parks & Environmental Services
Concurrence:	Ted Robbins, B. Sc., C. Tech., Chief Administrative Officer

ATTACHMENTS

Appendix A: Draft Terms of Reference for Vancouver Island and Coastal Communities Committee on Solid Waste and Circular Economy

Appendix B: Request for Proposal: Committee Secretariat and Administrative Services – Vancouver Island and Coastal Communities Committee on Solid Waste and Circular Economy

Vancouver Island and Coastal Communities Committee on Solid Waste and Circular Economy

(VICC-CSWCE)

Terms of Reference

DATE ADOPTED

Vision

That local governments on Vancouver Island, Qathet and the Sunshine Coast are working together to address the opportunities and challenges of managing solid waste. Our residents are aware of, and support the need to reduce and manage our waste in a sustainable manner as we work toward achieving a circular-economy through the application of zero-waste principles.

Goals

1. Ensure information is shared between Vancouver Island and Coastal Community (VICC) local governments to encourage best practices and common solutions in solid waste management and consistent messaging to our residents.
2. Collect and maintain appropriate and consistent data associated with solid waste management within the VICC.
3. Support an informed and unified voice to assist efforts with the Province, non-governmental organizations and other partners in developing effective waste management solutions and policies towards the development of a regional circular economy.

Special Committee Membership

The Committee membership will be composed of one elected representative and alternate from each VICC regional district board. Each elected representative will be accompanied by a staff member from their member regional district.

Term

The VICC Special Committee on Solid Waste and Circular Economy will begin ***DATE TBD*** and review its Terms of Reference during the year following each provincial municipal election.

Special Committee Chair and Vice-Chair

A Chair and Vice-Chair will be elected by the Committee at the Committee's annual elected official and staff meeting for a two-year term. The Chair is responsible for establishing the meeting schedule, reviewing agendas and minutes, facilitating and managing meetings, contact with media, and presenting to AVICC, UBCM and the Province of BC as required.

Administrative Support

- Meeting support will be provided by a lead regional district or by a third-party secretariate.
- Administrative and technical support shall be provided by VICC member regional districts as assigned by the Chief Administrative Officer for each regional district.
- The Special Committee may contract with any person, so long as that contract is within its budget allocation, and approved by the Committee

Expert Members and Invited Guests

The Special Committee on Solid Waste and Circular Economy may, from time-to-time, require experts, academics, or other government/voluntary sector representatives to attend meetings, as presenters, advisors or observers because of their knowledge of the topic, subject to working within its budget allocation.

Confidentiality

While the results of the special committee will be presented in a public forum and community engagement will be important if any outcomes are proposed for implementation, the deliberations of the special committee are to be confidential. Members are committed to respecting the personal privacy of the Special Committee on Solid Waste and Circular Economy and agree not to disclose personal information or views expressed during meetings. Deliberations may be shared within the various agencies represented by the Committee but should remain confidential until there is general agreement and consensus to make them public.

Agendas and Minutes

Agendas shall be approved by the Chair and provided to committee members a minimum of three days in advance of the meeting. A copy of the approved minutes shall be forwarded to VICC member regional districts to ensure that all regional district elected officials are informed of the Special Committee's proceedings.

Deliverables

1. Partnership – Compile annually comparative solid waste metrics of member regional districts and produce an annual “State of VICC Solid Waste” Report. Continue to work on standardizing comparative metrics across regional districts.
2. Partnership – meet at a minimum annually – to discuss comparative metrics, identify issues and challenges, identify areas of collaboration, discuss best practices for alignment and identify points of advocacy.
3. Partnership – member regional district staff meet twice annually to compile comparative data, identify points of collaboration and advocacy
4. Advocacy – engage the British Columbia Ministry of Environment and industry groups to review and expand waste reduction and diversion policies.
5. Long-term Disposal – review annual opportunities for collaboration.
6. Regulations and Enforcement – ensure that, where practicable, disposal bans and bylaws are consistent across regions to reduce leakage across borders.

Resources and Funding

The VICC member led Special committee on solid waste will utilize the \$12,374 originally allocated to fund programming and administration of the AVICC Special Committee on Solid Waste Management to:

1. administer a base level of activity of an annual staff and elected representative meeting/workshop to discuss comparative metrics, identify issues and challenges, identify areas of collaboration, discuss best practice and identify areas of advocacy;
2. administer two staff meetings to discuss technical elements of alignment, collaboration and advocacy; and
3. compile annual comparative solid waste metrics of member regional districts and produce an annual “State of VICC Solid Waste” Report.

Once a preliminary budget has been established and agreed upon by Committee members, funds remaining after 4 years of base level administration will be held in reserve to be used for any identified shared initiatives approved by the Committee. If potential collaborative project budgets exceed the reserve funds, participating member regional districts will be asked to contribute the remainder of the funding to complete the deliverables based on a fair cost-sharing formula to be established through discussion with the CAOs and approved by the Committee. In-kind contributions may be considered in the funding formula if the contributions will be substantial and measurable.

Meetings

Staff and elected representatives meet once a year in a workshop environment for a review of comparative data and effectiveness of local policy and programs, discuss current issues, new and emerging issues, areas of overlap with opportunities for collaborations and identify year's points of advocacy and potential area association resolutions. The annual meeting will be held in a hybrid format to accommodate all forms of participation.

It is expected that two virtual staff meetings will take place. Other than the annual meeting/workshop of elected officials and staff, meetings will be held virtually to minimize time commitment.

Wherever possible and feasible, in-kind contributions of technical and administrative support will be utilized.

Outside of the baseline activity of one annual meeting and two virtual staff meetings, CAOs and staff can meet as needed to discuss current issues, new and emerging issues, areas of overlap with opportunities for collaboration.

Quorum and Voting

A majority of appointed elected official Committee members present and voting at the annual meeting of elected officials and staff constitutes a quorum. A simple majority of

Committee members present at a meeting is sufficient to pass a resolution of the Committee, however consensus decision making may be given priority.

Code of Conduct (Bill 14 WorkSafe BC)

It is the responsibility of all participants to act in accordance with WorkSafe BC legislation, with specific attention to Bill 14 requirements, (s 5.1 WCA Pt II) to ensure the work environment is free of discrimination, bullying and harassment. The committee will support an atmosphere of understanding and respect for the rights and dignity of all individuals. All members must carry out their responsibilities professionally and to the highest standard of integrity to ensure that all actions of the committee are conducive to a positive collaborative working relationship. This will require consistent adherence to legislation to support principles of respect and professional veracity

DRAFT

July 4, 2023

Request for Proposal: Committee Secretariate and Administrative Services

Project Title: Vancouver Island and Coastal Communities Committee on Solid Waste and Circular Economy (VICC-CSWCE)

Introduction: The Vancouver Island and Coastal Communities Committee on Solid Waste and Circular Economy (VICC-CSWCE) is seeking proposals from qualified organizations to act as a Committee Secretariate and provide administrative and meeting support services. The purpose of this request for proposal (RFP) is to identify a third party that can support administratively the Committee in achieving its goals and objectives outlined in the Terms of Reference.

Background: The VICC-CSWCE is a committee composed of representatives from regional district boards, the Association of Vancouver Island and Coastal Communities (AVICC) Executive, and their respective staff members. The Committee aims to take a collaborative regional approach in addressing the challenges and opportunities in managing solid waste, promote sustainable waste management practices, and work towards achieving a regional circular economy.

Scope of Work: The selected third party will be responsible for providing administrative support services to the VICC-CSWCE. The scope of work includes the following activities:

- Meeting support: Organize and coordinate committee meetings, including scheduling, agenda preparation, and distribution of meeting materials. Meeting support may include logistical arrangements for in-person or virtual meetings.
- Administrative support: Assist in maintaining committee records, including minutes, reports, and correspondence. Ensure timely dissemination of information to committee members and member regional districts.
- Stakeholder coordination: Facilitate correspondence among committee members, regional districts, provincial government agencies, NGOs, and other relevant stakeholders.

Deliverables: The selected third party will be responsible for delivering the following key outcomes:

1. **Annual "State of VICC Solid Waste" Report:** Coordinate with a third-party consultant and member regional districts to compile annual comparative solid waste metrics of member regional districts.
2. **Annual elected representative and staff meeting/workshop:** Work with Committee Chair to schedule, prepare agendas, distribute meeting materials and make logistical arrangements to organize an annual Hybrid meeting of Committee elected officials

and staff for annual information sharing, review of waste comparative data and issue and advocacy identification.

3. **Organize Virtual staff meetings:** Work with committee Chair and regional district CAO's and solid waste managers to arrange and coordinate two virtual staff meetings per year to discuss technical elements of alignment, collaboration, and advocacy.

Proposal Submission: Interested organizations should submit their proposals containing the following information

- Organization profile: Provide an overview of the organization, including its experience in providing administrative and meeting support services and supporting similar committees or initiatives.
- Proposed approach: Describe the approach and methodology that the organization will employ to fulfill the requirements outlined in the scope of work.
- Budget: Present a cost proposal that includes all relevant expenses, such as personnel, materials, and any additional costs. Clearly outline the basis for the proposed budget.

Evaluation Criteria: Proposals will be evaluated based on the following criteria:

- Experience and qualifications of the organization in providing administrative support services.
- Understanding of the objectives and scope of work outlined in the RFP.
- Proposed approach and methodology to meet the Committee's needs.
- Demonstrated ability.

Please Submit proposals to ben.geselbracht@nanaimo.ca

For more information or questions on scope please contact Ben Geselbracht at 250-713-4173



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REPORT TO FIRST NATIONS RELATIONS COMMITTEE MEETING OF WEDNESDAY, SEPTEMBER 27, 2023

SUBJECT **First Nations Relations Operational Update**

ISSUE SUMMARY

To provide an update on recent initiatives supporting the Board's priority of advancing strong relationships with First Nations.

BACKGROUND

Forum of All Councils

On October 14th, 2023 the CRD will be hosting a Forum of All Councils to bring together First Nations' leadership with local government elected representatives to build relationships and explore ways to work together. This year's Forum's theme is Indigenous self-determination in the context of relationships with local governments. Guest speakers include KWAST-en-ayu (Maynard Harry) the former elected Chief of the Tla'amin Nation and Stewart Alsgard, former Mayor of Powell River, who will share their experience negotiating and implementing the Community Accord, an example of intergovernmental relationship building. Participants will also hear from local First Nations and will have the opportunity to witness and learn from the Lək'wəŋən Traditional Dancers. There will be opportunities for informal networking over breakfast and lunch. First Nations, Mayors and Councillors, and Electoral Area Directors are all invited and are requested to RSVP if they intend to participate.

Indigenous Relations Coaching Program for Board Directors

A consultant has been retained to offer optional, one-on-one coaching for Directors who would like support navigating difficult conversations or other aspects of First Nations relations. As directed by the CRD Board in September 2022, this coaching is part of broader Indigenous intercultural skills training to support CRD Directors in building positive, respectful and reciprocal relationships with First Nations participating in CRD Board committees and commissions as well as in direct government-to-government relationships.

Staff will circulate an invitation to Board Directors. Directors interested in the coaching will be asked to fill out a questionnaire to guide the consultant in tailoring the coaching to meet the learning objectives of each Director.

National Day for Truth and Reconciliation

September 30th, formerly known as Orange Shirt Day, is now the National Day for Truth and Reconciliation. For the 3rd year in a row, the CRD is honoured to fly the Xe Xe Smun' Eem "Our Sacred Children" flag, loaned to the CRD by Eddy Charlie and Kristin Spray of Orange Shirt Day Victoria. The Xe Xe Smun' Eem flag will fly outside the Fisgard Street CRD office from September 26th to October 4th. The CRD will also have a Truth and Reconciliation Day display outside the Fisgard Street building and will put out a public statement about the ongoing legacy of harm done by the forceable removal of Indigenous children into Canada's residential schools. Panorama Recreation has sourced orange shirts for staff who would like to wear one during regular shifts on September 30th and October 2nd. All CRD staff will be encouraged to wear orange shirts on Friday September 29th and will be provided resources to reflect on the importance of the day.

This September, Panorama Recreation is partnering with the Victoria Native Friendship Centre, The Art of Reconciliation and Indigenous artist Dahlila Charlie to host a community mosaic project inspired by Orange Shirt Day and National Day of Truth and Reconciliation. The resulting art piece will be celebrated and unveiled at an event on September 26th. In addition, the CRD has provided sponsorship to the South Island Powwow and the annual Orange Shirt Day Wrap feature in Black Press newspapers.

Government-to-Government Relationship Building Initiative

A letter from Chair Plant sent on April 21, 2023 invited First Nations to engage with the CRD to co-create mechanisms that support long-term, respectful, reciprocal engagement at both the leadership and operational levels. Through focused dialogue, we hope to learn how to work collaboratively and strengthen our government-to-government relationship with First Nations. An offer of up to \$25,000 in capacity funding to support this initiative has been offered to BOKEĆEN (Pauquachin) First Nation, P'a:chi:da?aht (Pacheedaht) First Nation, SĀAUTW (Tsawout) First Nation, Sc'ianew (Beecher Bay) First Nation, Songhees Nation, T'Sou-ke Nation, x^wsepsəm (Esquimalt Nation), and WJOŁEŁP (Tsartlip) and WSIKEM (Tseycum) First Nations through the WSÁNEĆ Leadership Council.

To date, staff and the Board Chair have met with the leadership from two Nations, have a date scheduled to meet with one more, and are in the process of scheduling with other First Nations. Operationally there are numerous points of contact between the CRD and each Nation, and feedback from the Nations is that capacity funding is a critical aspect of enabling their engagement with the CRD.

Inclusive Regional Governance Study Grant

The province has committed to support inclusive regional governance by advancing First Nations participation on regional district boards in the implementation Action Plan that supports the *Declaration on the Rights of Indigenous Peoples Act*. As shared with the Board for information in May 2023, the CRD has received a \$60,000 grant from the Ministry of Municipal Affairs to support engagement with First Nations to build a stronger understanding of key themes and interests, questions, and barriers that will need to be explored in the development of legislation to enable First Nations to have full voting representation on regional district board.

Implementation of the Inclusive Regional Governance Study Grant is underway. Staff are retaining a consultant to support First Nations engagement on this initiative in a coordinated manner in conjunction with the Government-to-Government Relationship Building Initiative. Staff are preparing a backgrounder summarizing the specific questions being posed by the Ministry of Municipal Affairs around regional district structure and governance, which will be used to frame the discussions. We are offering Nations \$5,000 of capacity funding to support their participation on this initiative. Interests related to participation on the regional district Board are already being compiled; feedback is heard frequently from First Nations in government-to-government meetings as well as engagement on topics related to specific service delivery.

South Island Indigenous Business Directory

CRD worked with regional partners to develop and launch a new Indigenous business directory to support Indigenous economic reconciliation by building new relationships and connections. The South Island Indigenous Business Directory provides new opportunities for relationships, growth

and partnership between community members and the many Indigenous-owned businesses across the region.

From graphic design, art and web design to engineering, project management and catering, the directory features more than 50 Indigenous businesses, making it easy for users to find and connect with a wide range of Indigenous-operated services in Greater Victoria. Indigenous businesses and organizations are encouraged to register for the directory, which will continue to grow over time.

The directory was developed in partnership with the Greater Victoria Harbour Authority, the South Island Prosperity Partnership, the City of Victoria, the Greater Victoria Chamber of Commerce, Animikii and the Capital Regional District. For more information about the South Island Indigenous Business Directory, visit indigenousbusinessdirectoryvi.com.

The launch event at the Songhees Wellness Center on June 7, 2023 brought together Indigenous businesses with representatives from local governments and the wider business community.

Staff will continue to work with partners to maintain and update the directory.

Indigenous Intercultural Skills Training for Board Directors

On May 31, 2023, 24 Board Directors and Alternate Directors participated in a 3-hour Indigenous intercultural skills training, hosted by Indigenous Perspectives Society (IPS). IPS Executive Director Rachelle Dallaire and Songhees Elder Butch Dick generously spoke about their own experiences and led the interactive workshop, sharing Indigenous cultural perspectives and approaches to building relationships with Indigenous communities.

IMPLICATIONS

Alignment with Board Priorities, Existing Plans & Strategies

The work of the First Nations Relations Division supports the ability of the CRD across all divisions to engage with First Nations on existing and emerging plans and strategies and to implement the CRD's Statement of Reconciliation. By providing an accessible location for anyone doing procurement to find local Indigenous businesses, the South Island Indigenous Business Directory supports the Board Priority to enhance economic opportunities in partnership with First Nations.

First Nations Reconciliation & Intergovernmental Implications

Principles of engagement, mechanisms for engagement and relationships strengthened through the government-to-government initiative, inclusive governance study grant and Forum of All Councils will help facilitate respectful intergovernmental engagement with First Nations. Participation in intercultural skills training and coaching for CRD Board Directors demonstrates a commitment to ongoing learning that is critical component to building government-to-government relationships. Recognizing that truth must come before reconciliation, publicly acknowledging and honouring the intergenerational trauma and ongoing legacy of Canada's residential schools is a core component of marking the National Day for Truth and Reconciliation.

CONCLUSION

Recent and ongoing initiatives of the First Nations Relations Division include the Government-to-Government Relationship Building Initiative, the Inclusive Regional Governance Study Grant, Indigenous Intercultural Skills Training for Board Directors and the launch of the South Island

Indigenous Business Directory. Upcoming initiatives include the Forum of All Councils, Indigenous Relations Coaching for Board Directors and marking the National Day for Truth and Reconciliation. The work of the First Nations Relations Division supports the Board priority of advancing strong relationships with First Nations.

RECOMMENDATION

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

Submitted by:	Caitlyn Vernon, MES, Manager, First Nations Relations
Concurrence:	Kristen Morley, J.D., General Manager, Corporate Services & Corporate Officer
Concurrence:	Ted Robbins, B. Sc., C. Tech., Chief Administrative Officer



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**REPORT TO THE JUAN DE FUCA LAND USE COMMITTEE
MEETING OF TUESDAY, SEPTEMBER 26, 2023**

SUBJECT **Provision of Park Land for the Subdivision of Rem. Parcel A (DD 143426I) of Section 97, Renfrew District, Except Plans 15462, VIP77871, EPP24972 and EPP104826 (PID: 009-592-423)**

ISSUE SUMMARY

To consider options for the provision of park land pursuant to Section 510 of the *Local Government Act (LGA)* in conjunction with a proposed 31-lot bare land strata (SU000754) in Port Renfrew.

BACKGROUND

The subject properties are located adjacent to Parkinson Road in Port Renfrew (Appendix A). The lands are zoned Community Residential – One (CR-1) and partially designated as a riparian development permit area (DPA) by the Comprehensive Community Development Plan for Port Renfrew, Bylaw No. 3109.

Subdivision application SU000754 proposes to create 31 bare land strata lots from an existing 6.7 ha 4-lot bare land strata and from a 1.38 ha parcel that is proposed to be created under 2-lot subdivision application SU000759 (Appendix B). The 1.38 ha parcel was not previously considered for park dedication requirements.

In 2020, a subdivision proposal for the 4-lot bare land strata (SU000721) resulted in an initial review of park land dedication interests for the property. The CRD Board passed a resolution (20-373) at its meeting of August 12, 2020, requiring the construction and dedication of a CRD trail through an agreement with the landowner. Thereafter, a statutory-right-of-way for the trail (CB96336), was registered on title in favour of the CRD (Appendix C).

The applicant now proposes a realignment of statutory-right-of-way CB96336 within the 4-lot strata and extension of the trail through the lands that were not previously considered for park land dedication. At its meeting of June 27, 2023, the Juan de Fuca Electoral Area Community Parks and Recreation Advisory Commission (the Commission) considered the proposal and options for park land dedication requirements (Appendix D). The annotated proposed trail dedication plan identifies the proposed trail re-alignment and extension (Appendix E).

ALTERNATIVES

Alternative 1

The Land Use Committee recommends to the Capital Regional District Board:

That in accordance with Section 510 of the *Local Government Act*, park dedication in the amount of 5% be required for the 1.38 ha land area proposed by the subdivision of Parcel A (DD 143426I) of Section 97, Renfrew District, except plans 15462, VIP77871, EPP24972 and EPP104826 (PID: 009-592-423), except that a lesser amount may be acceptable where the owner agrees to dedicate land and construct a roadside trail to JdF Community Parks and Recreation Standards on that portion of the subject property and amending the Capital Regional District Statutory Right-of-Way CB96336 registered on the affected and new title certificates prior to subdivision approval.

Alternative 2

Refer the application back to staff for more information.

IMPLICATIONS

Legislative Implications

Section 510 of the LGA (Appendix F) requires the provision of park land at the time of subdivision where fewer than 3 additional lots would be created if the parcel proposed to be subdivided was itself created by subdivision within the past 5 years. Where a regional district provides a community park service and an official community plan contains policies and designations respecting the location and types of future parks, the owner may be required to provide either land or cash-in-lieu at the discretion of the local government. The amount of land to be provided may not exceed 5% of the land being subdivided.

If an owner is to provide cash-in-lieu, the value of the land is based on the average market value of all land in the proposed subdivision calculated as that value would be on the date that a proposed subdivision receives preliminary approval before any works or services are installed, or a value agreed upon by the parties. Any money received for park land must be deposited in a reserve for the purpose of acquiring park lands.

Land Use Implications

Bylaw No. 3109 includes policies and objectives related to parks and trails. As part of the subdivision approval process, the provision of park land is required under Section 510 of the LGA. Five percent of the proposed 1.38 ha subject parcel is equal to 0.69 ha (690 m²). In the absence of a market value appraisal, the 2023 assessed value of the proposed 1.38 ha parcel is approximately \$92,755.72.

The Commission considered subdivision applications SU000759 and SU000754 at its meeting of June 27, 2023, and passed the following motion:

MOVED by Commissioner Braunschweig, ***SECONDED*** by Commissioner Sloan that the Juan de Fuca Electoral Area Parks and Recreation Advisory Commission recommend to the Juan de Fuca Land Use Committee that, in accordance with Section 510 of the Local Government Act, park dedication in the amount of 5% be required for proposed subdivision of Parcel A (DD 1434261), Section 97, Renfrew District, Except Plans 15462, VIP77871, EPP24972 and EPP104826; and Strata Lots 1-4, Section 97, Renfrew District, Strata Plan EPS7049 (SU000759 and SU000754), except where the owner agrees to dedicate that portion of land required to construct a trail that connects to Parkinson Road to JdF Community Parks and Recreation standards and that the owner agree to construct the trail prior to subdivision approval.

CARRIED

In accordance with Bylaw No. 3109, Section 4.8, the provision of park land must help the community achieve their quality-of-life goal objective. The Bylaw outlines that the provision of park land must be in the form of trails, tot lots, community parks, sports fields, regional parks, and/or interpretive parks. The proposed trail re-alignment and extension meets the intent of Bylaw No. 3109 by providing pedestrian connectivity and recreation opportunity through the proposed 31-lot bare land strata. Staff concur with the Commission's recommendation for this subdivision application. The applicant would be responsible for constructing a trail with a minimum width of 1.5 m prior to CRD approval of the subdivision. Completion of the works would be a condition of Juan de Fuca Planning's sign-off to the Ministry of Transportation and Infrastructure, confirming that all subdivision requirements have been met.

CONCLUSION

The applicant proposes to create 31 bare land strata lots within an existing 4-lot bare land strata and 1.38 ha portion of a 28 ha remainder parcel. The Commission considered the application on June 27, 2023, and recommended accepting a statutory right-of-way extension on lands that have not previously received formal consideration for park land dedication. Staff recommend that park dedication in the amount of 5% be received, except that a lesser amount may be acceptable if the owner agrees to amend CRD statutory right-of-way CB96336 to include a new section of trail through the 1.38 ha lot, and construct the trail to JdF Community Parks and Recreation standards prior to subdivision approval.

RECOMMENDATION

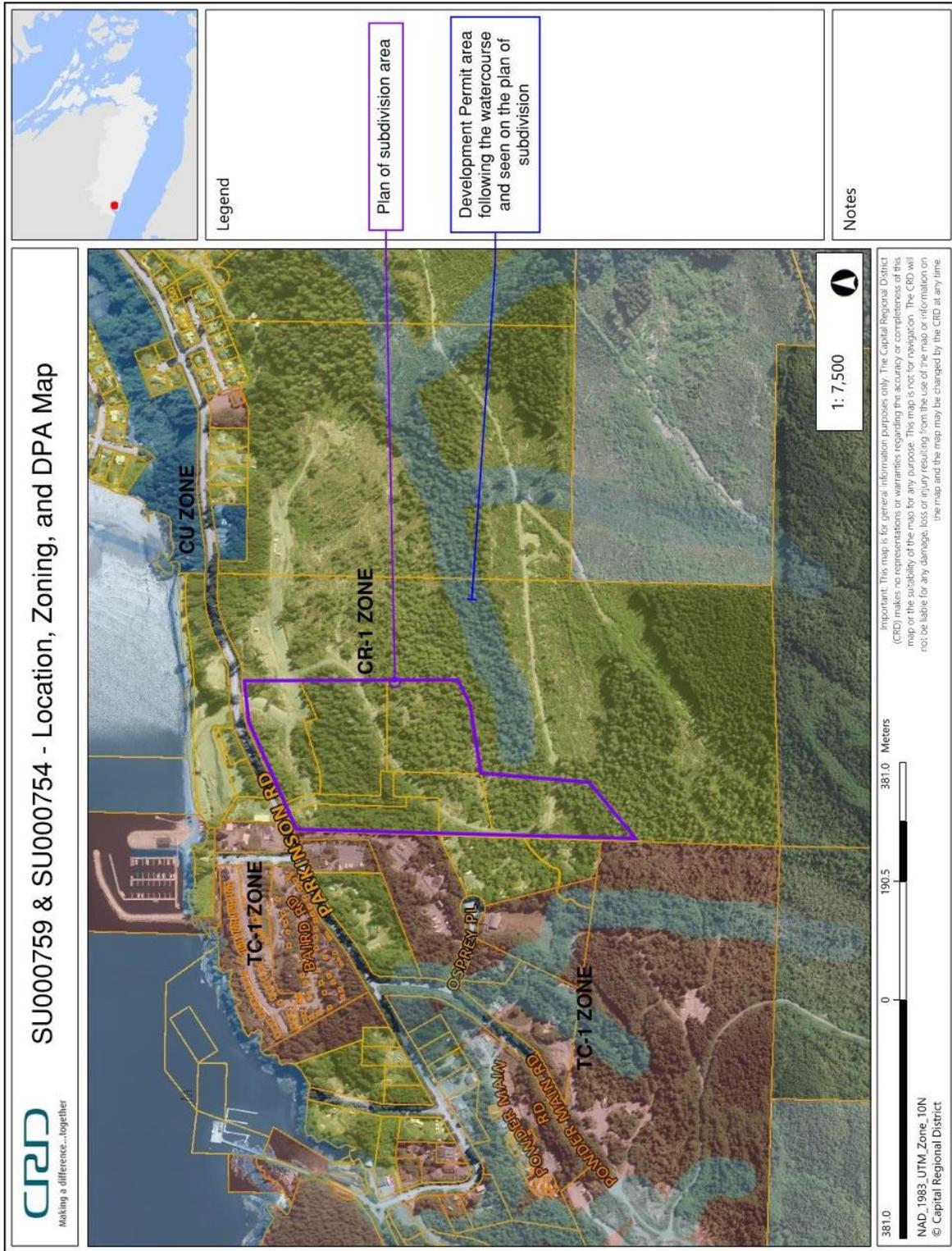
The Land Use Committee recommends to the Capital Regional District Board:
That in accordance with Section 510 of the *Local Government Act*, park dedication in the amount of 5% be required for the 1.38 ha land area proposed by the subdivision of Parcel A (DD 143426I) of Section 97, Renfrew District, except plans 15462, VIP77871, EPP24972 and EPP104826 (PID: 009-592-423), except that a lesser amount may be acceptable where the owner agrees to dedicate land and construct a roadside trail to JdF Community Parks and Recreation Standards on that portion of the subject property and amending the Capital Regional District Statutory Right-of-Way CB96336 registered on the affected and new title certificates prior to subdivision approval.

Submitted by:	Iain Lawrence, MCIP, RPP, Senior Manager, JdF Local Area Services
Concurrence:	Kevin Lorette, P.Eng., MBA, General Manager, Planning & Protective Services
Concurrence:	Ted Robbins, B.Sc., C. Tech., Chief Administrative Officer

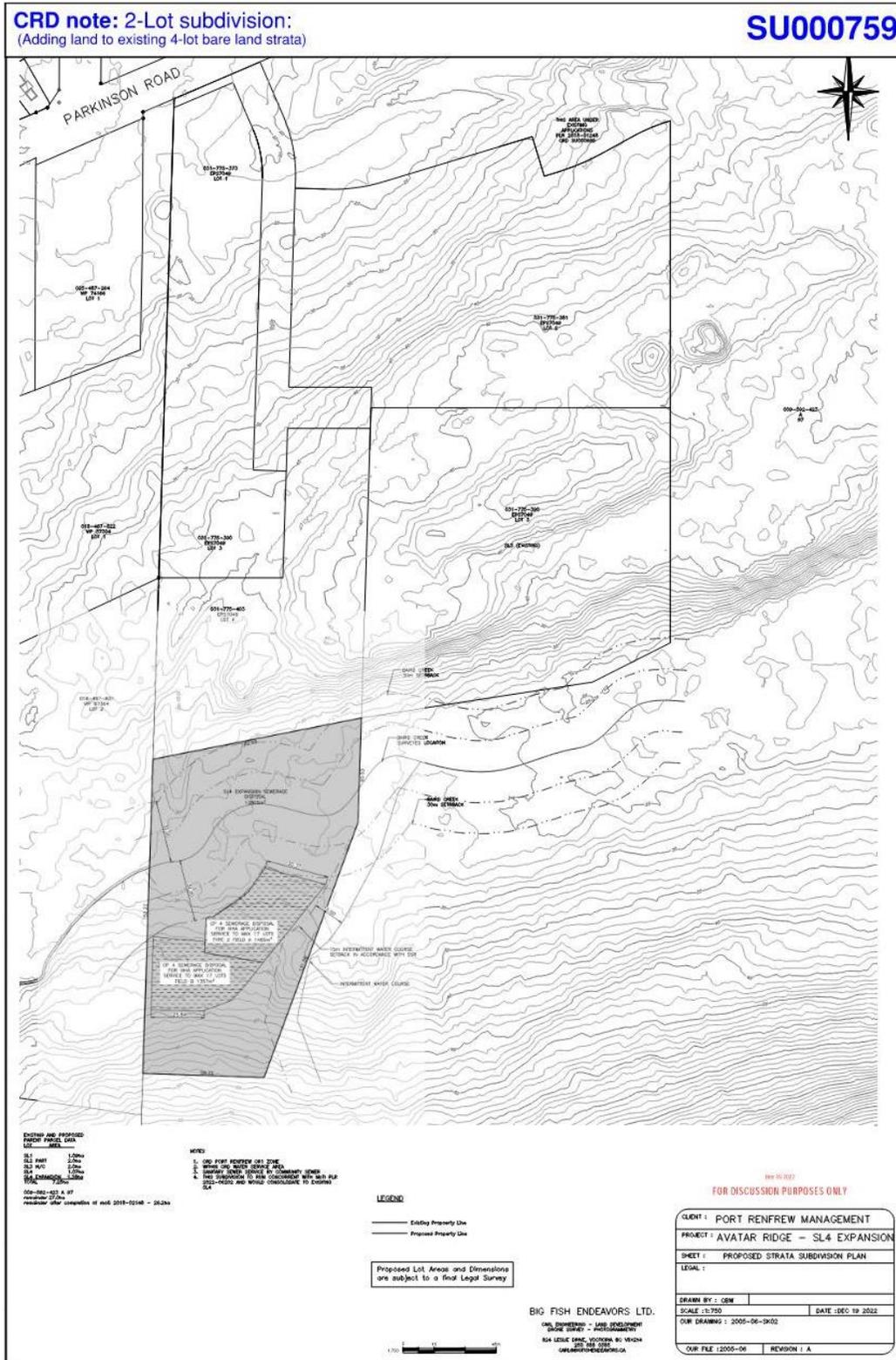
ATTACHMENTS

- Appendix A: Location Map
- Appendix B: Proposed Subdivision Plans SU000759 & SU000754
- Appendix C: CB96336 Reference Plan
- Appendix D: Minutes of the June 27, 2023, JdF Community Parks and Recreation Advisory Commission Meeting
- Appendix E: Annotated Proposed Trail Dedication
- Appendix F: Section 510 of the *LGA*

Appendix A: Location Map

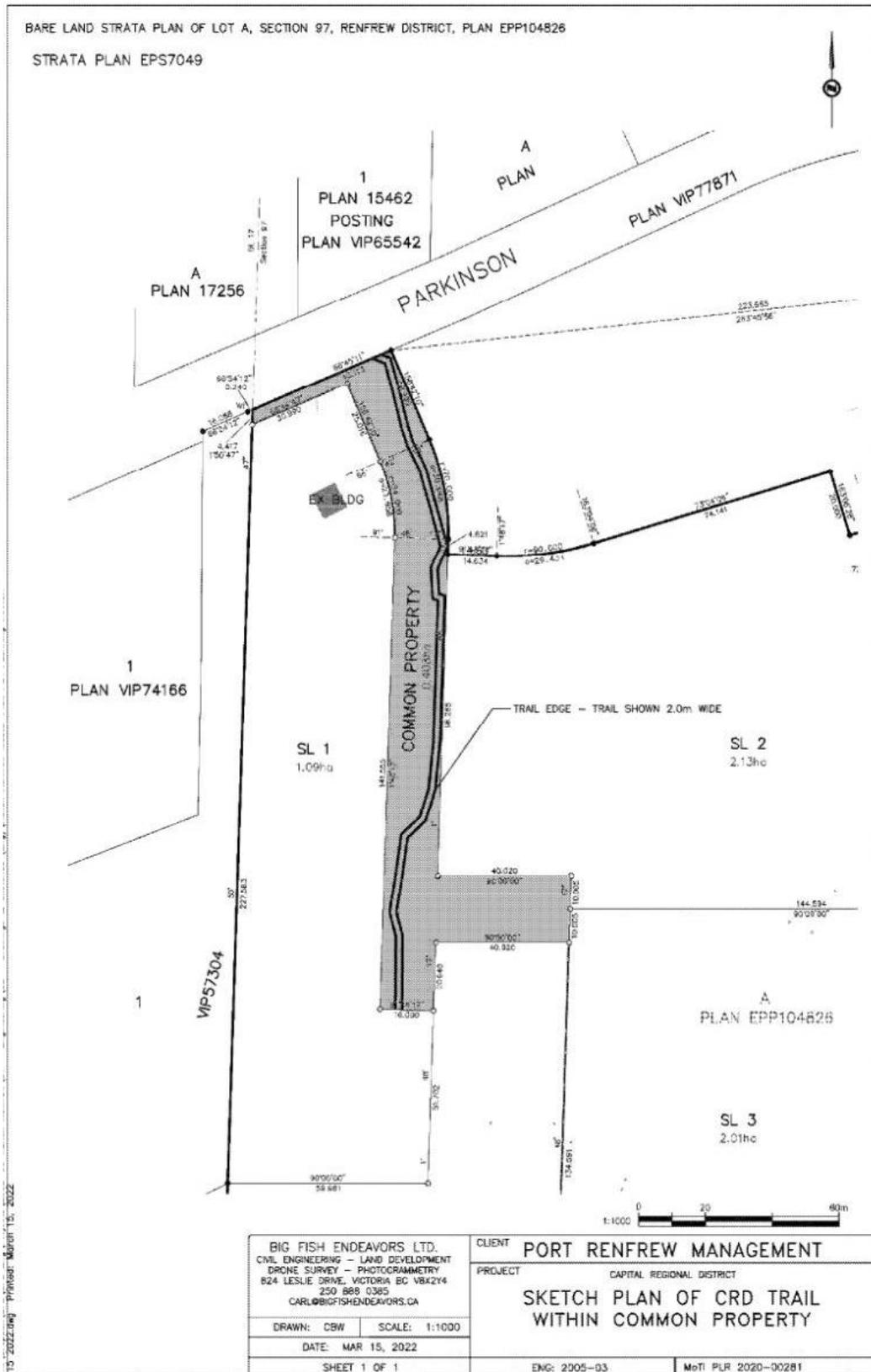


Appendix B: Proposed Subdivision Plans SU000759 & SU000754





Appendix C: CB96336 Reference Plan



Appendix D: Minutes of the June 27, 2023, JdF Community Parks and Recreation Advisory Commission Meeting

**Juan de Fuca Electoral Area Parks and Recreation Advisory Commission
June 27, 2023**

2

Comment was forwarded asking that a natural playground, to complement the newly installed equipment, be considered at a future meeting.

East Sooke – Copper Mine Tree Complaint

Adjacent property owners have expressed concern regarding the state of the park after recent tree work.

Don Closson reported that hazard tree assessments are performed annually and that the recent tree work was requested by the property owners through the Director. It was further reported that it is practice to not remove all cut limbs to limit disturbance to forested areas. Limbs crossing the fence line can be trimmed by the adjacent property owner.

7. Delegation – Juan de Fuca Community Planning

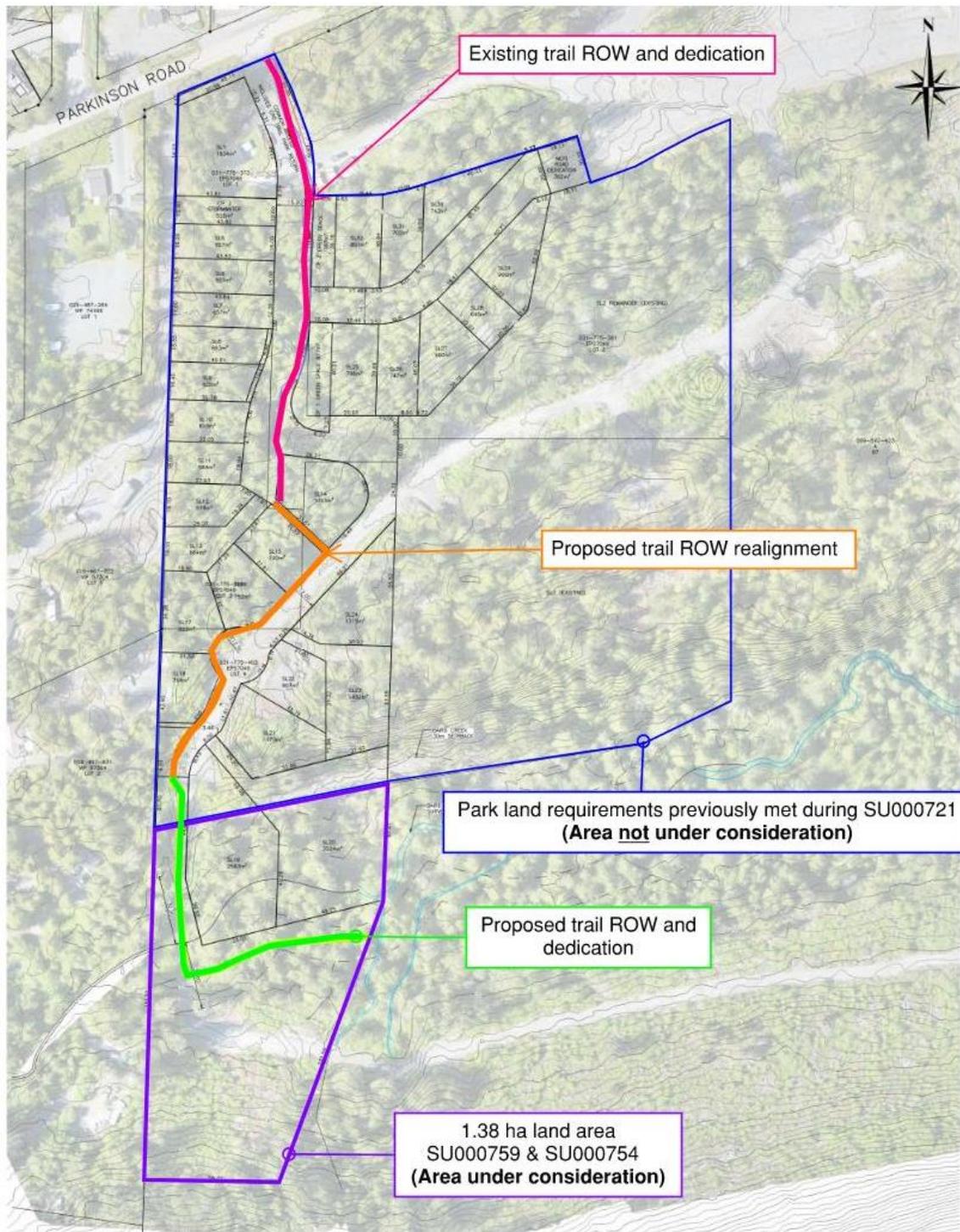
- a) **Subdivision Applications SU000759 and SU000754 – Parcel A (DD 143426I), Section 97, Renfrew District, Except Plans 15462, VIP77871, EPP24972 and EPP104826; and Strata Lots 1-4, Section 97, Renfrew District, Strata Plan EPS7049 (Parkinson Road)**
Darren Lucas spoke to the staff memo to the Commission regarding a referral received from the Ministry of Transportation and Infrastructure for two sequential subdivision applications for the same lands with access from Parkinson Road. The first application (SU000759) proposes a 2-lot conventional subdivision application that will add land to an existing 4-lot bare land strata. With the added land, a second application (SU000754) proposes to subsequently amend the existing strata, reconfiguring the layout to create 31 bare land strata lots.

The area of proposed subdivision and the existing statutory right-of-way (SRW) accepted by the Commission as trail through the adjacent development to the north were highlighted. It was advised that the current subdivision applications propose an extension to the existing SRW into the area of proposed subdivision.

MOVED by Commissioner Braunschweig, **SECONDED** by Commissioner Sloan that the Juan de Fuca Electoral Area Parks and Recreation Advisory Commission recommend to the Juan de Fuca Land Use Committee that, in accordance with Section 510 of the *Local Government Act*, park dedication in the amount of 5% be required for proposed subdivision of Parcel A (DD 143426I), Section 97, Renfrew District, Except Plans 15462, VIP77871, EPP24972 and EPP104826; and Strata Lots 1-4, Section 97, Renfrew District, Strata Plan EPS7049 (SU000759 and SU000754), except where the owner agrees to dedicate that portion of land required to construct a trail that connects to Parkinson Road to JdF Community Parks and Recreation standards and that the owner agree to construct the trail prior to subdivision approval.

CARRIED

Appendix E: Annotated Proposed Trail Dedication



Requirement for provision of park land or payment for parks purposes

- 510** (1) Subject to this section and section 516 (3) (h) and (4) [*phased development agreement rules*], an owner of land being subdivided must, at the owner's option,
- (a) provide, without compensation, park land of an amount and in a location acceptable to the local government, or
 - (b) pay to the municipality or regional district an amount that equals the market value of the land that may be required for park land purposes under this section as determined under subsection (6) of this section.
- (2) Despite subsection (1),
- (a) if a regional district does not provide a community parks service, the option under subsection (1) (b) does not apply and the owner must provide land in accordance with subsection (1) (a), and
 - (b) subject to paragraph (a), if an official community plan contains policies and designations respecting the location and type of future parks, the local government may determine whether the owner must provide land under subsection (1) (a) or money under subsection (1) (b).
- (3) Subsection (1) does not apply to the following:
- (a) subject to subsection (4), a subdivision by which fewer than 3 additional lots would be created;
 - (b) a subdivision by which the smallest lot being created is larger than 2 hectares;
 - (c) a consolidation of existing parcels.
- (4) Subsection (1) does apply to a subdivision by which fewer than 3 additional lots would be created if the parcel proposed to be subdivided was itself created by subdivision within the past 5 years.
- (5) The amount of land that may be required under subsection (1) (a) or used for establishing the amount that may be paid under subsection (1) (b) must not exceed 5% of the land being proposed for subdivision.
- (6) If an owner is to pay money under subsection (1) (b), the value of the land is whichever of the following is applicable:
- (a) if the local government and the owner agree on a value for the land, the value on which they have agreed;
 - (b) the average market value of all the land in the proposed subdivision calculated
 - (i) as that value would be on the date of preliminary approval of the subdivision or, if no preliminary approval is given, a date within 90 days before the final approval of the subdivision,
 - (ii) as though the land is zoned to permit the proposed use, and
 - (iii) as though any works and services necessary to the subdivision have not been installed.
- (7) If an owner and a local government do not agree on the average market value for the purpose of subsection (6), it must be determined in the manner prescribed in the regulations that the minister may make for this purpose.

- (8) If an area of land has been used to calculate the amount of land or money provided or paid under this section, that area must not be taken into account for a subsequent entitlement under subsection (1) in respect of any future subdivision of the land.
- (9) Subject to subsection (11), the land or payment required under subsection (1) must be provided or paid to a municipality or regional district as follows
 - (a) subject to paragraph (b), before final approval of the subdivision is given;
 - (b) if the owner and the local government enter into an agreement that the land or payment be provided or paid by a date specified in the agreement, after final approval of the subdivision has been given.
- (10) Notice of an agreement under subsection (9) (b) must be filed with the registrar of land titles in the same manner as a notice of a permit may be filed and section 503 *notice of permit on land title* applies.
- (11) Despite subsection (9), the minister may, by regulation,
 - (a) authorize the payment that may be required by this section to be made by instalments, and
 - (b) prescribe the conditions under which instalments may be paid.
- (12) If land is provided for park land under this section, the land must be shown as park on the plan of subdivision.
- (13) Section 107 *[deposit in land title office operates to dedicate and vest park land]* of the *Land Title Act* applies to park land referred to in subsection (12), except that,
 - (a) in the case of land within a municipality, title vests in the municipality, and
 - (b) in the case of land outside a municipality, title vests in the regional district if it provides a community parks service.
- (14) If an owner pays money for park land under this section, the municipality or regional district must deposit this in a reserve fund established for the purpose of acquiring park lands.



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REPORT TO THE SOOKE & ELECTORAL AREA PARKS AND RECREATION COMMISSION MEETING OF TUESDAY, OCTOBER 03, 2023

SUBJECT Road Sign Renewal – SEAPARC

ISSUE SUMMARY

To provide the Commission with information and options for renewal of the SEAPARC LED road sign.

BACKGROUND

The SEAPARC LED road sign located at the corner of Sooke Road and Phillips Road has reached end of life. One of the LED panels has not been operational for several months. The LED panel cannot be repaired, and replacement is the only option to remedy this issue.

The replacement of the road sign backlit headers and both LED panels is proposed in the 2024-2028 budget for renewal in 2024, with a budget of \$45,000. The project is included for early approval – to occur in January 2024.

Expediting the renewal of the sign by two months requires a capital budget amendment through the Capital Regional District (CRD) Board.

ALTERNATIVES

Alternative 1

The Sooke & Electoral Area Parks and Recreation Commission recommends to the CRD Board: That the 2023 SEAPARC Capital Plan be amended to include \$45,000 for road sign replacement, funded by capital reserves.

Alternative 2

The Sooke & Electoral Area Parks and Recreation Commission direct staff to proceed with road sign replacement in 2024, as recommended in the 2024-2028 preliminary budget.

IMPLICATIONS

Financial Implications

There are no implications on the financial plan, as the project value is unchanged.

Service Delivery Implications

A budget amendment to proceed with renewal in 2023 would start the project in November 2023. If the project remains in the 2024-2028 capital budget and receives early approval, the project will start in January 2024.

CONCLUSION

The SEAPARC road sign is at end of life and requires replacement. A budget amendment would expedite the project by approximately two months.

RECOMMENDATION

The Sooke & Electoral Area Parks and Recreation Commission recommends to the CRD Board: That the 2023 SEAPARC Capital Plan be amended to include \$45,000 for road sign replacement, funded by capital reserves.

Submitted by:	Melanie Alsdorf, Senior Manager, SEAPARC
Concurrence:	Larisa Hutcheson, P.Eng., General Manager, Parks & Environmental Services
Concurrence:	Nelson Chan, MBA, FCPA, FCMA, Chief Financial Officer
Concurrence:	Ted Robbins, B. Sc., C. Tech., Chief Administrative Officer



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

SUBJECT **CAO Quarterly Progress Report No. 3, 2023**

ISSUE SUMMARY

To provide the Board with a quarterly update on Corporate Activities and Initiatives, progress made on the 2023-2026 Board and Corporate Priorities, Capital and Operating Budget Variances, and Human Resources and Corporate Safety statistics up to September 29, 2023.

BACKGROUND

In February 2023, the Board approved the *CRD Board Strategic Priorities 2023-2026* (the “*Board Priorities*”) that identifies five strategic priorities with 16 initiatives to be advanced over the four-year term. The Board Priorities Dashboard tracks progress on the Board and Corporate strategic priorities and will be presented quarterly to the Board. Core service priorities are prepared and reviewed annually in departmental Service Plans in alignment with Board and Corporate Priorities, with corresponding KPIs and other service information that is approved by the Board. The CRD, Capital Regional Hospital District (CRHD) and Capital Region Housing Corporation (CRHC) Financial Plans are reviewed and approved annually, and staff have developed a quarterly variance report to highlight differences between budget and actual expenditures on capital projects over \$500,000. An update on non-confidential human resources matters, including labour relations and workforce trends is also included in this report.

DISCUSSION

Corporate Activities and Initiatives

Appendix A highlights corporate activities and initiatives in the last quarter and a number of photographs have been included to present announcements and events that occurred in this quarter.

On June 20, the Salt Spring Island (SSI) Local Community Commission (LCC) held its inaugural meeting at the Salt Spring Island Multi Space (SIMS) Boardroom. The role of the SSI LCC is to oversee and advise on island-wide services, including economic development, liquid waste disposal, community parks and recreation, small craft harbour facilities, transit and transportation, street lighting, grants-in-aid, compensation for livestock injured by dogs, and the contribution service for arts, public library and search and rescue.

On August 16, Saanich South MLA and Minister of Tourism, Arts, Culture and Sport, Lana Popham was joined by the CRD Board Chair, Colin Plant and CRD Regional Parks Committee Chair, Cliff McNeil-Smith at Elk/Beaver Lake Regional Park to learn more about the progress on the Elk Lake Oxygenator System Capital Project.

On September 20, the CRD and its partners, the City of Victoria, District of Saanich and the District of Central Saanich, accepted the Community Energy Association’s 2023 Climate & Energy Action Award at the UBCM Convention for the Zero Carbon Step Code. The CRD’s role, through the Climate Action Service, in this initiative was undertaking all the engagement event planning and facilitation.

Joanie Grandy, CRD Safety Manager was recently chosen by Occupational Health & Safety Canada as one of the Top 25 under 40 Safety Professionals for 2023, which recognizes the next generation of safety leaders. We thank Joanie for her leadership and initiative to actively seek new opportunities for training and education. Congratulations Joanie!

On Saturday, September 2, 2023, a watermain leak was reported on McTavish Road west of East Saanich Road. Based on location and chlorine levels, the source of the leak was identified as Transmission Main #4, a 600mm Concrete Cylindrical Pipe which is the primary water supply for the Saanich Peninsula. Due to the size, material, and criticality of this watermain, the logistics of this repair were challenging and required extensive effort and coordination between the Integrated Water Services (IWS) operations and engineering teams along with support from various corporate departments to plan and implement the repair. As a result of the prior planning, knowledge, and skill of the IWS team, the repair work was successfully completed between Friday, September 8 and Monday, September 11, 2023, with no water service interruption to the communities.

For the second year in a row, the CRD has received the BC Municipal Safety Association's 2023 Organizational Safety Excellence Award. The Organizational Safety Excellence Award recognizes local governments for activities that improve their rating, and ultimately reduce injuries, illness, disease, and fatalities. It was observed that the CRD has demonstrated a notable example of leadership, dedication, and hard work in reducing the costs of claims by creating a safer and healthier workplace and helping injured workers recover and return to work.

CRHC Chair, Zac de Vries and CAO, Ted Robbins met with the Honourable Ravi Kahlon, Minister of Housing and the Honourable Mitzi Dean, Minister of Children and Family Development (MLA Esquimalt-Metchosin) at the Union of BC Municipalities (UBCM) Convention on September 19, 2023, to discuss potential opportunities to partner to develop additional affordable housing in the capital region.

The Art of Reconciliation Community Mosaic Project included two community workshops hosted by Panorama Recreation at the Greenglade Community Centre, two workshops hosted by the Victoria Native Friendship Centre, and one workshop hosted at Pauquachin First Nation. An unveiling event took place on September 26 at the Greenglade Community Centre. The mosaic was designed by Coast Salish artist Dahlila Charlie from Beecher Bay First Nation and inspired by Orange Shirt Day and National Day of Truth and Reconciliation. The mosaic is on display at Panorama Recreation from September 27 – October 31, 2023, and will be displayed at several other community spaces in the coming months as part of the Art in Reconciliation display.

On September 30, known as Orange Shirt Day and now observed as the National Day for Truth and Reconciliation, we paused to remember the profound and painful history of Canada's Indigenous residential schools. The CRD remains steadfast in our commitment to listening, learning, and forging a path toward stronger relationships with the First Nations on whose traditional territories we operate. October 4th also marks the National Day of Awareness for Missing and Murdered Indigenous Women, Girls and Two-Spirit People. The CRD proudly flew the Xe Xe Smun' Eem "Our Sacred Children" flag for truth and reconciliation from September 26 to October 4. We were deeply honoured to borrow this powerful symbol from Eddy Charlie and his friend Kristin Spray, co-organizers of Victoria Orange Shirt Day and Xe Xe Smun' Eem.

Board Priorities and Corporate Plan Initiatives

In April 2023, the CRD Board approved the CRD 2023 – 2026 Corporate Plan (the Corporate Plan) that identifies 134 initiatives to be advanced over the four-year term. Progress on the Board Priorities and Corporate Plan initiatives from January 2023 to date is reflected in Progress Report Q2, 2023, as Appendix B. The "Comments" section provides a summary of completed actions as

well as any issues or problems that have arisen that may impact progress on the priority. The “Next Steps” section identifies future planned actions and associated timing. Attached as Appendix C is the Board Priorities Dashboard Summary of Completed Actions.

Board Advocacy

On August 9, 2023, staff brought forward a report to the CRD Board with the updated CRD Advocacy Strategy, which was approved, attached as Appendix D, to form the basis for individual advocacy initiatives. An Advocacy Dashboard based on the Board’s Strategic Priorities for 2023 - 2026 has been prepared which tracks the ongoing advocacy work being done by the CRD Board, partners, and staff.

Progress on advocacy is reflected in the Advocacy Dashboard Progress Report Q3, 2023 as Appendix E.

Operating Variance Financial Report – Q2, 2023

The Financial Operating Variance Report details the quarterly operating variance, providing actual results and annual forecasts for services with annual budget exceeding \$1.5 million. Collectively, these services constitute approximately 86% of the consolidated financial plans for the CRD, CRHD, and CRHC.

Forecasts, compiled by staff, provide estimates for how services are expected to perform fiscally for the year by the end of the second quarter. These forecasts are informed by reviewing prior year results, planned and actual changes in activity, and an assessment of service level delivery and related funding impacts.

The amount of budget expended to the end of the second quarter will vary from service to service based on planned expenditures, seasonality, and transaction timing. For example, while services funded by requisition await their third quarter funding, utility and distribution services receive sales revenue spread more evenly throughout the year, subject to seasonality.

The quarterly Financial Operating Variance Report, attached as Appendix F, highlights how much of the annual budget has been expended in comparison to prior year, and what the annual forecast is expected to be based on information available to the end of the second quarter. This is outlined for both expenditures and revenue.

Actuals to the end of the second quarter, as a percentage of actual budget, are largely in line with the same period and timeframe as 2022 for both revenue and expenses.

Capital Regional District

The annual forecast highlights the majority of services are on track and aligned with the annual budget, funding essential community services such as water, wastewater management, and solid waste disposal.

Notable positive variances include:

- Prospects of increased grant funding for the Regional Housing Trust Fund;
- A rise in biosolids intake at the Hartland Landfill, benefiting the Environmental Resource Management service revenue;
- Increased water consumption boosting the Regional Water Supply service revenue; and
- Salary savings across various service areas due to delayed hiring and temporary vacancies.

However, the Core Area Wastewater Operations anticipate negative variances because of increased waste sludge disposal expenses at the Hartland Landfill. A budget amendment in Q3 was required for this service, to address these one-time additional costs using the operating reserve.

Capital Regional Hospital District (CRHD)

The annual forecast indicates minor savings resulting from the deferred hiring of the capital planner role. Apart from this, the CRHD operations are forecast to align with the plan.

Capital Region Housing Corporation (CRHC)

The annual forecast for CRHC is presented by portfolio and reflects the estimated cost savings and revenue variances forecast at the end of the second quarter.

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

Capital Variance Financial Report – Q2, 2023

The Capital Variance Financial Report, attached as Appendix G, highlights variances on actual expenditures from the quarterly and annual capital budgets for all entities (CRD, CRHD, and CRHC). The report is current to the end of the second quarter and covers all capital projects with a budget greater than \$0.5 million.

The Capital Plan is budgeted quarterly, reflecting the scope and schedule of initiatives. Forecasts are also updated quarterly, enhancing the accuracy and detail of project updates as the year progresses and tenders are finalized.

Capital Regional District

In the second quarter, capital expenditures for projects exceeding \$0.5 million amounted to \$30.2 million, an 18% shortfall from the \$36.8 million forecast. The \$6.6 million variance can be attributed to:

- A delay in the Cell 4 liner installation, accounting for \$2.0 million;
- The postponement of the 2023 phase of the Gas Utilization project at the Hartland Landfill, amounting to \$1.7 million; and
- Construction delays for the McCallum Pump Station and Tank 4 project in the Juan de Fuca Water Distribution service, now expected later in 2023, contributing \$1.0 million.

Other significant contributors include the Bowker Creek Rehabilitation project's construction delays and timing adjustments for vehicle acquisitions within both the Regional Water Supply and Juan de Fuca Water Distribution services.

Capital Regional Hospital District (CRHD)

No expenditures were recorded for hospital district projects surpassing \$0.5 million in the second quarter. The capital contribution to the Regional Housing First Program is forecast for the third quarter, in line with the plan.

Capital Region Housing Corporation (CRHC)

In the second quarter, capital expenditures on projects exceeding \$0.5 million amounted to \$23.0 million, a 9% shortfall from the \$25.3 million forecast. The primary reason for this variance was the construction draw timing for the Michigan redevelopment. Additionally, the second quarter saw the successful execution of the prepaid lease for the Prosser Place Regional Housing First Program property acquisition, as forecast.

Human Resource Trends and Corporate Safety

Appendix H provides an analysis of current and emerging trends in workforce composition, turnover, promotions, absenteeism and occupational health and safety. The CRD continuously monitors Human Resource organizational health, and proactively modifies and adapts Human Resource programs and systems where trends may show challenges arising.

For the past two years, and like many organizations, the CRD continues to experience increased pressures associated with economic conditions, a highly competitive labour market and a steady number of retirements. Local governments are becoming increasingly more complex as our role and responsibilities continue to evolve, and this continues to place more demand to secure more specialized labour. To this end, the CRD continues its significant efforts in engaging work strategies and organizational development initiatives, workforce planning, and impactful recruitment and outreach strategies including work to modernize the work environment. These activities, such as the implementation of hybrid work from home and flexible work schedules which complement our other workplace flexibility programs, ensure we not only remain competitive but are an employer of choice in the competitive market. By these strategies we aim to: support the retention of our employees and strive to be a competitive employer who takes into consideration employee circumstances including diversity, equity and inclusion, employee engagement, satisfaction, health, and wellness; to ensure organizational and business needs are being met and are effective; and to contribute to the CRD's climate action goals regarding sustainability and CO2 reduction.

The CRD's proactive and positive focus on workplace health and safety remains a top of priority, and the CRD's comprehensive occupational health and safety (OHS) strategy, which is aligned with OHS best practice standards, meets or exceeds requirements of the WorkSafeBC approved municipal Certificate of Recognition (CoR) program. The CRD continues to experience a positive (merit) situation with WorkSafeBC which, when combined with our CoR program is resulting in a 43% better-than-industry Employer Rating Assessment and 43% premium reduction over industry base rates.

CONCLUSION

The CAO Quarterly Progress Report No. 3 - 2023 provides the Board with a quarterly update on Corporate Activities and Initiatives, progress made on the 2023-2026 Board and Corporate Priorities, Capital and Operating Budget Variances, and Human Resources and Corporate Safety statistics up to September 29, 2023.

RECOMMENDATION

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

Submitted by:	Ted Robbins, B. Sc., C. Tech., Chief Administrative Officer
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ATTACHMENT(S)

- Appendix A: Photographs of Corporate Activities and Initiatives
- Appendix B: Board Priorities Dashboard Progress Q3, 2023
- Appendix C: Board Priorities Dashboard – Summary of Completed Actions
- Appendix D: Staff Report: Capital Regional District Advocacy Strategy
- Appendix E: Advocacy Dashboard Progress Q3, 2023
- Appendix F: Operating Variance Financial Report Q2, 2023
- Appendix G: Capital Variance Financial Report Q2, 2023
- Appendix H: Human Resources Trends and Corporate Safety

Inaugural Meeting | SSI Local Community Commission

CRD



Elk Lake Oxygenator System Tour

CRD



2023 Climate & Energy Action Award

CEA



Climate & Energy Action Awards
2023
Community Energy Association
WINNER

Community Energy Association
Climate & Energy Action Award 2023
Awarded to
City of Victoria,
District of Saanich,
District of Central Saanich,
Capital Regional District
Zero Carbon Step Code
Engagement and Adoption

Community Energy Association
Climate & Energy Action Award 2023
Awarded to
City of Victoria,
District of Saanich,
District of Central Saanich,
Capital Regional District
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City of Victoria,
District of Saanich,
District of Central Saanich,
Capital Regional District
Zero Carbon Step Code
Engagement and Adoption

Community Energy Association
Climate & Energy Action Award 2023
Awarded to
District of Saanich,
Greater Victoria Community
Social Planning Council,
University of British Columbia
Research on Active
Transportation Lab
Saanich Community Code
Incentive Pilot Program

2023 Top 25 under 40 Safety Professionals

CRD

**Congratulations to
CRD staff member
Joanie Grandy,
recipient of the
Occupational Health
& Safety Canada Top
25 under 40 award**



Watermain Repair

CRD



BC Municipal Safety Association Awards



BCMSA
BC MUNICIPAL SAFETY
ASSOCIATION

**2022
ORGANIZATIONAL
SAFETY EXCELLENCE
AWARD**

HONORING
CAPITAL REGIONAL DISTRICT

In recognition of outstanding
commitment to reducing injuries,
illness, disease and fatalities.

BCMSA
BC MUNICIPAL SAFETY
ASSOCIATION

2022 OCCUPATIONAL HEALTH & SAFETY LEADERSHIP AWARD

HONORING
ROBERT INGRAHAM - CAPITAL REGIONAL DISTRICT

Individual who has demonstrated an outstanding
achievement in the occupational safety and health field.

UBCM Convention

CRD



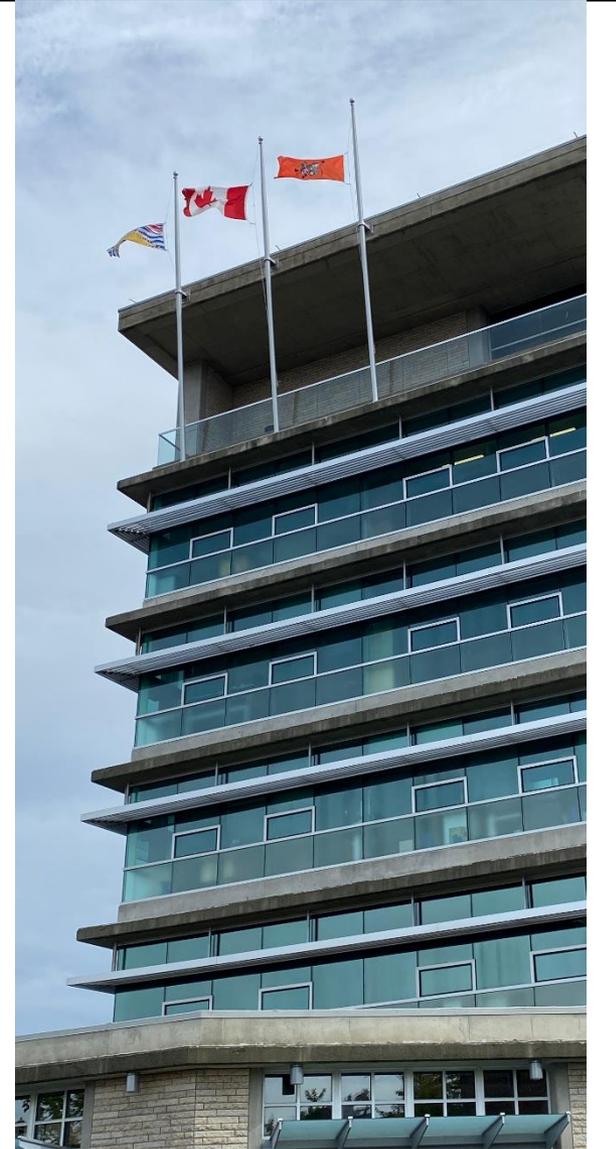
Art of Reconciliation Community Mosaic Project

CRD



National Day for Truth & Reconciliation

CRD



Board Priorities Dashboard



Transportation

Residents have access to convenient, green and affordable multi-modal transportation systems that enhance livability.



Making a difference...together

CONDITION LEGEND



Proceeding as planned



Potential or emerging issue



Issue has arisen



Timing has changed

Board Initiatives	Status & Condition			Resolutions	Comments	Next Steps	
	Not Started	In Progress	Completed			Action	Timing
<p>1a Improve regional connectivity and safety across transportation modes</p>				<ul style="list-style-type: none"> Board, August 9, 2023 Board, September 13, 2023 	<p>Completed the 2022 Origin Destination Household Travel Survey and presented results to the CRD Transportation Committee.</p> <p>Media Release: Household Travel Survey Shows Increase In Walking And Cycling (September 13, 2023)</p> <p>Media Release: Salt Spring Island Active Transportation Network Plan focuses on five big moves (August 8, 2023)</p>	<ul style="list-style-type: none"> Traffic Safety Commission to conduct research and deliver a draft report on eMobility in the region Support advocacy requests for investments in multi-modal infrastructure and services 	<ul style="list-style-type: none"> Q4 2023 Ongoing
<p>1b Support investments, expansion and equitable access to active and low carbon transportation</p>				<ul style="list-style-type: none"> Board, September 13, 2023 Regional Parks Committee, September 27, 2023 	<p>Construction continues on Project Area 1 of the Mayne Island Regional Trail project. The focus over the next few months will be completing trail support structures, culvert extensions, and placement of base and final surface materials.</p> <p>Presented Regional Trails Widening and Lighting Project funding options and directed to accelerate by inclusion of the project in the 2024-2028 Financial Plan and that staff continue to develop partnerships, pursue grant opportunities and report back with options to generate additional funds through non-tax revenue.</p>	<ul style="list-style-type: none"> Mayne Island Regional Trail Phase 1 Development Project construction completed Selkirk Trestle upgrades and Galloping Goose Regional Trail Widening & Lighting Project design and construction, dependent on loan authorization 	<ul style="list-style-type: none"> Q3 Q4 2023 Q4 2023
<p>1c Present options for changes in governance for transportation in the region, including the Electoral Areas</p>					<p>Initiated an engagement process with municipal councils, electoral areas and agency partners on regional transportation governance. The transportation workbook was distributed to all stakeholders earlier in the summer. The completed workbooks and feedback have been requested by September 29, 2023.</p>	<ul style="list-style-type: none"> Report on transportation governance engagement and initiate scoping of transportation governance options 	<ul style="list-style-type: none"> Q4 2023

Board Priorities Dashboard



Housing

Residents have access to affordable housing that enhances livability.



Making a difference...together

CONDITION LEGEND



Proceeding as planned



Potential or emerging issue



Issue has arisen



Timing has changed

Board Initiatives	Status & Condition			Resolutions	Comments	Next Steps	
	Not Started	In Progress	Completed			Action	Timing
<p>2a Increase supply of affordable, inclusive and adequate housing in the region</p>				<p>• Board, September 13, 2023</p>	<p>Development Permit Application to the City of Victoria submitted through Rapid Deployment of Affordable Housing process for Village on the Green redevelopment, in partnership with the Capital Region Housing Corporation (CRHC) through the Regional Housing First Program (RHFP).</p> <p>On August 10, 2023, a bylaw amendment to increase the annual requisition for the Land Assembly, Housing and Land Banking Service to \$85 million obtained statutory approval and the CRD may now proceed with obtaining two-thirds consent on behalf of the participating areas and consent from the Electoral Area Directors without further delay. Consent for the accompanying loan authorization bylaw for long-term borrowing will be obtained by Alternative Approval Process for the entire service area.</p> <p>CRHC Chair and CAO met with Minister Kahlon, BC Housing Minister, to advise the Ministry of Housing of the CRD Board’s proposal to increase the borrowing authority (as per above) and request that the province consider providing up to \$170 million in funding to facilitate the development of approximately 2,000 affordable housing units across the region.</p> <p>Media Release: 2023 Greater Victoria Point-in-Time Count results announced (August 3, 2023)</p>	<ul style="list-style-type: none"> • RHI Round 3 funding by CMHC expected project announcement • District of Saanich’s Advisory Design Panel review of Campus View redevelopment proposal in partnership with the CRHC through the RHFP • Drilling for water at 161 Drake Road on Salt Spring Island and subsequent pump testing • Drennan and Sooke, funding through the RHFP and the Regional Housing Trust Fund (M’akola Housing) completion • Seek elector approval for amendment to the Land Assembly, Housing and Land Banking Service bylaw • Complete region-wide AAP for loan authorization for long-term borrowing 	<ul style="list-style-type: none"> • Q4 2023 • Q3 Q4 2023 • Q3 Q4 2023 • Q4 2023 • Q4 2023 • Q1 2024

Board Priorities Dashboard



Climate Action & Environment

Progress on adaptation, reduced greenhouse gas emissions and triple-bottom line solutions that consider social, environmental and economic impacts.



Making a difference...together

CONDITION LEGEND	Proceeding as planned	Potential or emerging issue	Issue has arisen	Timing has changed
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Board Initiatives	Status & Condition			Resolutions	Comments	Next Steps	
	Not Started	In Progress	Completed			Action	Timing
3a Maximize solid waste diversion and resource recovery from waste materials				<ul style="list-style-type: none"> Board, August 9, 2023 	Remain on track to procure processing for source separated materials and submit final amended Hartland Landfill Tipping Fee Bylaw for Board consideration.	<ul style="list-style-type: none"> Procure processing for source separate materials, and submit final amended Hartland Landfill Tipping Fee Bylaw for Board Consideration 	<ul style="list-style-type: none"> Q4 2023
3b Explore options for a regional approach to biodiversity and the protection of ecological assets					CRD Staff are submitting a new establishing bylaw based on internal discussions related to a regional approach to environmental stewardship, with a focus on biodiversity and the protection of ecological assets.	<ul style="list-style-type: none"> Propose new service in Provisional 2024-2028 Financial Plan package Staff report going to October Committee of the Whole for approval of new service to start in 2024 	<ul style="list-style-type: none"> Q4 2023 Q4 2023
3c Increase resilience, community and adaptation planning to address climate related risks and disasters					Electoral Area community wildfire exposure maps completed and will be shared with residents. Project is a novel collaboration between Islands Trust and Protective Services to prioritize wildfire mitigation efforts.	<ul style="list-style-type: none"> Develop new climate projections for capital region and undertake capacity building activities Complete capital region heat vulnerability mapping project 	<ul style="list-style-type: none"> Q4 2023 Q4 2023

Board Priorities Dashboard



Climate Action & Environment

Progress on adaptation, reduced greenhouse gas emissions and triple-bottom line solutions that consider social, environmental and economic impacts.



Making a difference...together

CONDITION LEGEND	Proceeding as planned	Potential or emerging issue	Issue has arisen	Timing has changed
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Board Initiatives	Status & Condition			Resolutions	Comments	Next Steps	
	Not Started	In Progress	Completed			Action	Timing
<p>3d Support energy efficient and low carbon buildings across the region</p>				<ul style="list-style-type: none"> Environmental Services Committee, Sept. 27, 2023 	<p>Released 2022 Regional and Local Government Greenhouse Gas Inventory report.</p> <p>Developed and launched Neighbourhood Navigator pilot targeting fossil fuel heated neighbourhoods.</p> <p>Continued to support staff in several communities to consider Zero Carbon Step Code policy approaches.</p>	<ul style="list-style-type: none"> Support coordination of public Climate Friendly Homes tour Expand Home Energy Navigator program reach and participation Promote Building BenchmarkBC participation amongst Part 3 buildings owners/managers Complete home retrofit financing study 	<ul style="list-style-type: none"> Q4 2023 Ongoing Q1 2024 Q1 2024

Board Priorities Dashboard



First Nations

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



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CONDITION LEGEND



Proceeding as planned



Potential or emerging issue



Issue has arisen



Timing has changed

Board Initiatives	Status & Condition			Resolutions	Comments	Next Steps	
	Not Started	In Progress	Completed			Action	Timing
<p>4a Develop mechanisms to hear more from First Nations' governments as to how they would like the CRD to approach reconciliation</p>					<p>Forum of All Councils upcoming on October 14 2023.</p> <p>Hosted a gathering for CRD staff to learn from WSÁNEC cultural workers regarding archaeology and heritage conservation.</p>	<ul style="list-style-type: none"> Launch Indigenous Relations Coaching Program for Board Directors Hosting a gathering for SGI and SSI EA Directors and commissioners with WSÁNEC representatives, to build relationships and understanding regarding cultural heritage conservation on the islands 	<ul style="list-style-type: none"> Q4 2023 Q4 2023
<p>4b Collaborate with First Nations to build and strengthen new processes for respectful, reciprocal government-to-government decision-making and service delivery that uplift Indigenous self-determination</p>					<p>Juan de Fuca Community Parks co-hosted an open-house with Pacheedaht First Nation to gather information and identify concerns related to the replacement of playground equipment in Port Renfrew.</p> <p>On September 13, 2023, CRD Board adopted policy direction to support land reversion to First Nations within the island rail corridor, in accordance with a process that is informed by a reconciliation-based approach. The CRD Board Chair wrote to the Island Corridor Foundation in September to inform its Board of this direction.</p> <p>Staff have participated in two inter-governmental island rail corridor planning sessions, facilitated by the province.</p>	<ul style="list-style-type: none"> Schedule and participate in government-to-government meetings between First Nations and Board Directors Extend invitations to First Nations to participate in Inclusive Regional Governance Study Grant; schedule follow-up meetings with First Nations to gather input Continued participation in the joint planning process to develop a vision for the future of the island rail corridor 	<ul style="list-style-type: none"> Q4 2023 Q4 2023 Ongoing

Board Priorities Dashboard



First Nations

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



Making a difference...together

CONDITION LEGEND	Proceeding as planned	Potential or emerging issue	Issue has arisen	Timing has changed
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Board Initiatives	Status & Condition			Resolutions	Comments	Next Steps	
	Not Started	In Progress	Completed			Action	Timing
<p>4c Invite, respect and incorporate Indigenous leadership and traditional knowledge to enhance initiatives and strategies that support other priorities in the plan</p>				<ul style="list-style-type: none"> Board, July 12, 2023 	<p>Ongoing meetings with First Nations regarding Regional Parks Land Acquisition Strategy, land acquisitions, and management plans.</p> <p>First Nations Feedback on the Interim Regional Parks and Trails Strategic Plan 2022-2032 brought to Regional Parks Committee in June and approved at the July Board meeting.</p> <p>Partnered with Eddy Charlie and Kristin Spray of Orange Shirt Day Victoria to fly the Xe Xe Smun' Eem flag outside the CRD Fisgard Street office.</p> <p>Panorama Recreation is partnered with the Victoria Native Friendship Centre, The Art of Reconciliation and Indigenous artist Dahlila Charlie to host a community mosaic project inspired by Orange Shirt Day and National Day of Truth and Reconciliation.</p>	<ul style="list-style-type: none"> Collaborate with the interested First Nations on completing the Mount Work Management Plan Bring a revised planning process that identifies early and meaningful engagement with First Nations to Parks Committee Launch partnership with Raincoast Conservation Society and the WSÁNEC Leadership Council on the implementation of the Healthy Waters Project 	<ul style="list-style-type: none"> Q4 2023 Q4 2023 Q4 2023
<p>4d Support shared prosperity by enhancing economic opportunities, in partnership with First Nations</p>					<p>Proposed a new HR position for 2024 service planning, to lead the development of an Indigenous Employment Strategy.</p> <p>Funded solid waste bin removal to support a community clean-up for the Pacheedaht First Nation (Q1 - Q2 2023).</p>	<ul style="list-style-type: none"> Update water servicing agreements with First Nations Collaborating with Pacheedaht First Nation on the Port Renfrew Official Community Plan Negotiating a partnership agreement with the WSÁNEC Leadership Council that may include employment and economic opportunities, as part of implementation of the Solid Waste Management Plan 	<ul style="list-style-type: none"> Q3 Q4 2023 Q4 2023 Ongoing

Board Priorities Dashboard



Governance

Effective advocacy, coordinated and collaborative governance, and leadership in organizational performance and service delivery.



Making a difference...together

CONDITION LEGEND



Proceeding as planned



Potential or emerging issue



Issue has arisen



Timing has changed

Board Initiatives	Status & Condition			Resolutions	Comments	Next Steps	
	Not Started	In Progress	Completed			Action	Timing
5a Influence regional issues and advocate in a consistent, focused way that aligns with the Board strategic priorities				<ul style="list-style-type: none"> Board, Aug. 9, 2023 	The CRD Board approved an updated CRD Advocacy Strategy on August 9, 2023.	<ul style="list-style-type: none"> Update Advocacy Dashboard 	<ul style="list-style-type: none"> Quarterly
5b Strengthen Board decision-making frameworks to include First Nations reconciliation, equity, diversity and inclusion, and climate action lenses					<p>Committees and commissions will consider service plans (Community Need Summaries) for 2024 between September and October 2023.</p> <p>Development of new divisional strategic plans underway (Human Resource & Corporate Safety, Communications). The revised plans will include additional considerations of Board-directed lenses.</p>	<ul style="list-style-type: none"> Integrate lenses in service planning process and present for Board consideration in Fall Board to receive Human Resources & Corporate Safety Strategic Plan 	<ul style="list-style-type: none"> Q4 2023 Q4 2023
5c Develop understanding of, and accountability for, equity, diversity and inclusion across CRD decision-making bodies					<p>Staff have secured a training specialist for the Equity, Diversity and Inclusion initiative. Staff training for applying the EDI lens for staff reports will be prioritized.</p> <p>Accessibility Advisory Committee established and Terms of Reference approved.</p>	<ul style="list-style-type: none"> Offer EDI training seminar for CRD Board members and other decision-makers Hold inaugural Accessibility Advisory Committee 	<ul style="list-style-type: none"> Q4-2023 Q3 2024 Q4 2023
5d Foster greater civic participation among diverse community members					Procurement process and internal analysis underway for website redesign project.	<ul style="list-style-type: none"> Select and finalize contract with vendor for website redesign project Board to receive Communications Strategic Plan 	<ul style="list-style-type: none"> Q4 2023 Q4 2023
5e Explore changes to growth management approaches and identify implementation actions appropriate for local, regional and provincial implementation					Recipient of a Union of BC Municipalities (UBCM) Complete Communities grant to undertake a regional growth and mobility study.	<ul style="list-style-type: none"> Policy white paper on proposed actions to tackle housing and development challenges 	<ul style="list-style-type: none"> Q4 2023



Transportation

Residents have access to convenient, green and affordable multi-modal transportation systems that enhance livability.



Making a difference...together

Board Initiatives	Resolutions	Summary of Completed Actions
<p>1a Improve regional connectivity and safety across transportation modes</p>	<ul style="list-style-type: none"> • <i>Board, Feb. 8, 2023</i> 	<p>The Traffic Safety Commission has approved its 2023 priority action areas: distracted driving, speeding and impaired driving. These will be implemented through education and awareness campaigns. Regional Trail construction underway on Mayne Island. Engineering contractor retained to prepare design proposal for potential trail on Pender Island from Magic Lake Fire Hall to the island's school.</p>
<p>1b Support investments, expansion and equitable access to active and low carbon transportation</p>	<ul style="list-style-type: none"> • <i>Transportation Committee, Mar. 15, 2023</i> • <i>Regional Parks Committee, May 24, 2023</i> • <i>Board, June 14, 2023</i> 	<p>Regional All Ages and Abilities cycling facility criteria to support consistent planning and reporting on implementation of the regional cycling network was received by the Transportation Committee on March 15, 2023. The Active Transportation Infrastructure Stream – BC Active Transportation Infrastructure Grants Program approved \$500,000 for the Mayne Island Regional Trail Phase 1 Development Project.</p> <p>Increased Saturday transit service on Fulford Harbour to Ganges, including southbound service along Cusheon Lake Road for select trips effective May 6, 2023.</p> <p>Pender Island Parks and Recreation Commission Schooner Way Active Transportation project at 30% engineering design completion.</p> <p>Kimta E&N Connector construction completed.</p> <p>CRD Regional Trails Closure Policy information report provided to Transportation Committee and CRD Board.</p>
<p>1c Present options for changes in governance for transportation in the region, including the Electoral Areas</p>	<ul style="list-style-type: none"> • <i>Transportation Committee, Mar. 15, 2023</i> • <i>Board, April 12, 2023</i> • <i>Transportation Committee, May 17, 2023</i> • <i>Board, June 14, 2023</i> 	<p>Initiated the planning required to scope regional transportation governance options with a background report to the Transportation Committee on March 15, 2023.</p> <p>Media Release: CRD to gather input on regional transportation governance (June 14, 2023)</p>



Housing

Residents have access to affordable housing that enhances livability.



Board Initiatives	Resolutions	Summary of Completed Actions
<p>2a Increase supply of affordable, inclusive and adequate housing in the region</p>	<ul style="list-style-type: none"> • Hospitals and Housing Committee, May 3, 2023 • Board, May 10, 2023 	<p>Opened 58 units of affordable rental housing at 2782 Spencer Road in Langford in November 2022 , in partnership with the Capital Region Housing District (CRHC) through the Community Housing Fund.</p> <p>Opened 72 units of affordable rental housing at 210 Gorge Road in Victoria in February 2023, in partnership with the Cool Aid Society through the Regional Housing First Program (RHFP). Media Release: More than 130 affordable rental homes open in Langford (Feb 17, 2023).</p> <p>Opened 52 units of supportive housing at 2933 and 2949 Albina Street in Saanich in February 2023, in partnership with BC Housing and Our Place Society through Rapid Housing Initiative (RHI) Round 1. Media Release: Fifty-two new homes with 24/7 services open in Saanich (Feb 10, 2023).</p> <p>Opened 75 units of affordable rental housing at 2170 Charters Road in Sooke in partnership with the M’akola Housing Society through the RHFP. Project completed December 2022. Tenant move-ins began February 2023.</p> <p>Opened 51 units of affordable housing at Prosser Place (7612 East Saanich Road) in Central Saanich, in partnership with the Capital Region Housing Corporation through the Regional Housing First Program (RHFP).</p> <p>Opened 39 units of supportive housing at 1909 Prosser Road in Central Saanich, in partnership with BC Housing and Pacifica Housing through the Rapid Housing Initiative (RHI) Round 2.</p> <p>Opened 45 units of supportive housing at 865 Catherine Street (House of Courage) in Victoria in partnership with BC Housing and the Aboriginal Coalition to End Homelessness through the RHI Round 2. Media Release: B.C., Canada opening supportive housing in capital region (Mar. 31, 2023)</p> <p>CRD Board is considering increasing its borrowing authority through the Land Assembly, Housing and Land Banking Service to \$85 million to aid in increasing the supply of affordable housing in the region. The action requires participating area approval and staff will seek municipal consent on behalf of the electors in the municipalities and an Alternative Approval Process in the electoral areas. Media Release: CRD to Increase Borrowing Authority for Housing (June 2, 2023)</p> <p>Work ongoing to implement the Rural Housing Strategy.</p>



Climate Action & Environment

Progress on adaptation, reduced greenhouse gas emissions and triple-bottom line solutions that consider social, environmental and economic impacts.



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Board Initiatives	Resolutions	Summary of Completed Actions
<p>3a Maximize solid waste diversion and resource recovery from waste materials</p>	<ul style="list-style-type: none"> • <i>Environmental Services Committee, Feb. 15, 2023</i> • <i>Board, Mar. 15, 2023</i> • <i>Environmental Services Committee, Apr. 19, 2023</i> • <i>Board, May 10, 2023</i> 	<p>The CRD Board approved the new Solid Waste Management Plan to reduce how much material is sent to Hartland Landfill and guide how the region’s solid waste is managed in a safe, secure and sustainable way now and in the future. The final plan includes strategies and actions for reducing and managing all streams of solid waste—including recyclables, compostable material and garbage—with an eye to extending the life of Hartland Landfill to 2100 and beyond. Media Release: CRD releases report highlighting what residents and businesses are putting in the garbage (Mar 8, 2023).</p> <p>Presented proposed amendments to the Hartland Landfill Tipping Fee Bylaw, a revised tipping fee schedule and new material bans to better encourage diversion. Media Release: Policy changes and material stream diversion initiatives at Hartland Landfill (May 12, 2023)</p>
<p>3b Explore options for a regional approach to biodiversity and the protection of ecological assets</p>		<p>CRD Staff continue with internal discussions to understand the scope and breadth of a regional approach to environmental stewardship with a focus on biodiversity and the protection of ecological assets.</p>
<p>3c Increase resilience, community and adaptation planning to address climate related risks and disasters</p>		<p>Launched capital region heat vulnerability mapping project with inter-municipal partners. Received Pacific Institute for Climate Solutions grant to hire a summer intern to support climate adaptation research.</p> <p>Completed Electoral Area Community Wildfire Resiliency Plans. Adopted new open burning bylaw to prevent human-caused wildfire. Community Wildfire Resiliency webinar series conducted for Electoral Areas.</p> <p>Community Evacuation Guides completed. Media Release: Electoral Area Emergency Programs Share Household Evacuation Guides to Help Residents Prepare (May 9, 2023)</p>
<p>3d Support energy efficient and low carbon buildings across the region</p>		<p>Implemented and promoted Home Energy Navigator program to support retrofits in single family homes. 253 participants between November 8 2022 and February 28, 2023.</p> <p>Support municipalities in advancing new Energy Step Code and new Zero Carbon Step Code policy changes.</p> <p>Participated in Provincial Local Government Retrofit Peer network, Step Code Peer network, and the new Embodied Carbon Peer network and shared learnings with CRD Climate Action Inter-Municipal Working Group.</p> <p>Salt Spring Island’s rainwater harvesting rebate program was renewed for one year.</p> <p>Implemented and expanded existing rain barrel program for the Southern Gulf Islands.</p> <p>Corporate Green Building Policy and Carbon Price Policy adopted and implementation underway.</p>



First Nations

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



Board Initiatives	Resolutions	Summary of Completed Actions
<p>4a Develop mechanisms to hear more from First Nations’ governments as to how they would like the CRD to approach reconciliation</p>		<p>The upcoming Forum of All Councils is an opportunity for First Nations to share perspectives with Board Directors. Planning underway.</p> <p>The upcoming Government-to-Government Relationship Building Initiative will, amongst other goals, invite First Nations to share their priority topics for a CRD Reconciliation Action Plan, and will provide an opportunity for Board Directors to hear directly from local Nations.</p> <p>Cultural perspectives training offered to CRD Board Directors and Alternate Directors.</p>
<p>4b Collaborate with First Nations to build and strengthen new processes for respectful, reciprocal government-to-government decision-making and service delivery that uplift Indigenous self-determination</p>		<p>The upcoming Government-to-Government Relationship Building Initiative is an opportunity for the CRD and First Nations to strengthen our relationship and co-create mechanisms to support respectful, reciprocal, ongoing engagement at both the leadership and operational levels. Invites from Board Chair sent to First Nations to participate.</p> <p>New Regional Parks land acquisition notification process launched.</p>
<p>4c Invite, respect and incorporate Indigenous leadership and traditional knowledge to enhance initiatives and strategies that support other priorities in the plan</p>	<ul style="list-style-type: none"> • <i>Regional Parks Committee, May 24, 2023</i> • <i>Board, June 14, 2023</i> • <i>Regional Parks Committee, June 28, 2023</i> 	<p>Regional Parks engaging with First Nations for input into the Regional Parks Strategic Plan and the Regional Parks Land Acquisition Strategy, as well as ongoing collaboration on management plans. Feedback presented Regional Parks Committee in June for approval recommendation at the July Board meeting.</p> <p>Ongoing collaboration with First Nations on the conservation and protection of heritage sites, across all service delivery.</p> <p>Developed and shared with staff a Working with Indigenous Elders guidance document, to support respectful relationships where elders are interested to share their knowledge to inform CRD initiatives.</p>
<p>4d Support shared prosperity by enhancing economic opportunities, in partnership with First Nations</p>	<ul style="list-style-type: none"> • <i>First Nations Relations Committee, Apr. 26, 2023</i> • <i>Board, May 10, 2023</i> 	<p>Partnered with Greater Victoria Harbour Authority, City of Victoria, and the South Island Prosperity Partnership to develop an Indigenous Business Directory for the south island to support enhanced procurement from Indigenous businesses. Media Release: New Business Directory Supports Indigenous Entrepreneurs (June 7, 2023)</p> <p>Released CRD Indigenous Employment Project Reports: Summary Report, Full Findings Report, and Wise Practices Report for Indigenous Employment and Culturally Safe and Supportive Workplaces.</p>



Governance

Effective advocacy, coordinated and collaborative governance, and leadership in organizational performance and service delivery.



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Board Initiatives	Resolutions	Summary of Completed Actions
<p>5a Influence regional issues and advocate in a consistent, focused way that aligns with the Board strategic priorities</p>	<ul style="list-style-type: none"> • Board, April 12, 2023 	<p>Corporate Advocacy Dashboard updated and included in CAO quarterly report. A complete list of all advocacy correspondence is available on the Board Advocacy webpage. Administrative Policy for Intergovernmental Relations information report provided to Board.</p>
<p>5b Strengthen Board decision-making frameworks to include First Nations reconciliation, equity, diversity and inclusion, and climate action lenses</p>	<ul style="list-style-type: none"> • Board, May 10, 2023 	<p>The 2023-2026 CRD Corporate Plan has been developed in alignment with this priority. Additional information has been included in the plan to support the Board’s understanding of how the three lenses impact future initiatives and activities. All staff report templates updated to include decision-making considerations for First Nations reconciliation, equity, diversity and inclusion, and climate action lenses. 2024 Service and Financial Planning Guidelines approved by Board.</p>
<p>5c Develop understanding of, and accountability for, equity, diversity and inclusion across CRD decision-making bodies</p>		<p>The CRD has established a statement of Commitment to Equity, Diversity and Inclusion (EDI) to guide internal decisions and policies. Staff training and awareness courses ongoing through 2023.</p>
<p>5d Foster greater civic participation among diverse community members</p>		<p>The 2023-2026 CRD Corporate Plan includes initiatives to review and enhance engagement practices, tools and frameworks in alignment with this priority. The CRD engagement platform Get Involved hosts initiatives and campaigns that have public participation components. Project charter for website redesign finalized.</p>
<p>5e Explore changes to growth management approaches and identify implementation actions appropriate for local, regional and provincial implementation</p>	<ul style="list-style-type: none"> • Planning and Protective Services Committee, June 21, 2023 	<p>Hosted the Development and Planning Advisory Committee on January 16 and March 13, 2023. Initiated research and analysis to support CRD Regional Housing and local governments to take action on housing and development challenges. The Planning and Protective Services Committee approved a grant application to the Union of BC Municipalities (UBCM) Complete Communities Fund for a regional growth and mobility study.</p>



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**TO GOVERNANCE COMMITTEE
MEETING OF WEDNESDAY, AUGUST 02, 2023**

SUBJECT **Capital Regional District Advocacy Strategy**

ISSUE SUMMARY

To approve an updated Capital Regional District (CRD) Advocacy Strategy to advance 2023 – 2026 CRD Board Priorities, Board approved Strategies and Operational Service mandates.

BACKGROUND

The CRD Board completed the strategic planning process at the end of January 2023 and in February approved the CRD Board Strategic Priorities for the 2023 – 2026 term. Five Strategic Priorities with 17 specific initiatives were identified to be advanced over the four-year term. The Corporate Plan was subsequently developed and introduced corporate initiatives and actions aimed at achieving the Board Priorities and community needs.

Each of the five Board Strategic Priorities includes initiatives that may require various types of advocacy to senior orders of government, public authorities, and partners in order to make progress. The Board Governance Priority sets out that the Board will influence regional issues and advocate in a consistent, focused way that aligns with the Board Priorities.

The CRD Advocacy Strategy, included as Appendix A, was developed to inform specific advocacy initiatives, and leverage the collective voice of CRD Board members, partners, and staff in efforts to contribute our experience and resources to advance solutions and achieve greater outcomes.

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

ALTERNATIVES

Alternative 1

The Governance Committee recommends to the CRD Board that the updated CRD Advocacy Strategy be approved.

Alternative 2

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

IMPLICATIONS

The Advocacy Strategy has been updated to support the new CRD Board and their Strategic Priorities with some corresponding direction from the new Intergovernmental Relations Policy. The intent of the strategy is to define how the CRD can be effective in advocating for support and focus its governance and Committees and Commissions, partners, and staff on transparently and efficiently advancing regional, sub-regional and local priorities.

CONCLUSION

The CRD Board Strategic Priorities 2023 - 2026 includes initiatives that require various types of advocacy to senior orders of government, public authorities, and partners in order to make progress. The updated Advocacy Strategy will inform specific advocacy initiatives and assist in achieving Board priorities.

RECOMMENDATION

The Governance Committee recommends to the CRD Board that the updated CRD Advocacy Strategy be approved.

Submitted by:	Carolyn Jenkinson, Manager, Executive Administration
Concurrence:	Andy Orr, Senior Manager, Corporate Communications
Concurrence:	Ted Robbins, B. Sc., C. Tech., Chief Administrative Officer

ATTACHMENT(S)

Appendix A: CRD Advocacy Strategy

August 2023

Advocacy Strategy for the Capital Regional District

Responding to community needs, the Capital Regional District (CRD) Board of Directors identify priorities and set the strategic course for the CRD over a four-year period, including an annual check-in and review of Board Priorities. For the 2023-2026 mandate, the CRD Board agreed to focus on five strategic priorities. As regional leaders, members of the CRD Board have and continue to be active in their advocacy on several policy initiatives that flow from these priorities.

To be effective in gaining the support of senior orders of government, local government, and partners, the Priorities agreed to by the Board will remain the basis of the advocacy strategy, unless updated by the Board annually, or supplemented by resolutions of the Board to advocate on specific initiatives. A successful advocacy strategy should be targeted, focused, and requires message discipline and consistency. Those we are advocating to need to understand what our priorities are and that we are committed to advancing them. The Board Priorities are organized under five themes with defined initiatives and desired outcomes. Role clarity, clear communication and reporting is essential for both elected officials and staff to enhance effectiveness and portray the strength of common cause.

Board Priorities (2023 – 2026 Term) and associated outcome statements

Transportation

Residents have access to convenient, green, and affordable multi-modal transportation systems that enhance livability.

Housing

Residents have access to affordable housing that enhances livability.

Climate Action & Environment

Progress on adaptation, reduced greenhouse gas emissions and triple-bottom line solutions that consider social, environmental, and economic impacts.

First Nations

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

Governance

Effective advocacy coordinated and collaborative governance, and leadership in organizational performance and service delivery.

A key initiative within the Governance priority is to “Influence regional issues and advocate in a consistent, focused way that aligns with the Board strategic priorities”.

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

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

Advocacy Strategies

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

Board Advocacy

Agreed on Board Priorities are the basis of the Board advocacy and the process for adding to those priorities is by Board resolutions with follow up actions typically directed through the Board Chair or the Executive Leadership Team. The Board Chair may ask for the support of other Directors to assist with efforts based on relationships, expertise, and experience or participant jurisdiction and geography. While the Board collectively has responsibility for the interests of the electoral areas, it has included or may delegate specific advocacy to the electoral area Directors for those areas. The Board may decide this term to pursue a focused more assertive strategy on a particular matter of importance at selected times during this term.

Inter-Regional Municipal and Electoral Area Advocacy

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

Corporate Advocacy

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

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

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

Service Mandate and Operational Advocacy

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

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

Potential Advocates

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

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

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

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

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

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

Advocacy Internal/External Stakeholders

Advocacy	Internal	External
Primary Level	<p>Board Members and, Alternates</p> <p>Member municipal councils</p> <p>Delegated CRD Commission Members including First Nations Members</p> <p>Local Area Elected Officials</p> <p>Local Area CAOs</p> <p>Local Area Senior Staff</p>	<ul style="list-style-type: none"> • Premier’s office • Province: Ministers, Ministers’ offices, and Deputy Ministers of select Government of BC ministries and Opposition Leaders • Vancouver Island Region MLAs • Federal Government: Vancouver Island Region MPs, Ministers, and staff of select ministries • First Nations
Secondary Level	<p>Agencies and organizations, including First Nations who have entered into formal agreement with the CRD.</p> <p>CRD representatives appointed to an affiliated governance body</p>	<ul style="list-style-type: none"> • First Nations • Federation of Canadian Municipalities • Union of BC Municipalities • Association of Vancouver Island Coastal Communities
Operational Level	<p>ELT and designated staff who participate in various external initiatives, committees, and groups as a representative of the organization.</p>	<ul style="list-style-type: none"> • Membership in various Professional Associations, Boards and Groups • Engagement work with Federal, Provincial, Institutional and Local Government staff. • Engagement with Crown and Non-profit bodies aligned and mandated to advance similar priorities.

Advocacy Approach

Advocate	Objectives	Methods
<p><u>Board</u> Includes Board Members and Alternates</p>	<p>Advance Board priorities and actions required by other orders of government to address regional issues.</p>	<p>Board resolutions reported and conveyed to the media and appropriate party by way correspondence and follow up meetings as required.</p>
<p><u>CRD Member Representatives</u> Member municipalities and Local Area Elected Officials. Designated CRD Commissions and Commissioners, including Frist Nations Members</p>	<p>Coordinate actions based on shared interests and in support of shared goal to improve regional outcomes.</p>	<p>Advance Board and Corporate priorities as identified by the CRD Board and included in the Corporate Plan and other approved CRD Strategies when aligned with municipal and commission interests.</p>
<p><u>Intergovernmental Relations</u> A framework for establishing and maintaining effective relationships with other orders of government,</p>	<p>Convey one regional voice on issues.</p>	<p>Ensure municipal partners are aware and involved as appropriate in advocacy efforts.</p>
<p><u>Partnerships</u> Agencies and organizations, including First Nations, who have entered into formal agreement with the CRD and/or a CRD representative is appointed to a governance body of that organization.</p>	<p>Identify shared interests as a result of delegated authority, partnership agreement, contract or operating agreement, funding agreement, grant, or other formal relationship or understanding.</p>	<p>Advance Board and Corporate priorities as identified by the CRD Board and included in the corporate plan and other approved CRD Strategies when aligned with agencies and organization’s interest.</p>
<p><u>Staff</u> ELT and designated staff who participate in various external initiatives, committees, and groups as a representative of the organization when adhering with corporate policy and/or by professional affiliation.</p>	<p>Communicate formal CRD policy or position and share professional expertise. Act on behalf of the organization to advance initiatives in support of Board and Corporate Priorities.</p>	<p>Advance Board and Corporate Priorities as identified by the CRD Board and included in the Corporate Plan and other approved CRD Strategies when aligned with external agencies and organization’s interests.</p>



Tracking #	Issue	Objective	Advocates				Comments	Status/Update
			Board	LG/EA	Partner	Staff		
21-01-02	Regional Transportation Priorities	Confirm the CRD Board’s Regional Transportation Priorities.	✓			✓	Letter to Minister Fleming Met with Minister Fleming by teleconference October 4, 2021 Letter to Minister Fleming Virtual Meeting with Minister Fleming March 31, 2022	Initiated the planning required to scope regional transportation governance options with a background report to the Transportation Committee on March 15, 2023.
22-01-01	Vancouver Island Rail Corridor	Request the federal government to provide an update on their position regarding the protection of the Island Rail Corridor.	✓			✓	Letter to MP Randall Garrison Letter to MP Laurel Collins Letter to MP Alistair MacGregor Letter to Minister Fleming Letter to Minister Alghabra Letter from Minister Fleming Meeting with MP Alistair MacGregor August 17, 2022 Letter from Minister Alghabra Letter to Minister Alghabra Letter to Minister Miller Letter from MP Alistair MacGregor Letter from MP Gord Johns Letter to Chair, Island Corridor Foundation Letter to Deputy Director, South Coast Region MOTI	March 31, 2023 Funding Agreement signed between the Province and the CRD to enable engagement in short and long-term planning for the Island Rail Corridor in collaboration with First Nations and local governments impacted and/or bisected by the Corridor.



Tracking #	Issue	Objective	Advocates				Comments	Status/Update
			Board	LG/EA	Partner	Staff		
23-01-01	Active Transportation Infrastructure Investment	Request the Provincial government to secure funding support for the Trails Widening and Lighting Project.	✓			✓	Letter to Minister Fleming	



Tracking #	Issue	Objective	Advocates				Comments	Status/Update
			Board	LG/EA	Partner	Staff		
23-06-01	Explore funding opportunities with the Province to further advance affordable housing in the Capital Regional District	To enter a Memorandum of Understanding with the Province to partner on housing projects to increase the delivery of affordable housing in the Capital Regional District.	✓			✓	Chair, CRHC and CAO attended in person meeting with Minister Kahlon at UBCM on Sept. 19, 2023. Letter to Minister Kahlon	



Tracking #	Issue	Objective	Advocates				Comments	Status/Update
			Board	LG/EA	Partner	Staff		
19-02-01	Climate Emergency	Ask Federal government to strengthen national efforts to meet the Paris Agreement. Ask Provincial government to fully implement CleanBC and provide data on utilities vehicles and community energy emission inventories to local governments.	✓	✓	✓	✓	Letter to Premier Horgan Letter to Minister McKenna Representation from all CRD local governments on Climate Action Task force and staff Working Group sharing information and collaborating on projects. Partner with NGO's, Academic Institutions and Utilities with staff support through shared research, policy development and program delivery.	
19-02-02	Climate Action Leadership	Seek Strategic partnership	✓				Letter to Minister Heyman Response from Minister Heyman Letter to Minister McKenna	Continue to seek partnership with senior governments.
20-02-02	Parkland Acquisition	Ask provincial government to participate in further parkland acquisition in the Capital Region.	✓			✓	Letter to Minister Heyman Met with Minister Heyman by teleconference on February 17, 2021.	
21-02-01	Climate Action Revenue Incentive Program (CARIP)	Ask provincial government to re-establish CARIP funding or similar program.	✓			✓	Letter to Premier John Horgan, Minister Osborne, Minister Heyman and Brian Frenkel (UBCM) . Letter from Minister Osborne	CARIP was replaced with the Local Government Climate Action Program (LGCAP) with approved funding through 2024.



Tracking #	Issue	Objective	Advocates				Comments	Status/Update
			Board	LG/EA	Partner	Staff		
23-02-01	Update of Marine Invasive Species List	Ask provincial and federal government to list the red algae <i>Asparagopsis</i> on its invasive species list and review the aquaculture permitting requirements.	✓			✓	Letter to Minister Ralston Letter to Minister Murray Letter from Minister Murray	



Tracking #	Issue	Objective	Advocates				Comments	Status/Update
			Board	LG/EA	Partner	Staff		
19-03-01	First Nations Reconciliation	Enhance Indigenous reconciliation at the community level.	✓			✓	<p>Letter from Minister Robinson identifying the opportunity to meet with Snr. Provincial staff from the Ministry of Indigenous Relations and Reconciliation.</p> <p>Letter to Ministers Fraser and Robinson Letter from Minister Robinson Met with senior provincial staff on March 7, 2019 and agreed to follow up as required. Letters to MPs (Collins, Garrison, MacGregor and May) Letter to JOLEP (Tsartlip First Nation) Chief and Council Forum of All Councils took place on November 28, 2019.</p>	Ongoing
22-03-02	First Nations Reconciliation	Secure Provincial capacity funding to support government to government relationship building with First Nations to support efforts towards reconciliation.	✓			✓	<p>Board Chair met with Minister Rankin to communicate the need for Provincial capacity funding on August 12, 2022.</p>	



Tracking #	Issue	Objective	Advocates				Comments	Status/Update
			Board	LG/EA	Partner	Staff		
22-04-01	Greater Victoria Harbour Authority (GVHA)	Advocate for funding for the GVHA Shore Power Project	✓			✓	Letter to Minister LeBlanc seeking federal support Letter from Minister LeBlanc	
22-04-01	Speculation & Vacancy Tax – SSI Electoral Area	Advocate that Speculation & Vacancy Tax be applied to the Salt Spring Island Electoral Area	✓			✓	Letter to Minister Robinson Letter from Minister Robinson Letter to Minister Conroy Letter from Minister Conroy	
23-04-01	Recapitalization of the Island Coastal Economic Trust	Ask the provincial government to recapitalize the Island Coastal Economic Trust.	✓			✓	Letter to Minister Bailey	
23-04-02	Increased high-speed broadband connectivity for the Jordan River and Shirley communities.	Advocate for funding from the Connecting Communities BC Fund to support increased high-speed broadband connectivity for the Jordan River and Shirley communities.	✓			✓	Letter to Ministry of Citizens' Services	
23-04-03	Intergovernmental relationship building with Minister of Municipal Affairs	Introductory meeting to discuss issues of mutual interest.	✓		✓	✓	Board Chair and CAO met with Minister Kang on April 27, 2023.	Ongoing dialogue regarding best practice as to how Electoral Areas could be supported in future granting opportunities.



Tracking #	Issue	Objective	Advocates				Comments	Status/Update
			Board	LG/EA	Partner	Staff		
23-04-04	Capital Region Emergency Service Telecommunications (CREST)	Advocate for the implementation of a call answer levy on cell phone devices and that the revenue be available to the CRD to fund the CREST service.	✓		✓	✓	Letter to Minister Farnworth	



Tracking #	Issue	Objective	Advocates				Comments	Status/Update
			Board	LG/EA	Partner	Staff		
23-07-01	Advocacy for the Salt Spring Island Electoral Area	Support for Farmland Trust’s funding application.		✓		✓	Letter of Support	
23-07-02	Advocacy for the Southern Gulf Islands Electoral Area	Support for New Horizons’ grant application.		✓		✓	Letter to Chair, Pender Island Health Care Society	
		Support for the Rural Islands Economic Partnership Society’s (RIEP) application to fund the expansion of the RIEP’s Rising Tide Business Services.		✓		✓	Letter to Ministry of Jobs, Economic Development and Innovation	
		Support for New Horizons’ grant application.		✓		✓	Letter to Employment and Social Development Canada	



Tracking #	Issue	Objective	Advocates				Comments	Status/Update
			Board	LG/EA	Partner	Staff		
19-05-05	Deer Management	Encourage province to take responsibility for wildlife.	✓	✓			Letter to Ministers Popham, Heyman and Donaldson Several municipalities are now advocating as a group and individually for Provincial action and support. Letter from Nancy Liesch, ED, Natural Resources	Ongoing
20-05-03	Request the province to develop a strategy and plan for ongoing coordination between BC Ferries, BC Transit and MoTI on integrated, low carbon, active transportation-oriented solutions for SSI and SGI	Advocate for this approach mostly around integration of transportation planning.	✓	✓			Letter to Minister Trevena Letter from Minister Trevena	Ongoing
20-05-04	Write to UBCM and FCM asking them to advocate to the Federal Government to broaden the guidelines of Community Works Funds for capital and operating expenditures as a result	Asking for relaxed guidelines in light of economic and financial impacts for up to one year subject to local government due diligence and as long as expenditures are in the public interest.	✓	✓			Letter to UBCM and FCM Board Chair and CAO - call with FCM on May 21 Board Chair and CAO - call with UBCM on June 4 Letter from FCM Letter from UBCM UBCM indicated that they are generally aligned with the CRD position in their advocacy with FCM to the Federal Government. UBCM is in engaged in discussions with FCM and the Federal	Ongoing

No Associated Board Priority



Tracking #	Issue	Objective	Advocates				Comments	Status/Update
			Board	LG/EA	Partner	Staff		
	of the COVID-19 pandemic						<p>Government to utilize the gas tax funding model for recovery funding and granting.</p> <p>There continue to be challenges with Regional District EAs with respect to the request for funding non-profits and ineligible projects and risks to RDs in proceeding to fund projects that might ultimately not received UBCM and Federal funding approval.</p> <p>EA continue to what to pursue funding approvals for non-profit services.</p> <p>UBCM administer under the Federal Provincial agreement approved in 2014 for 10 years and that would be difficult to change without renegotiating the whole agreement which would come with some risks.</p> <p>Acknowledged social services and emergency and public service buildings being asked to be included as eligible projects.</p>	

No Associated Board Priority



Advocacy Dashboard

Quarter 3 – 2023



Tracking #	Issue	Objective	Advocates				Comments	Status/Update
			Board	LG/EA	Partner	Staff		
21-05-01	Opioid Overdose Crisis	Advocate the provincial and federal government to declare the overdose crisis a national public health emergency and develop comprehensive action plans.	✓		✓	✓	Resolution to UBCM and AVICC.	Ongoing
23-05-01	Mobile Youth Services Team	Ask the province to support the Pacific Centre Family Services Association’s Mobile Youth Services Team.	✓				Letter to Minister Dean *Note: Minister Dean forwarded the letter to Minister Farnworth Letter from Minister Farnworth	Completed

Capital Regional District
Quarterly Operating Variance Report - Q2, 2023
Service Budgets Greater than \$1,500,000

Service Number	Service Description	Operating Expenses							Operating Revenue						
		Year to Q2				Annual Forecast			Year to Q2				Annual Forecast		
		Annual Budget \$ (Schedule A)	Actuals \$	% of Budget	2022 % of Budget	\$ Annual Forecast	% Budget (over)/under	Explanation	Annual Budget \$ (Schedule A)	Actuals \$	% of Budget	2022 % of Budget	\$ Annual Forecast	% Budget (over)/under	Explanation
1.010	Legislative & General	36,520,973	14,471,730	40%	41%	34,177,413	6%	Forecast one-time savings on salaries due to staff vacancies and hiring delays, deferred hiring of 3 term FTEs to Q3 for the S4 Hana project, and timing of residual consulting work on Enterprise Asset Management (EAM) and Electronic Records Management (EDRMS) initiatives partially deferred to 2024.	36,520,973	11,567,623	32%	31%	35,903,666	2%	Half of revenue is derived from allocations to other services; one-third is funded by requisition, with balance from reserves, grants and other revenue. Forecasting reduced reserve funds required primarily due to the deferral of 3 term FTEs to Q3 for the SAP S4 Hana project, and some deferral of EAM and EDRMS consultancy work to 2024.
1.105	Facility Management	2,016,211	918,446	46%	43%	2,002,086	1%	Service is facilities management services delivered to CRD HQ and satellite facilities. Service is largely on plan.	2,016,211	946,038	47%	44%	2,002,086	1%	Revenues derived from delivery of service to other services and projected to remain on plan for the year.
1.106	CRD Headquarters Building	1,977,438	1,153,508	58%	54%	1,975,576	0%	Service experienced slightly higher operating costs as a result of a winter cold snap in Q1 and commissioning of 1st Flr renovations. Service projected to be on plan for the fiscal year.	1,977,438	977,707	49%	51%	1,975,576	0%	Service provides office space to other CRD services and is on plan.
1.112	CRD Regional Grant in Aid	1,532,621	15,000	1%	1%	15,000	99%	CRD raised the funds in 2013-2015 through tax requisition specifically for one-time funding request from Island Corridor Foundation (ICF). The timeline hasn't been established for the distribution of the funds.	1,532,621	1,536,255	100%	99%	1,552,621	-1%	Revenue consists of 2022 surplus carry forward; forecasting increase in revenue due to projected interest income.
1.226	Health Facilities - VIHA	1,720,718	362,124	21%	59%	1,133,742	34%	Service provides leased building to VIHA, and is 100% recovery from tenant. Q1 level of service provided, including rebilling utilities and daily checks were reduced starting Q2, as VIHA assumed these costs directly. A surplus is forecast to be contributed to reserve.	1,720,718	775,299	45%	46%	1,720,222	0%	Service provides leased buildings to VIHA, and is 100% recovery from tenant. Any deficit will be recovered from VIHA.
1.280	Regional Parks	17,528,007	6,450,769	37%	33%	17,676,759	-1%	Service experiences a seasonal nature to expenditures, primarily weighted to Q2 and Q3. Forecasted temporary staff vacancies on new service levels for 2023 are largely offset by one-time costs for studies, auxiliary staff backfills and deferred maintenance.	17,528,007	1,318,496	8%	7%	17,676,759	-1%	Revenues are primarily from requisition and are on plan. Revenue generated from fees is expected to be slightly higher than budget.
1.297	Arts Grants & Development	3,132,037	888,644	28%	26%	3,100,314	1%	Service is a grant funding service, which had limited grant distribution in Q1 and Q2. Grant funding to arts organisations is forecast to be primarily distributed in Q3.	3,132,037	180,243	6%	7%	3,132,037	0%	Revenues are primarily from requisition and are on plan.
1.309	Climate Action and Adaptation	2,288,185	693,978	30%	16%	2,161,496	6%	Operational services are continuing as planned. Forecast savings for the year due to reduction in contract costs related to Residential Energy Retrofit Program.	2,288,185	175,011	8%	5%	2,161,496	6%	Revenues are approximately 79% from requisition; 21% Grant Revenue. Grant revenue forecasted lower in the remaining quarters.
1.310	Land Banking & Housing	3,048,387	1,891,987	62%	56%	2,957,498	3%	Forecast one-time savings on salaries due to staff vacancies and hiring delays.	3,048,387	663,248	22%	44%	3,271,642	-7%	Revenues are approximately 50% requisition and 50% federal grants. Forecasting slightly higher than anticipated recovery from Reaching Home Grant.
1.311	Regional Housing Trust Fund	3,676,394	16,669	0%	7%	650,000	82%	Expenses are driven by internal and external grants, with timing contingent on external factors such as municipal approvals. Any surpluses are carried forward. One grant of \$615K is forecasted to be paid in 2023. Balance of forecast is admin costs.	3,676,394	2,725,011	74%	82%	3,767,142	-2%	Revenue is about 70% from surplus carry forward and 30% from requisition. Higher revenues forecasted due to receipt of a one-time donation in Q2.
1.313	Animal Care Services	1,663,324	963,528	58%	73%	1,718,658	-3%	Forecasting costs above budget due to increased auxiliary staff costs due to new Royal Roads University service contract, and additional costs for the purchase of protective vests for Bylaw officers as mandated by OH&S and legal expenses.	1,663,324	752,402	45%	28%	1,713,568	-3%	Service is funded approximately 28% from requisition, 56% from contract revenue, 14% from dog tag sales and 2% from other. Forecasting higher revenue due to higher than expected dog tag sales, and additional contract revenue due to new service contract with Royal Roads University.
1.318	Building Inspection	2,026,725	924,013	46%	39%	1,937,122	4%	Operating expenses are on plan with some one-time savings forecasted for temporary staff vacancies.	2,026,725	739,375	36%	54%	2,083,354	-3%	Service is funded approximately 70% by permit fee revenue, with the balance funded by requisition and reserve. Permit fee revenue forecasted higher due to increased construction values on Salt Spring Island and the Southern Gulf Islands.
1.324	Regional Planning Services	1,554,118	673,932	43%	57%	1,493,838	4%	Operating expenses are on plan with slight savings in salaries, auxiliary wages, staff overtime and training.	1,554,118	282,067	18%	34%	1,554,118	0%	Funding sources consist of approximately 59% requisition, 41% operating reserve and 3% other. Revenue is on plan with the budget.
1.40X	SEAPARC	4,571,131	2,194,455	48%	43%	4,643,730	-2%	High program levels are forecasted due to stronger user demand than planned. May result in higher overall operating expense for the year, largely in increased auxiliary wages, operating supplies and maintenance.	4,571,131	854,559	19%	11%	5,030,006	-10%	Revenues are approximately 70% from requisition; 30% from fees. Higher than budgeted fees projected for the full year based on higher Q1 and Q2 utilization in increased volume of membership fees other recreation user fees.
1.44X	Panorama Rec. Center	10,136,965	4,833,314	48%	43%	10,176,147	0%	Service utilization returning to pre-pandemic level. Due to seasonal nature of service full year expense projected to be in line with budget.	10,136,965	2,401,838	24%	21%	10,299,120	-2%	Revenues are approximately 51% from requisition; 49% from fees. Higher than budgeted user generated revenues are projected for the full year based on the higher Q1 and Q2 utilization, particularly in rental revenues, and child care grants.
1.459	Salt Spring Is- Pool, Parks, Land, Art & Rec. Prog	2,154,490	1,291,855	60%	44%	2,258,040	-5%	Higher service level is forecasted due to higher user demand. As a result, operating expenses are forecasted to be over budget for the year, largely in pool programs, staff salaries and Community Centre Recreation programs costs.	2,154,490	303,598	14%	9%	2,197,847	-2%	Forecasting operating revenue will be over budget due increased day use and pool pass revenue, and higher than anticipated Community Centre gym and room booking revenue.
1.521	Environmental Resource Management	29,690,987	13,682,524	46%	48%	29,232,285	2%	Operational services are continuing as planned. Experienced increased costs with emerging leachate management issues. Landfill Operations/Diversion Services/Energy Recovery services expenses are forecasted to be slightly lower than budget for 2023. Some new diversion initiatives not yet fully implemented.	29,690,987	17,551,248	59%	65%	34,032,195	-15%	Tipping fee revenues higher due to an increased quantity of RTF residuals being received. Recycling revenue for scrap metal (price fluctuates with the global commodity markets) is also higher than budgeted.

Capital Regional District
Quarterly Operating Variance Report - Q2, 2023
Service Budgets Greater than \$1,500,000

Service Number	Service Description	Operating Expenses						Operating Revenue							
		Year to Q2				Annual Forecast		Year to Q2				Annual Forecast			
		Annual Budget \$ (Schedule A)	Actuals \$	% of Budget	2022 % of Budget	\$ Annual Forecast	% Budget (over)/under	Explanation	Annual Budget \$ (Schedule A)	Actuals \$	% of Budget	2022 % of Budget	\$ Annual Forecast	% Budget (over)/under	Explanation
1.576	Environmental Engineering Services	2,765,567	1,273,591	46%	43%	2,860,204	-3%	Service provides engineering and project management services to multiple services across the CRD's recreation and environmental management services. Service is forecast to be slightly above budget with engineering resources dedicated to support Regional Parks and Hartland.	2,765,567	1,369,868	50%	54%	2,860,204	-3%	Revenues are driven by providing services to other CRD services which continue to operate as planned. Recovery revenue from CRD service forecasted to be in line with annual budget.
1.577	IW - Environmental Operations	13,875,220	6,186,672	45%	48%	13,004,708	6%	Overhead service budget, continuing to deliver services as planned. Expenditures forecasted under budget largely due to temporary staff vacancies.	13,875,220	6,450,045	46%	53%	13,037,719	6%	99% of revenue is driven by labour recovery, providing services to other CRD services. The remaining 1% of revenue is from reserve transfers to cover one-time costs. Recovery revenue from CRD services forecasted to be below annual budget due to staff vacancies.
1.578	Environmental Protection and Water Quality	9,177,767	4,433,465	48%	45%	9,035,819	2%	Overhead service budget, continuing to provide service as planned. Forecast largely on plan, with some minor savings on temporary staff vacancies.	9,177,767	4,652,391	51%	49%	9,322,154	-2%	Revenues are driven by providing services to other CRD services that continue to operate as planned.
1.911	911 Systems	2,495,079	1,299,674	52%	51%	2,516,856	-1%	This service collects 911 levies from phone carriers and distributes a percentage to participating municipalities. Debt servicing and operating costs are largely on track with budget, except for higher dispatch levies to E-Comm.	2,495,079	1,130,967	45%	45%	2,470,642	1%	Sources of revenue are fixed source requisitions, lease revenue, and variable 911 levies received from phone carriers. Forecasting reduction in revenues due to reduction in 911 levies.
1.921	Regional CREST	1,790,531	901,606	50%	50%	1,812,745	-1%	This is a contribution service that provides support to CREST based on service agreement. New agreement is in place which will result in larger contributions, exceeding the budget.	1,790,531	97,073	5%	6%	1,789,031	0%	Operating revenues are primarily requisition and are on plan.
2.610	Saanich Peninsula Water Supply	7,407,397	3,450,539	47%	39%	7,600,000	-3%	Operational services and system maintenance are continuing as planned. Expenditures are forecasted to exceed prior year and current year budgeted amounts due to higher than budgeted bulk water purchases as a result of increased water demand.	7,407,397	3,839,051	52%	41%	7,710,500	-4%	Revenues are driven by seasonal water sales. Demand is forecasted above prior year and above current year budget largely due to dry summer weather.
2.670	Regional Water Supply	39,915,804	14,517,058	36%	39%	40,400,000	-1%	Operational services and system maintenance are continuing as planned. Expenditures are forecasted to exceed budget due to agriculture subsidy payments for increased water demand, increased chemical costs due to inflationary cost increases and demand volume, and salary budget variances resulting from timing of settlement of collective agreements and service budget approval.	39,915,804	18,763,767	47%	42%	41,830,000	-5%	Revenues are driven by seasonal water sales. Demand is forecasted above prior year and above current year budget largely due to dry summer weather.
2.680	Juan de Fuca Water Distribution	23,970,506	8,152,346	34%	30%	24,120,000	-1%	Operational services and system maintenance are continuing as planned. Expenditures are forecasted to exceed budgeted amounts due higher than budgeted bulk water purchases as a result of increased water demand.	23,970,506	9,309,659	39%	38%	24,652,600	-3%	Revenues are driven by seasonal water sales. Demand is forecasted above prior year and above current year budget largely due to dry summer weather.
3.717	Core Area Wastewater Operations	31,644,016	16,189,228	51%	47%	33,350,000	-5%	Operational services are largely on track as planned. Overspending on waste sludge disposal at the Hartland facility will need to be funded through Operating Reserve Fund. An amendment in Q3 is required to address this overspend.	31,644,016	908,974	3%	3%	33,765,015	-7%	Requisition serves as the primary source of service revenue; however due to overspending on waste sludge disposal and the delayed revenue from tipping fees, the operating reserve will be required to fund this increased cost and the revenue deficit. An amendment in Q3 is required to address this funding shortfall.
3.718	Saanich Peninsula Wastewater	4,747,515	2,165,415	46%	44%	4,245,117	11%	Service delivering on plan. Current expenditures forecast a favourable variance as a result of operational delays from the OMS receiving facility.	4,747,515	255,328	5%	1%	4,783,262	-1%	Revenues are approximately 93% from requisition, 7% other. Overall revenue is expected to be on plan.
3.755	Regional Source Control	1,641,038	789,590	48%	51%	1,599,538	3%	Operational services are continuing as planned and forecasted to be in line with budget for the year, with some minor savings on education & display materials related to Regional Source Control Programming.	1,641,038	143,886	9%	8%	1,597,789	3%	Service revenue is primarily from requisition. Overall revenue is expected to be on plan.
Total Services above		264,669,151	84%							264,669,151	84%				
Other CRD Services		51,518,331	16%							51,518,331	16%				
Total CRD		316,187,482									316,187,482				

Capital Regional District
Quarterly Operating Variance Report - Q2, 2023
Service Budgets Greater than \$1,500,000

Service Number	Service Description	Operating Expenses						Operating Revenue							
		Year to Q2			Annual Forecast			Year to Q2			Annual Forecast				
		Annual Budget \$ (Schedule A)	Actuals \$	% of Budget	2022 % of Budget	\$ Annual Forecast	% Budget (over)/under	Explanation	Annual Budget \$ (Schedule A)	Actuals \$	% of Budget	2022 % of Budget	\$ Annual Forecast	% Budget (over)/under	Explanation
CRHD	Capital Regional Hospital District	32,678,574	11,211,142	34%	33%	32,594,969	0%	Forecasted savings in administration due to the deferred hiring of a new capital planner term position to 2024.	32,678,574	3,436,425	11%	9%	32,828,661	0%	Higher interest earnings on savings accounts partially offset by fewer reserve funds required due to deferred hiring of the new capital planner term position to 2024.
Total CRHD		32,678,574						32,678,574							
CRHC	Administration	3,586,855	1,385,987	39%	42%	3,091,464	14%	Savings forecasted primarily due to temporary staff vacancies.	3,586,855	1,802,524	50%	49%	3,661,854	-2%	Revenues are directly tied to property management fees and are forecasted on plan with the exception of increased interest earnings due to higher rates of return.
CRHC	Development Services	801,498	215,737	27%	34%	552,336	31%	Savings forecasted due to temporary staff vacancies.	838,851	158,628	19%	36%	841,479	0%	Revenues are 100% project management fees from multiple projects, with a large amount budgeted in Q3. Forecasted on plan.
CRHC	CHF Operating	1,347,674	481,606	36%	n/a - new	1,203,562	11%	Forecasted savings due to new building (2782) still in rent-up phase and completion of Michigan building B delayed to Q1 2024.	1,347,674	499,943	37%	n/a - new	1,139,913	15%	New building (2782) still in rent-up phase and completion of Michigan Building B is delayed until Q1 2024. Revenues are approximately 50% tenant rents and 50% provincial grants.
CRHC	UOA buildings	13,182,306	6,597,232	50%	49%	13,115,641	1%	Forecasted in line with budget. Savings in caretaker salaries are offset by one-time maintenance expenses.	13,030,302	6,747,410	52%	51%	13,275,608	-2%	Revenues are approximately 85% from tenant rents and 15% from provincial grants. Forecasted slightly higher than budget due to some small rent increases.
CRHC	ILBC building	868,056	439,771	51%	49%	875,567	-1%	Forecasted on plan.	729,881	334,695	46%	48%	694,391	5%	Revenues are approximately 50% from tenant rents and 50% from provincial grants tied to occupancy controlled by Island Health. Small reduction to forecast due to tenant vacancies.
CRHC	NOA buildings	1,653,452	814,487	49%	47%	1,636,950	1%	Forecasted on plan.	1,684,250	866,122	51%	49%	1,684,250	0%	Revenues are 100% from tenant rents. Forecasted on plan.
CRHC	RHFP buildings	9,183,431	4,238,667	46%	50%	8,900,013	3%	Savings forecasted primarily due to temporary staff vacancies, partially offset slightly by increased maintenance costs.	9,217,057	4,205,842	46%	48%	8,609,727	7%	Budgeted revenues are 98% from tenant rents and 2% transfer from capital project surplus. Forecasting lower tenant rents due to vacancies and deficiencies with accessible units at Prosser. Partial reimbursement of rental losses expected from contractor in Q3.
CRHC	IHI building	760,553	374,690	49%	57%	751,233	1%	Forecasted on plan.	857,570	427,423	50%	49%	857,570	0%	Revenues are 100% from tenant rents. Forecasted on plan.
Total CRHC		31,383,825						31,292,440							
Total Services (CRD + CRHD + CRHC)		380,249,881						380,158,496							

Capital Regional District
2023 - Quarter 2 - Capital Plan Report
Projects Greater than \$500,000

	As planned or better than plan
	Changes to quarter forecast, no revision to annual plan
	Change in annual plan
R	Changes to project plan (may result in 2023 Budget Amendment or included in 2024 Capital Plan)

Department	Service Description	Capital Project Title
CRD		
Integrated Water Services	Core Area Wastewater	Core Area Wastewater Treatment Project
	Core Area Wastewater	Bowker Sewer Rehabilitation
	Core Area Wastewater	SCADA and Radio Assessment
	Core Area Wastewater	Annual Provisional Emergency Repairs
	Core Area Wastewater	Marigold Electrical and Building Upgrades
	Core Area Wastewater	Process & Mechanical Upgrades
	Core Area Wastewater	Safety & Security Upgrades
	Core Area Wastewater	Manhole Repairs and Replacement
	Regional Water Supply	Goldstream IWS Field Office
	Regional Water Supply	Replace Gatehouse at Goldstream Entrance
	Regional Water Supply	Main No.3 Segment Replacement
	Regional Water Supply	Sooke Lake Dam - Instrumentation System Improvements
	Regional Water Supply	Replacement of UV System
	Regional Water Supply	Integrate Dam Performance and Hydromet to SCADA
	Regional Water Supply	RWS Supply Main No. 4 Upgrade
	Regional Water Supply	Vehicle & Equipment Replacement (Funding from Replacement Fund)
	Regional Water Supply	Main No. 4 - Mt Newton to Highway 17
	Regional Water Supply	SCADA Masterplan and System Upgrades
	Regional Water Supply	EV Charging Stations Electrical Infrastructure
	Regional Water Supply	Post Disaster Emergency Water Supply
Regional Water Supply	Deep Northern Intake and Sooke Lake Pump Station	

Quarter 2					
Q2 Budget	Q2 Forecast	Q2 Actuals	Variance \$ (over) / under	Variance % (over) / under	Q2 Variance Explanation (if necessary)
80,000	100,000	314,603	214,603	-215%	In Q2, the majority of expenditures were for commitments to external stakeholder, in line with project closeout plan. These costs will continue into Q3. Additionally, the outstanding deficiencies and facility optimization work continued in accordance with 2023 plan. An amendment is required in Q3 to recognize payment of commitments over Q2-Q4. Overall project forecast to remain within scope and budget.
1,200,000	1,200,000	691,817	508,183	42%	The main construction started in Q2, with some work deferred to Q3. Construction will continue through Q3 and Q4. Substantial completion forecast in 2023, within scope and budget.
50,000	50,000	5,918	44,082	88%	Some Small equipment purchased in Q2, however CRD staff have temporarily delayed this project due to prioritization and necessary alignment between various departments. Overall project is still within scope and budget.
250,000	300,000	43,937	256,063	85%	The nature of the project is to address emergency repairs arising from unforeseen events and circumstances. In Q2, the cost was related to repairing disk filter. Overall project costs will fluctuate throughout the year dependent on magnitude, scope, and urgency of emergency repairs required. Project forecast to remain on time and within scope and budget.
50,000	50,000	12,348	37,652	75%	Project construction tender closed in Q2 but only a single bidder submitted and the price exceeded available budget. The tender was cancelled and staff will look to phase portions of this project in while requesting additional funding in 2024. This will result in project delays.
212,500	50,000	1,737	48,263	97%	The nature of this provisional project is to address various process and mechanical upgrades to the Core Area and conveyance infrastructure, arising from optimization of operational needs. One of the upgrades for odour dispersion modeling started in Q2. More upgrades will be executed in Q3 and Q4. Project forecast to remain on time and within scope and budget.
150,000	50,000	-	50,000	100%	The nature of this provisional project is to address various safety and security upgrades to the Core Area and conveyance infrastructure, arising from operational optimization needs. The upgrades for Fall Protection and Access Hatch will start in Q3 and Q4. Project forecast to remain on time and within scope and budget.
-	-	-	-	0%	Tendered prices for Craigflower inlet chamber received in Q1 exceeds the budget. Plan to re-design, re-evaluate funding as part of 2024 Budget and re-tender in 2024.
100,000	15,000	6,731	8,269	55%	Additional procurement processes led by CRD (RFQualifications process) have led to delay in spending on the project in Q2. The design-build procurement requires extra effort not anticipated at the time of budgeting. The extra work upfront will speed project delivery in later stages. Construction to begin in 2024, overall project is within scope and budget.
420,000	420,000	317,433	102,567	24%	For Q2, construction is nearing completion with some holdbacks until substantial completion and final inspections are completed and the works accepted. Overall project is within scope and expected to complete below budget.
45,000	25,000	11,570	13,430	54%	Multiple project RFP for consultant services was posted in Q2 but closing date was extended until mid-Q3 on request of multiple proponents, based on consultant staffing limitations through the summer months. RFP expected to close and be awarded in Q3, with construction anticipated to be deferred to being in 2025. Overall project within scope and budget.
100,000	20,000	25,690	5,690	-28%	Detailed design work continued in Q2 in line with budget. Construction start deferred to 2024 due to internal resource availability and procurement delays. Overall project within scope and budget.
220,000	220,000	20,519	199,481	91%	External contract work progressed as planned in Q2 associated costs delayed to Q3. Construction continues to be forecast for Q4 2024/2025. Overall project is within scope and budget.
100,000	5,000	-	5,000	100%	Project planning and design work began late Q1 however project put on hold due to prioritization of internal resources. No project activity in Q2. The bulk of work scheduled for 2023 is expected to occur in Q4 with completion deferred to 2024. Overall project is within scope and budget.
25,000	25,000	20,469	4,532	18%	Multiple project RFP for consultant services was posted in Q2 but closing date was extended until mid-Q3 on request of multiple proponents, based on consultant staffing limitations through the summer months. RFP expected to close and be awarded in Q3. Design work to commence in 2023 with construction expected after 2026. Overall project within scope and budget.
670,000	551,983	55,624	496,359	90%	Vehicle road preparation and cargo van and trailer delivered in Q2. Supply chain issues impact the delivery schedule of vehicles expected in 2023, however vehicles budgeted for 2023 are forecast to arrive within the year. Overall project is within scope and budget.
10,000	10,000	-	10,000	100%	No costs incurred in Q2. RFP for consultant services opened in Q2 and is expected to close by end of Q3. Construction expected to begin in 2024, overall project remains within scope and budget.
50,000	5,000	3,613	1,387	28%	CRD staff have temporarily delayed this project due to prioritization and necessary alignment between various departments, no significant work expected in 2023. Overall project within scope and budget.
35,000	35,000	17,788	17,212	49%	Design work continued in Q2, with construction procurement to occur in Q3. Construction is expected to be completed by the end of 2023. Overall project is on time and within scope and budget.
100,000	100,000	413,727	313,727	-314%	Supply purchases completed in Q2, accelerated from Q3. Annual spend still expected to be within approved funding with completion forecast for 2024. Project is within scope and budget.
-	-	-	-	0%	No 2023 work forecasted; project has been deferred to 2025 due to project prioritization and internal resource availability. Overall project is within scope and budget.

Total 2023				
Total 2023 Budget (as per approved budget)	Total 2023 Forecast	Total 2023 Actuals	Total 2023 Forecasted Budget Variance \$ (under) / over	% Budget
710,000	1,635,343	335,343	925,343	230%
8,300,000	8,191,817	768,215	(108,183)	99%
1,550,000	244,611	94,611	(1,305,389)	16%
1,000,000	743,937	43,937	(256,063)	(256,063)
2,000,000	433,217	83,217	(1,566,783)	22%
850,000	561,737	1,737	(288,263)	66%
600,000	265,000	-	(335,000)	44%
745,000	10,000	-	(735,000)	1%
3,950,000	271,677	21,677	(3,678,323)	7%
1,280,000	1,028,347	958,347	(251,653)	80%
800,000	118,469	18,469	(681,531)	15%
950,000	243,994	43,994	(706,006)	26%
8,300,000	643,828	43,828	(7,656,172)	8%
600,000	498,151	3,151	(101,849)	83%
3,300,000	130,950	30,950	(3,169,051)	4%
995,000	994,317	151,306	(683)	100%
2,800,000	85,000	-	(2,715,000)	3%
800,000	14,478	4,478	(785,522)	2%
680,000	662,788	17,788	(17,212)	97%
623,000	528,784	473,784	(94,216)	85%
600,000	-	-	(600,000)	0%

Status of Total Project Plan			
Scope	Timing	Budget	Notes
		R	S - on plan T - on plan B - Amendment for 2023 required
			S - on plan T - on plan B - on plan
	R		S - on plan T - completion deferred to 2024 B - on plan
			S - on plan T - on plan B - on plan
	R	R	S - on plan T - re-evaluation for 2024 plan B - re-evaluation for 2024 plan
			S - on plan T - on plan B - on plan
R	R	R	S - re-evaluation for 2024 plan T - re-evaluation for 2024 plan B - re-evaluation for 2024 plan
	R		S - on plan T - construction delayed to 2024 B - on plan
			S - on plan T - completion expected Q4 2023 B - better than plan
	R		S - on plan T - construction expected in 2025 B - on plan
	R		S - on plan T - construction start deferred to 2024 B - on plan
	R		S - on plan T - construction start expected in Q4 2024 B - on plan
	R		S - on plan T - completion deferred to 2024 B - on plan
	R		S - on plan T - Construction expected after 2026 B - on plan
			S - on plan T - completion expected Q4 2023 B - on plan
	R		S - on plan T - construction expected in 2024 B - on plan
	R		S - on plan T - completion deferred to 2024 B - on plan
			S - on plan T - on plan B - on plan
	R		S - on plan T - completion deferred to 2024 B - on plan
	R		S - on plan T - project start deferred to 2025 B - on plan

Capital Regional District
2023 - Quarter 2 - Capital Plan Report
Projects Greater than \$500,000

	As planned or better than plan
	Changes to quarter forecast, no revision to annual plan
	Change in annual plan
R	Changes to project plan (may result in 2023 Budget Amendment or included in 2024 Capital Plan)

Department	Service Description	Capital Project Title
Integrated Water Services	Regional Water Supply	Bulk Supply Meter Replacement Program
	Regional Water Supply	Sooke Lake Dam Spillway Hoist and Stop Log Replacement
	JDF Water Distribution	Comprehensive Pump Station Upgrades (10 year Program)
	JDF Water Distribution (DCC)	McCallum Pump Station and Tank 4
	JDF Water Distribution	Rocky Point Upgrades
	JDF Water Distribution	AC Pipe Replacement Program
	JDF Water Distribution	Goldstream AC Replacement
	JDF Water Distribution	Residential Service & Meter Replacement Program
	JDF Water Distribution	Vehicle & Equipment Replacement (Funding from Replacement Fund)
	JDF Water Distribution	Sooke Henly Supply & Distribution Mains
	JDF Water Distribution	SCADA Master Plan Update & Upgrades
	Regional Water Supply & JDF Distribution	Voice Radio Upgrade
	Regional Water Supply & JDF Distribution	Portable Pump Station
	Seagirt Water System	Seagirt Watermain Extension
	Saanich Peninsula Treatment Plant	Trunk Sewer Relining
	Saanich Peninsula Treatment Plant	Odour Control Upgrade Construction
	Saanich Peninsula Water Supply	Hamsterly Pump Station Backup Power Generator
	Saanich Peninsula Water Supply	SPW System Upgrade and Expansion
	Saanich Peninsula Water Supply	Keating Cross Road Water Main
	Local Services	Malliview Sewer Utility (SSI)
Willis Point Fire		Engine 2 Replacement
Magic Lake Sewer Utility (SGI)		Pump Station and Treatment Plant Upgrades & Sewer Replacement

Quarter 2						
Q2 Budget	Q2 Forecast	Q2 Actuals	Variance \$ (over) / under	Variance % (over) / under	Q2 Variance Explanation (if necessary)	
20,000	16,000	6,664	9,336	58%	Ad hoc work completed when resources are available. Progress on this work was placed on hold in Q2 due to project prioritization and internal resource availability. Overall project is on time and within scope and budget.	
25,000	5,000	1,001	3,999	80%	Scope of services provided to external consultant in Q2 but work did not progress sufficiently to provide significant invoice. Construction deferred to 2024. Overall project is within scope and budget.	
75,000	100,000	111,817	11,817	-12%	Q2 work progressed largely in line with forecast: completion of Ludlow Pump Station Commissioning and initiating Coppermine Pump Station design. Construction for Coppermine is deferred to 2024. Overall project within scope and budget.	
2,500,000	2,473,145	1,478,397	994,748	40%	Construction work was delayed in Q2 due to delays in BC Hydro power connection timing. Overall the project is within scope and budget and is expected to be completed by end of Q4 2023.	
410,000	786,761	691,838	94,923	12%	Substantial completion achieved in Q2. Remaining work to be completed by end of Q3, however DND has funded additional work as part of contract with CRD. Overall project is within scope and CRD portion of budget.	
300,000	50,000	18,627	31,374	63%	Consultant contract for next phase of designs was awarded in late Q2 but contract took time to execute. Design work expected in Q3 and Q4 with construction expected in 2024. Overall project within scope and budget.	
2,500,000	1,000,000	1,210,014	210,014	-21%	Construction is being completed by internal resources and is well underway in Q2, crews are progressing on overall schedule and budget. Overall project is within scope and budget and expected to be completed in Q4 2023.	
325,000	325,000	326,670	1,670	-1%	Q2 Annual Provisional work proceeded as planned. Overall project is expected to be within scope and budget.	
400,000	655,041	309,394	345,647	53%	Delivery of service vehicle with crane and vehicle road prep in Q2. Supply chain issues impact the delivery schedule of vehicles expected in 2023, however vehicles budgeted for 2023 are forecast to arrive within the year. Overall project is within scope and budget.	
-	-	-	-	0%	DCC funded project based on development predictions. Project to begin when associated housing development work has been completed. Project work expected to be delayed to 2024 as housing development work is not ready for project to start. Project is within scope and budget.	
50,000	50,000	-	50,000	100%	CRD staff have temporarily delayed this project due to prioritization and necessary alignment between various departments. Project completion delayed to 2024 at the earliest. Overall project within scope and budget.	
300,000	200,000	358,258	158,258	-79%	Work is being prioritized and progressed faster than previous forecast. Overall project is within scope and budget, and anticipated to be completed within 2023.	
200,000	200,000	10,910	189,090	95%	Incorrect generator ordered by the contractor. New generator will not arrive until 2024. Remaining work in 2023 is for engineering work, with costs for generator deferred to 2024. Overall project is within scope and budget.	
50,000	50,000	3,007	46,994	94%	RFP was awarded for consultant services in Q2. Contract executed and design work will be underway in Q3 in combination with the AC Replacement Program. Construction to start in 2024. Overall project is within scope and budget.	
30,000	30,000	6,701	23,300	78%	Contractor costs in late Q2 won't be incurred until Q3. The project is moving forward and is still anticipated to be completed in 2023. Overall project is within scope and budget.	
400,000	20,000	-	20,000	100%	Contract was awarded in Q1, with detailed design delayed to Q3. Construction tender will likely occur in 2024. Overall project scope and budget will be refined and reviewed once detailed design is complete.	
300,000	10,000	-	10,000	100%	Re-tendering of this project once again resulted in higher cost bids. Project is on hold and the criticality is being reassessed amid the increased cost expectations.	
425,000	5,000	12,084	7,084	-142%	RFP for design consultant was developed in Q2 and will close in Q3. Design work will continue into 2024 with construction expected to start in late 2024 or early 2025. Overall project within scope and budget.	
-	10,000	5,044	4,957	50%	Q2 costs were for CRD Project Management support to MoTI project. Project work is delayed due to MoTI delay in tendering and awarding contract. CRD will have some minor support effort in 2023, but most of the costs will occur in 2024 as driven by MoTI's project and contractor. Overall project within scope and budget.	
600,000	-	36,229	36,229	-100%	Q2 variance is due to re-tendering to obtain best value for money. RFP for major equipment closed in late Q2, with fabrication forecast to begin in late Q4 2023. Project completion deferred to 2025. Project is within scope and budget.	
527,000	527,000	484,430	42,570	8%	Purchase has been completed in Q2. Road preparation to occur in Q3. Overall project is within scope and budget.	
500,000	250,000	181,183	68,817	28%	Delays in getting the contract executed and contractor mobilized resulted in less being spent than estimated. Project scope had to be reduced due to tenders coming in over budget. As a result, mechanical and electrical equipment had to be removed from 3 pump stations. Scope reduced, Completion deferred to 2024, Budget on plan.	

Total 2023				
Total 2023 Budget (as per approved budget)	Total 2023 Forecast	Total 2023 Actuals	Total 2023 Forecasted Budget Variance \$ (under) / over	% Budget
600,000	110,337	25,337	(489,663)	18%
510,000	7,639	2,639	(502,362)	1%
2,300,000	386,044	161,044	(1,913,956)	17%
5,000,000	4,555,252	3,505,252	(444,748)	91%
1,710,000	1,680,077	1,415,077	(29,923)	98%
3,900,000	213,220	53,220	(3,686,780)	5%
5,200,000	5,200,000	2,165,854	(1)	100%
1,300,000	1,298,449	833,449	(1,551)	100%
1,080,000	1,079,464	310,527	(536)	100%
1,000,000	-	-	(1,000,000)	0%
900,000	151,787	51,787	(748,213)	17%
1,300,000	1,299,212	739,212	(788)	100%
530,000	318,340	18,340	(211,660)	60%
2,350,000	65,473	5,473	(2,284,528)	3%
1,000,000	953,421	13,421	(46,579)	95%
1,000,000	150,000	-	(850,000)	15%
1,100,000	10,000	-	(1,090,000)	1%
1,700,000	96,088	16,088	(1,603,913)	6%
900,000	19,947	7,447	(880,053)	2%
2,010,000	436,229	36,229	(1,573,771)	22%
580,000	579,982	537,412	(18)	100%
6,130,000	2,806,092	256,092	(3,323,908)	46%

Status of Total Project Plan			
Scope	Timing	Budget	Notes
	R		S - on plan T - completion deferred to 2024 B - on plan
	R		S - on plan T - construction deferred to 2024 B - on plan
	R		S - on plan T - Coppermine Pump Station to complete in 2024 B - on plan
			S - on plan T - completion delayed to Q4 2023 B - better than plan
			S - on plan T - completion delayed to Q3 2023 B - on plan
	R		S - on plan T - construction deferred to 2024 B - on plan
			S - on plan T - on plan B - on plan
			S - on plan T - on plan B - on plan
			S - on plan T - completion expected Q4 2023 B - on plan
	R		S - on plan T - deferred to 2024 B - on plan
	R		S - on plan T - completion delayed to 2024 B - on plan
			S - on plan T - on plan B - on plan
	R		S - on plan T - completion delayed to 2024 B - on plan
	R		S - on plan T - construction expected in 2024 B - on plan
			S - on plan T - on plan B - on plan
	R	R	S - on plan T - construction deferred to Q4 B - on plan pending design approval
	R	R	S - on plan T - completion delayed to 2024 B - to be re-evaluated
	R		S - on plan T - construction deferred to 2024 B - on plan
	R		S - on plan T - construction deferred to 2024 B - on plan
	R		S - on plan T - completion deferred to 2025 B - on plan
			S - on plan T - on plan B - on plan
R	R		S - Reduced scope T - completion deferred to 2024 B - on plan

Capital Regional District
2023 - Quarter 2 - Capital Plan Report
Projects Greater than \$500,000

	As planned or better than plan
	Changes to quarter forecast, no revision to annual plan
	Change in annual plan
R	Changes to project plan (may result in 2023 Budget Amendment or included in 2024 Capital Plan)

Department	Service Description	Capital Project Title
Parks and Environmental Services	Regional Parks	Mayne Island Demonstration Trail
	Regional Parks	Repair GGRT Bridges (5)
	Regional Parks	Purchase and Install Elk Lake Remediation Systems
	Regional Parks	Construct Selkirk Trestle - Phase 1 & 2
	Regional Parks	Vehicle Replacement
	Regional Parks	Purchase of 5 vehicles for new staff
	Regional Parks	Design & Construct GGRT 4km - Selkirk to McKenzie
	Environmental Resource Management	Cell 4 Liner Installation
	Environmental Resource Management	Aggregate Production for Internal Use
	Environmental Resource Management	Landfill Gas Utilization
	Environmental Resource Management	Gas Flare, Candlestick & LFG Blowers
	Environmental Resource Management	Hartland Amenity Project
	Environmental Resource Management	Contractor Workshop Relocation
	Environmental Resource Management	Cell 5&6 Gravity Retaining Wall Construction
	Environmental Resource Management	NE & NW Aggregate Stockpile cover
	Environmental Resource Management	Sedimentation Pond Relining
	Environmental Protection	Annual vehicle replacement
	Facilities	CRD Headquarters
Accountability	Information Technology	SAP Migration from ECC to S4
Climate Action & Adaptation	Family Court Building	Mechanical Upgrades
Land Banking and Housing	Land Banking and Housing	RHFP - Prosser Place
Royal Theatre	Royal Theatre	Repair Building Envelope
McPherson Theatre	McPherson Theatre	Repair East Elevation Wall
		Total Projects >\$500k
		Total Projects <\$500K; Potential Parkland Acquisitions
		Total Projects

Quarter 2						
Q2 Budget	Q2 Forecast	Q2 Actuals	Variance \$ (over) / under	Variance % (over) / under	Q2 Variance Explanation (if necessary)	
1,006,020	800,000	1,007,870	207,870	-26%	Project construction continued in Q2, with unforeseen increased excavation of materials required to achieve the safe grading of the trail, and the installation of retaining walls in certain areas. Project completion forecast for late Q4. Project is on time and within scope, with a budget amendment required in Q3 for increased costs related to additional excavation and install of retaining walls.	
420,000	50,000	14,157	35,843	72%	Bilston Bridges 1 and 2 tendered during Q2, bridge replacement work to begin Q3. Project is on time and within scope and budget.	
657,000	657,000	789,339	132,339	-20%	Project construction began in Q2, with increased costs for the Oxygenator System. Project completion forecast for late Q3. Project is within scope and timing, with a budget amendment for 2023 required in Q3 for increased costs.	
707,618	-	-	-	0%	Project is grant dependent and has not as yet received a grant. Project is within scope and budget.	
307,500	100,000	63,275	36,725	37%	Procurement process has begun, but long lead times for vehicle procurement have delayed the vehicle acquisitions. One vehicle delivered in Q2. Forecast additional acquisitions to begin Q3 - Q4. Project is within scope and budget.	
216,000	100,000	-	100,000	100%	Procurement process has begun, but long lead times for vehicle procurement have delayed the vehicle acquisitions. Forecast for acquisitions to begin late Q3 - Q4. Project is within scope and budget.	
-	-	-	-	0%	Project is grant dependent and has not as yet received a grant. Project is within scope and budget.	
2,000,000	2,000,000	47,517	1,952,483	98%	Project management occurred in Q2. Some delays in design and tendering shifts most Q2 costs to Q3 & Q4. Majority of installation costs will occur in 2024, with completion deferred to 2024. Overall project is within scope and budget.	
2,000,000	2,000,000	2,653,879	653,879	-33%	Phase 2 Blasting, aggregate removal and crushing continued in Q2. Progress of overall contract work was ahead of Q2 schedule, resulting in some Q3 work being completed in Q2. Overall project is within scope and budget.	
3,000,000	2,600,000	855,249	1,744,751	67%	Decommissioning plan review meeting was conducted in Q2. TSBC gas registration and pressure piping and vessels registration process in progress. 2023 phase of project forecasted to be completed within scope and on budget.	
-	-	152,093	152,093	-100%	Procurement of flares occurred in Q2, slightly ahead of schedule. The bulk of the flare spending and project construction cost will be in Q3 & Q4. Overall project is within scope and budget.	
150,000	150,000	2,205	147,795	99%	Project concept design was initiated in Q2. Majority of design costs will occur in 2023, with completion deferred to 2024. Overall project is within scope and budget.	
200,000	200,000	895	199,105	100%	Project management occurred in Q2. Some delays in design and tendering shifts most Q2 costs to Q3 & Q4, with completion deferred to 2024. Overall project is within scope and budget.	
100,000	100,000	-	100,000	100%	Due to project logistics, the timeline for this project has changed. This project will not occur in 2023 and has been moved to 2024. Overall project is within scope and budget.	
25,000	-	-	-	0%	Project work deferred to 2024. Covering the stockpile is not possible until filling / reclaiming from each pile is complete. Overall project is within scope and budget.	
300,000	300,000	-	300,000	100%	Due to project logistics, the timeline for this project has changed. This project will not occur in 2023 and has been moved to 2025 per the 2024 capital plan. Overall project is within scope and budget.	
56,000	56,000	65,115	9,115	-16%	Environmental Protection Fleet Replacements was initiated in Q2 and will continue in Q3 - Q4. Overall project is on time and within scope and budget	
750,000	250,000	144,304	105,696	42%	1st floor completed, design for 2nd and 4th floor completed, reconfiguration to start late Q3 and extend to Q2 2024. Project progressing on plan and within scope and budget.	
-	-	66,278	66,278	-100%	Two term FTEs were onboarded in Q2. Three term FTEs are expected to be onboarded, along with engagement of a consultant for phase 1 of the project, in Q3. Purchase of capital equipment delayed to 2024. Overall project is within scope and budget.	
-	-	-	-	0%	Project is grant dependent and has not as yet received a grant. Overall project is within scope and budget.	
-	17,104,721	17,104,721	-	0%	Prosser purchase was executed early Q2 as forecasted.	
200,000	300,000	1,790	298,210	99%	Project has been scaled back to be a multiyear brick re-pointing program. Limited work on project in Q2, next period of work to occur in 2024. Overall project is within scope and budget.	
-	-	3,938	3,938	-100%	Project Management work performed in Q2. Balance of project is deferred pending the analysis of the results of the brick re-pointing work carried out (2024). Overall project is within scope and budget.	
25,899,638	36,762,651	30,188,414	6,574,237	18%		

Total 2023				
Total 2023 Budget (as per approved budget)	Total 2023 Forecast	Total 2023 Actuals	Total 2023 Forecasted Budget Variance \$ (under) / over	% Budget
3,353,400	4,253,400	1,618,645	900,000	127%
1,400,000	1,400,000	104,507	(0)	100%
1,384,000	1,534,000	849,745	150,000	111%
3,789,350	-	-	(3,789,350)	0%
615,000	615,000	63,275	0	100%
540,000	540,000	-	-	100%
1,006,210	-	-	(1,006,210)	0%
7,200,000	3,823,472	120,989	(3,376,528)	53%
6,763,149	6,762,969	4,262,847	(180)	100%
9,600,000	9,596,466	2,451,715	(3,534)	100%
2,610,000	2,609,093	152,093	(907)	100%
2,000,000	350,000	2,205	(1,650,000)	18%
1,250,000	800,000	895	(450,000)	64%
750,000	-	-	(750,000)	0%
750,000	-	-	(750,000)	0%
1,000,000	-	-	(1,000,000)	0%
535,000	525,885	65,115	(9,115)	98%
1,602,000	1,252,000	440,629	(350,000)	78%
1,466,000	518,054	66,278	(947,946)	35%
1,050,000	-	-	(1,050,000)	0%
17,104,721	17,104,721	17,104,721	-	100%
750,000	6,790	1,790	(743,210)	1%
2,176,000	13,116	13,116	(2,162,885)	1%
152,227,830	90,428,465	40,567,298	(61,799,365)	59%
67,357,635				
219,585,465				

Status of Total Project Plan			
Scope	Timing	Budget	Notes
		R	S - on plan T - on plan B - Amendment for 2023 required
			S - on plan T - on plan B - on plan
		R	S - on plan T - on plan B - Amendment for 2023 required
	R		S - on plan T - deferred pending grant funding B - on plan
			S - on plan T - completion deferred to Q3 & Q4 2023 B - on plan
			S - on plan T - completion deferred to Q3 & Q4 2023 B - on plan
	R		S - on plan T - deferred pending grant funding B - on plan
	R		S - on plan T - project completion deferred to 2024 B - on plan
			S - on plan T - on plan B - on plan
			S - on plan T - on plan B - on plan
	R		S - on plan T - project completion deferred to 2024 B - on plan
	R		S - on plan T - project completion deferred to 2024 B - on plan
	R		S - on plan T - project completion deferred to 2024 B - on plan
	R		S - on plan T - project completion deferred to 2025 B - on plan
			S - on plan T - on plan B - on plan
	R		S - on plan T - on plan finish Q2 2024 B - on plan
	R		S - on plan T - purchase of equipment delayed to 2024 B - on plan
	R		S - on plan T - deferred pending grant funding B - on plan
			S - on plan T - completed in Q2 2023 B - on plan
	R		S - on plan T - deferred to 2024 B - on plan
	R		S - on plan T - deferred to 2024 B - on plan

Capital Regional District
2023 - Quarter 2 - Capital Plan Report
Projects Greater than \$500,000

	As planned or better than plan
	Changes to quarter forecast, no revision to annual plan
	Change in annual plan
R	Changes to project plan (may result in 2023 Budget Amendment or included in 2024 Capital Plan)

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

Quarter 2					
Q2 Budget	Q2 Forecast	Q2 Actuals	Variance \$ (over) / under	Variance % (over) / under	Q2 Variance Explanation (if necessary)
-	-	-	-	0%	Contribution to RHFP is forecasted to occur in Q3 2023 through the acquisition of the Mt. Tolmie property from the Province. Overall project is on time and within scope and budget.
-	-	-	-	-	

Total 2023				
Total 2023 Budget (as per approved budget)	Total 2023 Forecast	Total 2023 Actuals	Total 2023 Forecasted Budget Variance \$ (under) / over	% Budget
10,000,000	10,000,000	-	-	100%
10,000,000	10,000,000	-	-	100%
14,064,628				
24,064,628				

Status of Total Project Plan			
Scope	Timing	Budget	Notes
			S - on plan T - on plan B - on plan

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

Q2 Budget	Q2 Forecast	Q2 Actuals	Variance \$ (over) / under	Variance % (over) / under	Q2 Variance Explanation (if necessary)
4,469,315	4,930,446	3,502,195	1,428,251	29%	Q2 variance due to timing of construction draws. Overall project now expected to complete in early Q1 2024. Project budget has increased due to higher cost of construction, triggering a need for 2023 budget amendment. Project remains within scope.
6,333,333	6,097,824	5,868,630	229,193	4%	Q2 variance due to building permit delays which has pushed costs forward into future periods. Some permits were received in late Q2 and substantial completion is estimated for Q2 2025. Overall project is within scope and budget.
-	13,613,091	12,836,707	776,384	6%	Prepaid lease arrangement was executed in Q2 in line with forecast. Prepaid lease value was lower than planned due to savings on the capital project budget. Overall project is on time and within scope and budget.
100,000	92,798	20,290	72,508	78%	Building permit was received in Q2 and project budget will go to BC Housing for final approval in Q3. Project scope has increased to include heating, cooling and ventilation systems, triggering a need for 2023 budget amendment.
25,000	21,359	9,896	11,463	54%	Project design documents were presented to Saanich council in late Q2, revised to include comments and resubmitted to Saanich in Q3 for review. Overall project is within scope and budget.
591,246	566,520	717,069	(150,549)	-27%	Q2 routine capital replacements are largely on plan, with some replacements accelerated from Q3 to Q2. Routine upgrades of housing townhouses and apt buildings are affected by tenant moveouts, trades availability and weather. Overall project is on time and within scope and budget.
11,518,894	25,322,038	22,954,787	2,367,251	9%	

Total 2023 Budget (as per approved budget)	Total 2023 Forecast	Total 2023 Actuals	Total 2023 Forecasted Budget Variance \$ (under) / over	% Budget
17,877,258	21,452,365	8,432,641	3,575,107	120%
23,000,000	22,930,008	9,162,101	(69,992)	100%
13,613,091	12,836,707	12,836,707	(776,384)	94%
1,875,000	1,200,000	23,683	(675,000)	64%
2,500,000	123,974	23,974	(2,376,026)	5%
2,956,230	2,908,424	938,515	(47,806)	98%
61,821,579	61,451,478	31,417,621	(370,101)	99%
8,472,559				
70,294,138				

Scope	Timing	Budget	Notes
	R	R	S - on plan T - deferred completion to Q1 2024 B - amendment required in 2023
	R		S - on plan T - project completion deferred to 2025 B - on plan
			S - on plan T - completed in Q2 2023 B - better than plan
R		R	S - increased scope T - on plan B - amendment required in 2023
	R		S - on plan T - pending rezoning and development permits B - on plan
			S - on plan T - on plan B - on plan



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**APPENDIX H
HUMAN RESOURCES TRENDS AND CORPORATE SAFETY**

**OPEN CAPITAL REGIONAL DISTRICT BOARD
MEETING OF WEDNESDAY, OCTOBER 11, 2023**

1. Workforce Composition and Turnover

The Chief Administrative Officer submits a Staff Establishment Chart (SEC) annually together with the Financial Plan for consideration of approval by the Board. For 2023 the SEC identifies 758.94 FTE's – 732.94 regular and 26 term positions (with terms ranging from one to five years, with the majority being two years or longer). The CRD also has 497 auxiliary staff, mostly in Parks and Recreation where we see a number of seasonal opportunities especially in the months of July and August, as well as almost 1,500 registered volunteers to assist in the support of many of its services and programs including volunteer fire services and emergency response and support. 90.0% of the CRD's paid workforce is unionized. The average length of service and average workforce age of CRD staff is 9.2 years and 45.5 years respectively. Consistent with 2022, turnover rates, including retirement rates, are trending upwards from pre-pandemic years, with retirements accounting for approximately 27% of all employee turnover.

Table 1:

Corporate CRD Human Capital Performance Metric	CRD Current (By Quarter 2023)	CRD Current (Annual 2023)	Industry Average (Annual 2023)	CRD Annual (2022)	Industry Average (2022)
Total Unionized Workforce (all staff)	Q1: 89.8% Q2: 90.2%	90.0%	78.9%	89.3%	81.2%
Average Length of Service (regular staff)	Q1: 9.2 years Q2: 9.1 years	9.2 years	10.9 years	9.5 years	11.1 years
Average Employee Age (regular staff)	Q1: 45.4 yrs Q2: 45.5 yrs	45.5 years	46.7 years	45.7 years	46.7 years
Turnover Rate / Retirement Rate (regular staff)	Q1: 1.4% (0.3% retire.) Q2: 1.6% (0.5% retire.)	3.0% (0.8% retirements)	4.1% (0.6% retirements)	11.7% (3.4% retirements)	11.1% (2.9% retirements)

2. Job Opportunities

In 2022, a total of 565 individual job opportunities were open for competition. This was an increase of 35% over the previous 2021 year. This trend remains in 2023, with a total of 179 job postings and 295 individual job opportunities posted to the end of the second quarter. Currently there are 26 regular positions and 52 auxiliary positions under active recruitment and listed on the CRD's website. The CRD continues to review and modify recruitment strategies and approaches as needed to better attract and retain staff especially in the hard-to-fill market positions.

Significant workplace onboarding and orientation is undertaken for all new employees. In addition to the workplace orientations and required training programs, all new employees attend the regular twice per month onboarding sessions which are geared to inform and engage new staff early in their CRD careers. 102 staff have been put through the program through quarter 2, and 947 employees since this program was implemented.

Table 2:

Corporate CRD Human Capital Performance Metric	CRD Current (By Quarter 2023)	CRD Current (Annual 2023)	Industry Average (Annual 2023)	CRD Annual (2022)	Industry Average (2022)
Job Opportunities (all staff)	Q1: 205 Q2: 90	295	N/A	565	N/A
Vacancy Rate (regular staff)	Q1: 2.6% Q2: 2.4%	2.5%	2.9%	3.3%	4.9%

3. Absenteeism and Occupational Health and Safety

As an essential service, the CRD closely monitors the impact of absenteeism and takes appropriate measures to ensure essential operations are maintained. The CRD measures and monitors absenteeism by both its sick leave usage and safety ratings and has commenced a comprehensive disability management program aimed at early intervention and proactive and positive return to work programs. By this the CRD is continuing its proactive disability management efforts to ensure costs of absenteeism are appropriately managed, and employees are actively engaged early in return-to-work measures to aid in their recovery to work from illness, as well as its proactive healthy workplace program focused on providing employees personal tools to keep them healthy.

Through Quarter 2 of 2023, sick leave absenteeism rates were trending consistently with Quarters of previous years and remain below industry average.

Table 3:

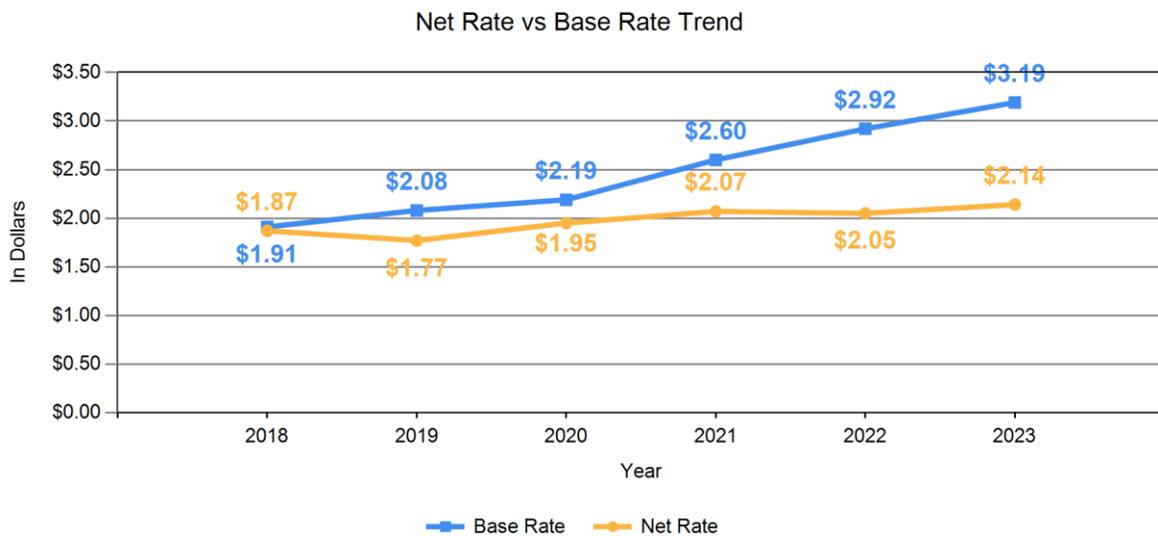
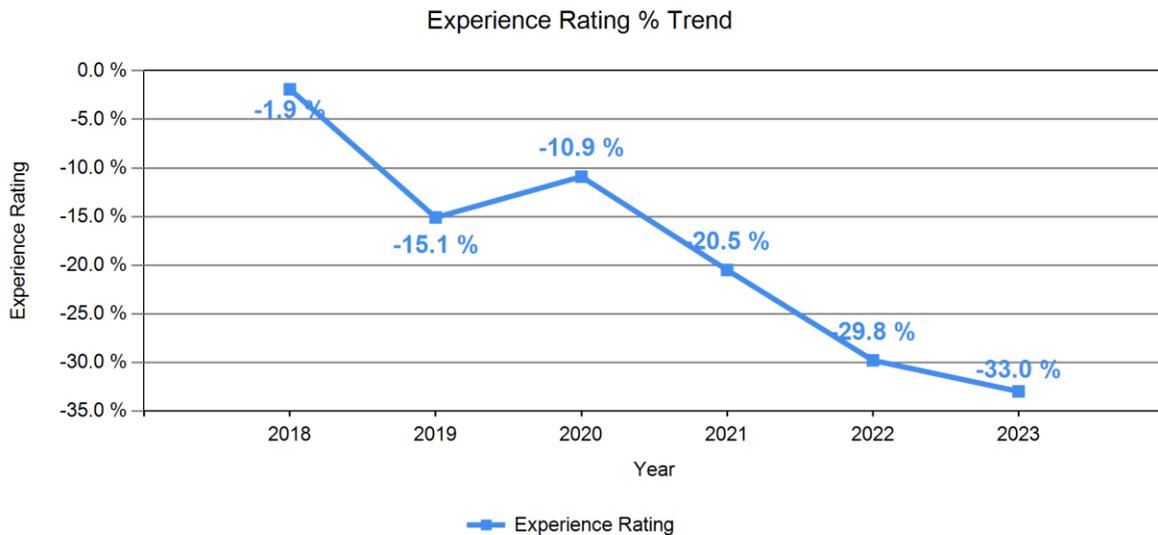
Corporate CRD Human Capital Performance Metric	CRD Current (By Quarter 2023)	CRD Current (Annual 2023)	Industry Average (Annual 2023)	CRD Annual (2022)	Industry Average (2022)
Absenteeism (Sick Leave) Rate (regular staff)	Q1: 5.1% Q2: 3.8%	4.4%	5.9%	5.1%	5.8%
WorkSafeBC Employer Rate (all staff)	Q1/2: 2.14% less 10% ¹	2.14% less 10% ¹	3.19%	2.05% less 10% ¹	2.92%

¹ an addition 10% reduction in assessed premiums is applied to the assessed rate, as a result of the CRD’s Certificate of Recognition program and designation.

With our proactive focus on safety, absences related to workplace illness or injury remain far below those of industry. This has also resulted in the CRD being in a positive (merit) position with WorkSafeBC resulting in a lower-than-industry Employer Rating Assessment (ERA). The ERA is the premium WorkSafeBC charges employers based on their claims experience over the previous three-year period.

While WorkSafeBC base rates for the industry continue to increase by almost 50% since 2019, the CRD has seen an increasingly reduced Actual ERA (“Net Rate”) based on our proactive and diligent safety program. Inclusive of our industry leading Certificate of Recognition (CoR) certification in 2021, the CRD’s current assessment levied by WorkSafeBC is 43% below the base rate for the industry.

Table 4:



4. Awards and Recognition

The CRD has been recognized as one of the safest employers in BC by means of the 2023 Organizational Safety Excellence Award, an award we have received two years in a row. In addition to organizational recognition, in number of our employees have also been recognized for individual contributions to safety excellence in 2023, and for their contributions to their professions to keep our employees healthy and safe at work.

CONCLUSION

The CRD continuously monitors Human Resource organizational health, and proactively modifies and adapts Human Resource programs and systems where trends may show challenges arising. While there continues to be no significantly concerning organizational health trends based on metrics information, the CRD continues to monitor environmental factors affecting the workplace and workforce closely and adapt workplace practices and programs to continue to ensure essential services are maintained.



Making a difference...together

**REPORT TO THE ELECTORAL AREAS COMMITTEE
MEETING OF WEDNESDAY, OCTOBER 11, 2023**

SUBJECT Bylaw No. 4573: Tax Exemption (Permissive) Bylaw, 2023

ISSUE SUMMARY

To authorize electoral area permissive tax exemptions for 2024.

BACKGROUND

Under Section 391 of the *Local Government Act* (LGA), the Capital Regional District (CRD) may provide tax exemption for eligible properties in an electoral area. A bylaw must be adopted by the CRD Board prior to October 31 each year for the exemption to be processed by BC Assessment for the following year.

The permissive tax exemption requests are evaluated and considered by the CRD Board annually. The deadline is July 31 each year to apply for the tax exemption of the next taxation year. The detailed information regarding the application process and additional resources are available on the CRD website (Appendix D).

2024 Exemption Requests

For the 2024 taxation year, there are eight (8) renewals and one new request to be considered. Letters of request are included in Appendix B.

The **renewals** outlined in Table 1 include one leased property used for CRD services (North Galiano Fire Service).

Table 1: Renewal Requests

#	PROPERTY	DESCRIPTION
1	Pender Island Golf and Country Club	Granted since 1999 upon request for land and improvements used principally for public athletic or recreation purposes – LGA 391(4)(a); letter of request for 2024 attached.
2	Galiano Golf and Country Club	Granted since 1999 upon request for land and improvements used principally for public athletic or recreation purposes – LGA 391(4)(a); letter of request for 2024 attached
3	Magic Lake Property Owners Society (MLPOS)	Granted upon request for land only used principally for public athletic or recreation purposes – LGA 391(4)(a); letter of request for 2024 attached
4	Royal Canadian Legion, Branch #239 Pender Island	Granted since 2018 upon request for land and improvements used principally for public athletic or recreation purposes exemption under LGA 391(4)(a); letter of request for 2024 attached.

#	PROPERTY	DESCRIPTION
5	Royal Canadian Legion, Branch #92, Salt Spring Island	Granted since 2020 upon request for land and improvements used principally for public athletic or recreation purpose exemption under LGA 391(4)(a); letter of request for 2024 attached.
6	Salt Spring Island Golf and Country Club	Granted since 2020 upon request for land and improvements used principally for public athletic or recreation purpose exemption under LGA 391(4)(a); letter of request for 2024 attached.
7	Salt Spring Island Rod & Gun Club	Granted since 2022 upon request for land and improvements used principally for public athletic or recreation purposes – LGA 391(4)(a); letter of request for 2024 attached.
8	North Galiano Fire Hall	Granted since 2013 for land and improvements held by the CRD for the fire service – LGA 391(4)(g); this exemption is required given that the new fire hall has been constructed on property that the CRD leases from the North Galiano Fire Protection Society; no letter of request necessary (CRD itself).

The one **new** request includes four properties applied by The Salt Spring and Southern Gulf Islands Community Services Society (the “Society”). Table 2 below outlines the details for the properties. The Society is seeking a permissive tax exemption under LGA Section 391(4)(a) following a reversal of their tax exemption status by BC Assessment in 2023. The Society is in the process of appeal with BC Assessment to reinstate the statutory exemption status.

Table 2: New Request - Salt Spring & Southern Gulf Islands Community Services Society

#	PROPERTY	DESCRIPTION
1	105 Kilner Road, SSI Tax Roll No.001-64-764-00795.102 Class 1: Residential	New in 2024 upon request for land and improvements owned or held by an athletic or service organization and used principally for public athletic or recreation purpose – LGA 391(4)(a); letter of request for 2024 attached in Appendix B (Pg 28-39).
2	268 Fulford-Ganges Road, SSI Tax Roll No.001-64-764-00794.001 Class 8: Non-Profit Organization or Recreational Land	
3	129 Hereford Ave, SSI Tax Roll No.001-64-764-00523.010 Class 1&6: Residential and Business	
4	143 Scotton Place, SSI Tax Roll No.001-64-764-00962.178 Class 1: Residential	

The Society has been a not-for-profit society since 1975. The priority of the Society is to support the health and well-being of vulnerable individuals and families. The Society delivers services and programs best described as providing “social” benefits to the community, including Shelter and Housing, Developmental Disabilities Services, Outreach and Mental Health Support, Counselling and Family Development, Child and Youth Services, Food Security and Programs, Senior Services and Recycle Depot.

Applying LGA Section 391(4)(a), exemption would require that each property be owned by an athletic or service organization and used principally for public athletic or recreation purposes.

Assuming that the Society is a “service organization”, which it may not be¹, based on the materials provided it does not appear that the land or improvements are used “principally” for athletic or recreation purposes.

While “principally” is undefined, it would need to be the primary use of the property or improvement, and not merely occasional or ancillary.² On the record, the principal uses of the properties are not for recreation³, but for supportive housing, assisted living, or street outreach. While there is a recreation element to certain items mentioned by the Society (e.g., youth drop-in) this is not the principal use of the properties. There is also a lack of “public” use to some of the properties described.

Based on this analysis, the four properties submitted by the Society do not meet the criteria for exemption on the properties in whole or in part under LGA Section 391. Therefore, these properties have not been recommended for a permissive tax exemption.

ALTERNATIVES

Alternative 1

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

1. That Bylaw No. 4573, “Tax Exemption (Permissive) Bylaw, 2023”, be introduced and read a first, second and third time;
2. That Bylaw No. 4573 be adopted.

Alternative 2

That this report be referred back to staff for further review.

IMPLICATIONS

Financial Implications

The following values represent the estimated tax revenue of the proposed exemptions (based on 2023 assessment values and tax rates):

¹ Section 224 of the *Community Charter* has a similar section to 391(4)(a) which refers to “athletic or service club or association and used as a public park or recreation ground or for public athletic or recreational purposes”.

² The Canadian Oxford definition is “for the most part; chiefly”; the Cambridge Dictionary defines it as “more than anything or anyone else; mainly”.

³ The Canadian Oxford defines “recreation” as “the process of means of refreshing or entertaining oneself; a pleasurable activity”. Public park cases have included leisure, ornamentation, and relaxation into the definition of “recreation”. Recreation includes optional programming for youth and children.

Table 3: Estimated Total Proposed Tax Exemptions

PROPERTY	CRD	CRHD	OTHER	TOTAL
Pender Island Golf & Country Club	\$2,329	\$212	\$5,623	\$8,164
Galiano Golf & Country Club	\$2,441	\$223	\$6,014	\$8,678
Magic Lake Property Owners Society	\$5,813	\$165	\$4,244	\$10,222
Royal Canadian Legion, Branch #239 Pender Island (Class 8 Only)	\$390	\$32	\$889	\$1,311
Royal Canadian Legion, Branch #92, Salt Spring Island (Class 8 Only)	\$516	\$40	\$1,250	\$1,806
Salt Spring Island Golf & Country Club	\$4,865	\$651	\$19,662	\$25,178
Salt Spring Island Rod & Gun Club	\$921	\$116	\$3,604	\$4,641
North Galiano Fire Hall	\$2,137	\$221	\$5,101	\$7,459

The estimated exemption under “Other” in the table above accumulates multiple tax jurisdictions, such as School Tax, Provincial Rural Tax, Police Tax, BC Assessment, Municipal Finance Authority, Islands Trust, Salt Spring Island Fire and Water Protection (for Salt Spring Island only).

The exemption from property taxes removes the eligible assessed values on these properties and corresponding tax assessed values from the total taxable assessed value that taxes will be applied to. This results in other ratepayers absorbing the tax revenue from which these properties are exempted.

Staff have consulted with the respective Electoral Area Director on each application received and have compiled this report and recommendation in alignment with support for exemption.

CONCLUSION

The CRD has nine (9) permissive tax exemptions to consider for the taxation year 2024; eight (8) renewal requests and one (1) new request from the Salt Spring and Southern Gulf Islands Community Services Society. The new request seeking permissive exemption for four (4) properties does not meet the criteria for exemption under LGA Section 391, therefore the permissive exemption cannot be granted. The proposed Bylaw No. 4573 will grant permissive tax exemption to eight renewal requests in accordance with Section 391 of the *Local Government Act*. Staff have consulted with the respective Electoral Area Director on each application received and have compiled this report and recommendation in alignment with support for exemption.

RECOMMENDATION

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

1. That Bylaw No. 4573, “Tax Exemption (Permissive) Bylaw, 2023”, be introduced and read a first, second and third time;
2. That Bylaw No. 4573 be adopted.

Submitted by:	Rianna Lachance, BCom, CPA, CA, Senior Manager, Financial Services
Concurrence:	Nelson Chan, MBA, FCPA, FCMA, Chief Financial Officer
Concurrence:	Kristen Morley, J.D., General Manager, Corporate Services & Corporate Officer
Concurrence:	Ted Robbins, B. Sc., C. Tech., Chief Administrative Officer

ATTACHMENTS

- Appendix A: Bylaw No. 4573 Tax Exemption (Permissive) Bylaw, 2023
- Appendix B: Correspondence – 2024 Tax Exemption (8)
- Appendix C: BC Assessment Property Classifications
- Appendix D: CRD Permissive Tax Exemption Application Process

CAPITAL REGIONAL DISTRICT

BYLAW NO. 4573

A BYLAW TO AUTHORIZE ELECTORAL AREA PERMISSIVE TAX EXEMPTIONS

WHEREAS:

- A. Under Section 391 of the *Local Government Act*, the Capital Regional District may provide tax exemption for properties in an electoral area that meet any of the conditions listed in Section 391(4).
- B. The Board wishes to exempt certain properties owned, held or operated for the uses or purposes set out in Section 391(4)(a) and (g) of the *Local Government Act* from taxation for the calendar year 2024.

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

- 1. Each property described in Schedule "A" attached to this bylaw shall be exempt from taxation under Section 391 of the *Local Government Act* for the year 2024 by virtue of it being used, held, owned or occupied by the organizations named in the Schedule.
- 2. This Bylaw may be cited as "Tax Exemption (Permissive) Bylaw, 2023".

READ A FIRST TIME THIS	day of	2023
READ A SECOND TIME THIS	day of	2023
READ A THIRD TIME THIS	day of	2023
ADOPTED THIS	day of	2023

CHAIR

CORPORATE OFFICER

SCHEDULE A

OWNER / OCCUPIER / HOLDER	DESCRIPTION	EXEMPTION	LGA REFERENCE
Salt Spring Island Rod & Gun Club	Lot A, Plan VIP14462, Section 4, Range 4, Cowichan Land District, Portion Salt Spring, (221 Long Harbour Road) Tax Roll No. 01-64-764-00716.007	Land and improvements (exclude Class 1 Residential Class)	391(4)(a)
Pender Island Golf & Country Club	Lot A, Plan VIP52327, Section 17, Cowichan Land District, Portion Pender Island (2314 Otter Bay Road) Tax Roll No. 01-64-764-08647.010	Land and improvements	391(4)(a)
Galiano Golf & Country Club	Lot AM11, Block 1, Plan 24167, District Lot 4, Cowichan District, Portion Galiano Island, and Lot 6, Block 2, District Lot 4, Galiano Island, Cowichan District, Plan 24167 (Linklater Road) Tax Roll No. 01-64-764-02192.023	Land and improvements (exclude Class 1 Residential Class)	391(4)(a)
Magic Lake Property Owners Society	Lot A, Plan VIP41807; Section 9; Portion Pender Island; District Lot 465 Cowichan Land District (Thieves Bay Marina) Tax roll No. 01-764-13027.026 Tax roll No. 01-764-13027.027	Land only (exclude improvement and water lot)	391(4)(a)
Magic Lake Property Owners Society	Lot 21, Plan VIP22335; Section 9; Cowichan Land District , Portion Pender Island (Land adjacent to Mouat Park) Tax roll No. 01-764-08454.305, Lot 18, Plan VIP22424; Section 10; Cowichan Land District Portion Pender Island (Tennis Court & Play Area) Tax roll No. 01-764-08455.036, Lot 67, Plan VIP22335, Section 9, Cowichan Land District Portion Pender Island Tax roll No. 01-764-08454.397	Land only (exclude improvements and water lot)	391(4)(a)
Royal Canadian Legion, Branch #239 Pender Island	Lot 6 PL; VIP7196 SEC: 17 Parcel A, Portion PENDER ISLAND, Parcel A (DD 47774W) Tax Roll No. 01-764-08666.000	Land and improvements (Class 8 Only)	391(4)(a)
Royal Canadian Legion, Branch #92 Salt Spring Island	Lot A, Plan VIP11826, Section 4, Range 3, Cowichan Land District, Portion North Salt Spring Tax Roll No. 01-764-00655.001	Land and improvements (Class 8 Only)	391(4)(a)
Salt Spring Island Golf & Country Club	Section 5, Range 2, Cowichan Land District, (805 Lower Ganges Rd) Tax Roll No. 01-764-00481.000	Land and improvements	391(4)(a)
Capital Regional District (North Galiano Fire Hall)	Lot 1 of Lot 83, Galiano Island, Cowichan District, Plan VIP69843 Tax roll No. 01-764-02273.110	Land and improvements	391(4)(g)

Pender Island Golf & Country Club

2305 Otter Bay Road, Pender Island, B.C. | www.penderislandgolf.com

Mailing Address:

P.O. Box 6, Pender Island, B.C. V0N 2M0

Golf Shop 250-629-6659

Office Phone/Fax 778-402-6527



A scenic 9-hole golf course
located on Pender Island
amidst B.C.'s beautiful
Gulf Islands.

June 16, 2023

Capital Regional District
Attention: Ms. Rianna Lachance
Senior Manager, Financial Services
625 Fisgard Street, PO Box 1000
Victoria, BC V8W 2S6

Dear Ms Lachance,

The Pender Island Golf and Country Club respectfully requests exemption from taxes for the year 2024 under Section 809(3)(a) of the *Local Government Act*.

Background

The Pender Island Golf and Country Club has been in existence since 1937 and, except for a period during the Second World War, the golf course has been in operation ever since. The Golf Club is a not-for-profit society and was incorporated under the *Societies Act* on July 3, 1945 (Charter No. 1047671-7). The purpose of this Society as stated in the constitution is to maintain the Golf Club “for the use and pleasure of club members and the public”.

The Club in the Community

The Pender Island “community” is quite small, with about 2,500 full time residents, a high percentage of whom are retired or semi-retired. The summertime community expands substantially with many short-term residents and visitors coming to the island for vacation activities. In terms of recreation, Pender Island is somewhat isolated; however, the Golf Club provides an excellent outlet for recreational activities and is one of the major attractions for both residents of and visitors to Pender Island.

In terms of members, the Golf Club has junior, intermediate, social and regular memberships. As well, the Golf Club also provides recreational opportunities to many more residents and visitors on a casual green fee basis and these participants are increasing. We estimate that about 400 people regularly use these facilities. With few other recreational activities on the island other than boating, disc golf, cycling and walking, the Golf Club is one of the major providers of recreation on Pender Island. There are no bowling facilities, no public swimming pool, no curling or hockey rinks and no theatre.

There are no restrictions to membership in the Golf Club. While members can play as often as they wish, there is no preference given to members over green fee players. All golfers play on a first-come/ first booked, first-to-play basis.

Pender Island is very much a volunteer environment and the Golf Club is no exception. The Club was built by volunteers and volunteers continue to help maintain the course and work to continually improve its infrastructure.

Prior to COVID-19, a "Pro-Am" tournament was held each year and a portion of the proceeds were donated to local community organizations, including the Pender Island Medical Clinic and the Roger Coleman Bursary Fund. As well, an active junior golf program provides free lessons to junior golfers through our involvement with the Pender Island School. Adult lessons are also available allowing senior residents to take advantage of golf as a recreational activity.

The Golf Club provides employment and training for up to eight full and part-time employees.

Tax History

We have requested and been very appreciative to have received a tax exemption each year since 1999. We endeavor to be fiscally responsible and at the same time provide a product that is appreciated and of benefit to all Pender Island residents and visitors at as low cost as possible.

The Club has maintained its fees and charges at break-even levels. A tax bill would place a heavy burden on our financial situation and would undoubtedly necessitate higher recreation costs to the community as well as reductions in services and employment.

We respectfully request a tax exemption under Section 809(3),(a) of the *Local Government Act* for the year 2024. Should you require additional information regarding this request, we would be pleased to provide it.

Yours sincerely,



Frank Deme
President, Pender Island Golf & Country Club

Enclosure: Copy of 2023 Assessment Notice

CC: Paul Brent, Capital Regional District Director
116 Winter Cove Road
Saturna Island, BC V0N 2Y0

2517



BC ASSESSMENT

IMPORTANT INFORMATION FOR PROPERTY IDENTIFICATION

Area: 01-Capital
Jurisdiction: 764-Gulf Islands Rural
Roll: 08647.010

School District: 64-Gulf Islands
Neighbourhood: 910

CONFIDENTIAL PIN: 0000948597



2023 PROPERTY ASSESSMENT NOTICE

Property Location & Description

2305 OTTER BAY RD
PARCEL F, SECTION 17, COWICHAN LAND DISTRICT, PORTION PENDER ISLAND, EXCEPT PLAN 22933 36581; LOT A, PLAN VIP52327, SECTION 17, COWICHAN LAND DISTRICT, PORTION PENDER ISLAND
PID: 009-675-698 017-337-178

This is **not** a tax notice. Tax notices are issued by local governments and taxing authorities.

This notice contains important information about your property. Please review and keep for your records. No action is required unless you disagree with your assessment.

2023 Assessment – represents your property value as of **July 1, 2022**

Assessed Value	Value	Class
Land	30,200	Business/Other
Buildings	1,103,000	Rec/Non Profit
2023 Assessed Value	\$1,353,200	Business/Other
Taxable Value	Rural	
Less Exemptions	1,353,200	
2023 Taxable Value	NIL	

YOUR PROPERTY VALUE HISTORY

2023	+13%	\$1,353,200
2022	+22%	\$1,201,400
2021	0%	\$982,300
2020	+8%	\$982,300

Visit bcassessment.ca/propertytax and refer to the back page to learn how your value change and average change relate to your property taxes.

Important messages about your 2023 Assessment

- 2023 tax rates will be set in May. For tax information, please go to gov.bc.ca/ruralpropertytax
- If you own land for the benefit of a corporation, a trust or legal partnership, you must check if you need to file with the Land Owner Transparency Registry. See landtransparency.ca for more information.

The Assessment Office for this property is:

Victoria Assessment Office
102-3350 Douglas St
Victoria BC V8Z 7X9
01-64-764-08647.010

The Owner/Lessee of this property is:

S-04
PENDER ISLAND GOLF & COUNTRY CLUB
2305 OTTER BAY RD
RR 1 PO BOX 6
PENDER ISLAND BC V0N 2M0

157549

IMPORTANT DATES

- July 1, 2022**
Assessed value is the property's market value as of this date.
- October 31, 2022**
Assessed value reflects property's physical condition and permitted use as of this date.
- JAN 31** **THE DEADLINE FOR FILING A NOTICE OF COMPLAINT (APPEAL) IS JANUARY 31, 2023**
Important information about the complaint process can be found on the back page.

CONTACT US

For more information about your Assessment Notice go to bcassessment.ca

From our website you can search for your property, compare your assessment and update your mailing address.

Call us at 1-866-valueBC (1-866-825-8322) or 604-739-8588.

Before using information in this Notice for non-assessment purposes, please verify records with your Land Title Office. Wherever words or expressions used in this Notice differ from wording of the legislation, the legislation shall prevail. This information is current as of printing deadline.

FOLLOW US

We Value BC

157549_13
BEA_PROP_NOTICE_23_STR_A01_20221209

Galiano Golf Course Society

24 St. Andrews Crescent

Galiano Island, BC

VON 1P0

Ms. Lia Xu, Finance Manager, Financial Services

Capital Regional District

625 Fisgard St.

PO Box 1000. Victoria, BC

V8N 2S6

August 10, 2022

Dear Ms. Lia Xu,

I am writing on behalf of the Galiano Golf Course Society to request an exemption from property taxes for the year 2023. Relief from taxation has been granted to the Golf Course Society under Section 391 of the local government act since year 2000.

Our Golf Course Society continues to operate as a nonprofit society providing an important recreational facility to Galiano Island residents and visitors alike. Our course is open to everyone year round and encourages exercise, mental stimulation, practising social engagement through social distancing (respecting COVID-19 Provincial Health & WorkSafe BC Guidelines) in a beautiful natural setting. Our course is a focal point for many seniors.

As in past years we host two educational clinics during the summer months. One youth / student and one adult clinic. These clinics are attended by local school children, community youth, adult members, non members and seniors. Our island recreational facilities are limited when compared with other communities in the Capital Regional District.

We would be happy to provide you with any further documentation or information about the Galiano Golf Course that you may require.

Sincerely,



John Hatch, President

(604) 802-9048



BC ASSESSMENT

IMPORTANT INFORMATION FOR PROPERTY IDENTIFICATION

Area: **01-Capital**
Jurisdiction: **764-Gulf Islands Rural**
Roll: **02192.023**

School District: **64-Gulf Islands**
Neighbourhood: **910**

CONFIDENTIAL PIN: 0000408198

2023 PROPERTY ASSESSMENT NOTICE

Property Location & Description

ST. ANDREWS CRES

LOT 6, BLOCK 2, PLAN VIP24167, DISTRICT LOT 4, COWICHAN LAND DISTRICT, PORTION GALIANO ISLAND; LOT 6, BLOCK 2, PLAN VIP24167, DISTRICT LOT 4, COWICHAN LAND DISTRICT, PORTION GALIANO ISLAND, FOR COMMUNITY GOLF COURSE, CLUBHOUSE & RELATED FACILITIES PURPOSES, LEASE/PERMIT/LICENCE # 111975; LOT 11, BLOCK 1, PLAN VIP24167, DISTRICT LOT 4, COWICHAN LAND DISTRICT, PORTION GALIANO ISLAND, AMD LOT 11, (DD B38017); LOT 11, BLOCK 1, PLAN VIP24167, DISTRICT (ET CETERA) LBF:0344016 0344016
PID: 002-978-911 002-979-519

2023 Assessment – represents your property value as of **July 1, 2022**

Assessed Value	Value	Class
Land	67,500	Residential
	17,200	Business/Other
	1,303,000	Rec/Non Profit
Buildings	54,500	Residential
	188,000	Business/Other
2023 Assessed Value	\$1,630,200	
Taxable Value	Rural	
Less Exemptions	1,508,200	
2023 Taxable Value	\$122,000	

Important messages about your 2023 Assessment

- A copy of this Property Assessment Notice is sent to all owners.
- 2023 tax rates will be set in May. For tax information, please go to gov.bc.ca/ruralpropertytax
- If you own land for the benefit of a corporation, a trust or legal partnership, you must check if you need to file with the Land Owner Transparency Registry. See landtransparency.ca for more information.

The Assessment Office for this property is:

Victoria Assessment Office
102-3350 Douglas St
Victoria BC V8Z 7X9
01-64-764-02192.023

The Owner/Lessee of this property is:

152265

S-04
GALIANO GOLF & COUNTRY CLUB
PO BOX 186
GALIANO ISLAND BC V0N 1P0

This is **not** a tax notice. Tax notices are issued by local governments and taxing authorities.

This notice contains important information about your property. Please review and keep for your records. No action is required unless you disagree with your assessment.

YOUR PROPERTY VALUE HISTORY

2023	+8%	\$1,630,200
2022	+35%	\$1,504,000
2021	0%	\$1,114,200
2020	+9%	\$1,114,200

Visit bcassessment.ca/propertytax and refer to the back page to learn how your value change and average change relate to your property taxes.

IMPORTANT DATES

- July 1, 2022**
Assessed value is the property's market value as of this date.
 - October 31, 2022**
Assessed value reflects property's physical condition and permitted use as of this date.
 - THE DEADLINE FOR FILING A NOTICE OF COMPLAINT (APPEAL) IS JANUARY 31, 2023**
- Important information about the complaint process can be found on the back page.

CONTACT US

For more information about your Assessment Notice go to bcassessment.ca

From our website you can search for your property, compare your assessment and update your mailing address.

Call us at **1-866-valueBC** (1-866-825-8322) or 604-739-8588.



P.O. Box 65, Pender Island, BC V0N 2M0

June 12, 2023.

Financial Services – Permissive Tax Exemption
Capital Regional District
625 Fisgard Street
Victoria, BC V8W 1R7

To Financial Services – Permissive Tax Exemption,

The Magic Lake Property Owners' Society (MLPOS) recognizes, with thanks, our 2023 tax exemption and requests a further exemption from rural property taxes for the year 2024 under Section 391 of the Local Government Act.

MLPOS was incorporated as a non-profit society on 29 August 1975, Charter No. 11823. The objectives of MLPOS are two-fold: (1) To represent the members in matters affecting their property or their life style in Magic Lake Estates. (2) To acquire, maintain and administer, or dispose thereof, property in Magic Lake Estates or the foreshore adjacent thereto for the recreational use of the members.

The North and South Pender Islands have roughly 2500 full-time residents – with more than one third of these full-time residents living in Magic Lake Estates.

MLPOS operates and maintains a non-profit, recreational marina at Thieves Bay with 180 berths for the use of members and guests of the society. Our marina provides emergency moorage for any vessel in the area requiring shelter and/or assistance. We reserve, at no charge, a designated berth for the Ambulance Service to conduct medical evacuations for anyone on the Pender Islands. The RCMP and Coast Guard have used our marina for emergency incidents. MLPOS has equipped the marina breakwater with picnic tables open to the public. This Thieves Bay spot has become a very popular, and spectacular, public whale watching site as well as being a favourite walk/drive destination.

In addition to Thieves Bay Marina, MLPOS operates and maintains the only public tennis courts on the Pender Islands. These courts are open year round to members of the Society and to the public, on a pay-per-use basis. We also

maintain a children's playground beside the tennis courts and a public park (Mouat Park) designated for the propagation of plants native to the Gulf Islands.

Volunteerism thrives on the Pender Islands and this is apparent in MLPOS. Volunteers build, maintain and manage the marina, tennis courts and playground. We keep all fees charged for the use of these facilities at break-even levels and use all funds generated solely for the short and long-term upkeep and improvement of these recreational facilities.

We hope that you grant our request for a property tax exemption for the year 2024. Such an exemption will significantly enhance our ability to maintain and provide these important recreational facilities for the benefit of our members, our community and tourists to the Gulf Islands.

Yours truly,

A handwritten signature in black ink, appearing to read 'Robert Coulson', with a long horizontal flourish extending to the right.

Robert Coulson
President, Magic Lake Property Owners' Society

Encl:
Application Form for Permissive Exemption from Property Taxation Year 2024
Copy of 2023 Property Assessment Notices



BC ASSESSMENT

IMPORTANT INFORMATION FOR PROPERTY IDENTIFICATION

Area: **01-Capital**
Jurisdiction: **764-Gulf Islands Rural**
Roll: **13027.027**

Bulk Mail: 0004692651
School District: 64-Gulf Islands
Neighbourhood: 935

CONFIDENTIAL PIN: 003371340



2023 PROPERTY ASSESSMENT NOTICE

Property Location & Description

THIEVES BAY

DISTRICT LOT 465, COWICHAN LAND DISTRICT, COMMERCIAL MARINA IN THIEVES BAY, 1.57 HA ISSUED FOR GROUP MOORAGE, BREAKWATER & BOAT LAUNCHING PURPOSES, LEASE/PERMIT/LICENCE # 114382
LBF:0288670

2023 Assessment – represents your property value as of **July 1, 2022**

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This notice contains important information about your property. Please review and keep for your records. No action is required unless you disagree with your assessment.

YOUR PROPERTY VALUE HISTORY



Visit bcassessment.ca/propertytax and refer to the back page to learn how your value change and average change relate to your property taxes.

Assessed Value	Value	Class
Land	451,000	Rec/Non Profit
Buildings	287,000	Business/Other
2023 Assessed Value	\$738,000	
Taxable Value	Rural	
Less Exemptions	132,000	
2023 Taxable Value	\$606,000	

IMPORTANT DATES

- July 1, 2022**
Assessed value is the property's market value as of this date.
- October 31, 2022**
Assessed value reflects property's physical condition and permitted use as of this date.
- THE DEADLINE FOR FILING A NOTICE OF COMPLAINT (APPEAL) IS JANUARY 31, 2023**
Important information about the complaint process can be found on the back page.

Important messages about your 2023 Assessment

- A copy of this Property Assessment Notice is sent to all owners.
- 2023 tax rates will be set in May. For tax information, please go to gov.bc.ca/ruralpropertytax
- If you own land for the benefit of a corporation, a trust or legal partnership, you must check if you need to file with the Land Owner Transparency Registry. See landtransparency.ca for more information.

The Assessment Office for this property is:

Victoria Assessment Office
102-3350 Douglas St
Victoria BC V8Z 7X9
01-64-764-13027.027

The Owner/Lessee of this property is:

MAGIC LAKE PROP OWNER'S SOCIETY
PO BOX 65
PENDER ISLAND BC V0N 2M0

CONTACT US

For more information about your Assessment Notice go to bcassessment.ca

From our website you can search for your property, compare your assessment and update your mailing address.

Call us at **1-866-valueBC** (1-866-825-8322) or 604-739-8588.





BC ASSESSMENT

IMPORTANT INFORMATION FOR PROPERTY IDENTIFICATION

Area: **01-Capital**
Jurisdiction: **764-Gulf Islands Rural**
Roll: **13027.026**

Bulk Mail: 0004692651
School District: 64-Gulf Islands
Neighbourhood: 935

CONFIDENTIAL PIN: 003371340



2023 PROPERTY ASSESSMENT NOTICE

Property Location & Description

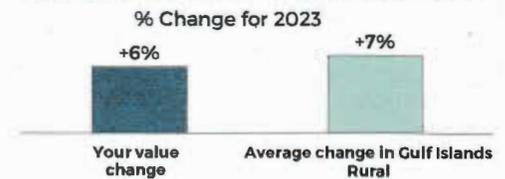
THIEVES BAY
LOT A, PLAN VIP41807, SECTION 9, COWICHAN LAND DISTRICT, PORTION
PENDER ISLAND
PID: 000-952-141

2023 Assessment – represents your property value as of **July 1, 2022**

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This notice contains important information about your property. Please review and keep for your records. No action is required unless you disagree with your assessment.

YOUR PROPERTY VALUE CHANGE



The graph above shows average change for multiple property types and is for informational purposes only.

Visit bcassessment.ca/marketmovement for information on individual property types.

YOUR PROPERTY VALUE HISTORY

Year	% Change	Value
2023	+6%	\$112,000
2022	+7%	\$106,000
2021	-3%	\$99,200
2020	0%	\$102,000

IMPORTANT DATES

- July 1, 2022**
Assessed value is the property's market value as of this date.
 - October 31, 2022**
Assessed value reflects property's physical condition and permitted use as of this date.
 - THE DEADLINE FOR FILING A NOTICE OF COMPLAINT (APPEAL) IS JANUARY 31, 2023**
- Important information about the complaint process can be found on the back page.

Assessed Value	Value	Class
Land	112,000	
2023 Assessed Value	\$112,000	Rec/Non Profit
Taxable Value	Rural	
Less Exemptions	112,000	
2023 Taxable Value	NIL	

Important messages about your 2023 Assessment

- 2023 tax rates will be set in May. For tax information, please go to gov.bc.ca/ruralpropertytax
- If you own land for the benefit of a corporation, a trust or legal partnership, you must check if you need to file with the Land Owner Transparency Registry. See landtransparency.ca for more information.

The Assessment Office for this property is:

Victoria Assessment Office
102-3350 Douglas St
Victoria BC V8Z 7X9
01-64-764-13027.026

The Owner/Lessee of this property is:

MAGIC LAKE PROP OWNER'S SOCIETY
PO BOX 65
PENDER ISLAND BC V0N 2M0

CONTACT US

For more information about your Assessment Notice go to bcassessment.ca

From our website you can search for your property, compare your assessment and update your mailing address.

Call us at **1-866-valueBC** (1-866-825-8322) or 604-739-8588.



BC ASSESSMENT

IMPORTANT INFORMATION FOR PROPERTY IDENTIFICATION

Area: **01-Capital**
Jurisdiction: **764-Gulf Islands Rural**
Roll: **08455.036**

Bulk Mail: 0004692651
School District: 64-Gulf Islands
Neighbourhood: 910

CONFIDENTIAL PIN: 003371340



2023 PROPERTY ASSESSMENT NOTICE

Property Location & Description

PRIVATEERS RD
LOT 18, PLAN VIP22424, SECTION 10, COWICHAN LAND DISTRICT, PORTION
PENDER ISLAND
PID: 003-246-442

This is **not** a tax notice. Tax notices are issued by local governments and taxing authorities.

This notice contains important information about your property. Please review and keep for your records. No action is required unless you disagree with your assessment.

2023 Assessment – represents your property value as of **July 1, 2022**

YOUR PROPERTY VALUE HISTORY

Year	Change	Value
2023	+44%	\$514,500
2022	+44%	\$356,700
2021	+6%	\$247,500
2020	-12%	\$233,500

Visit bcassessment.ca/propertytax and refer to the back page to learn how your value change and average change relate to your property taxes.

IMPORTANT DATES

- July 1, 2022**
Assessed value is the property's market value as of this date.
- October 31, 2022**
Assessed value reflects property's physical condition and permitted use as of this date.
- JAN 31**
THE DEADLINE FOR FILING A NOTICE OF COMPLAINT (APPEAL) IS JANUARY 31, 2023
Important information about the complaint process can be found on the back page.

Assessed Value	Value	Class
Land	495,000	Rec/Non Profit
Buildings	19,500	Business/Other
2023 Assessed Value	\$514,500	
Taxable Value	Rural	
Less Exemptions	505,000	
2023 Taxable Value	\$9,500	

Important messages about your 2023 Assessment

- 2023 tax rates will be set in May. For tax information, please go to gov.bc.ca/ruralpropertytax
- If you own land for the benefit of a corporation, a trust or legal partnership, you must check if you need to file with the Land Owner Transparency Registry. See landtransparency.ca for more information.

The Assessment Office for this property is:

Victoria Assessment Office
102-3350 Douglas St
Victoria BC V8Z 7X9
01-64-764-08455.036

The Owner/Lessee of this property is:

MAGIC LAKE PROP OWNER'S SOCIETY
PO BOX 65
PENDER ISLAND BC V0N 2M0

CONTACT US

For more information about your Assessment Notice go to bcassessment.ca

From our website you can search for your property, compare your assessment and update your mailing address.

Call us at **1-866-valueBC** (1-866-825-8322) or 604-739-8588.



BC ASSESSMENT

IMPORTANT INFORMATION FOR PROPERTY IDENTIFICATION

Area: **01-Capital**
Jurisdiction: **764-Gulf Islands Rural**
Roll: **08454.397**

Bulk Mail: 0004692651
School District: 64-Gulf Islands
Neighbourhood: 910

CONFIDENTIAL PIN: 003371340



2023 PROPERTY ASSESSMENT NOTICE

Property Location & Description

LOT 67, PLAN VIP22335, SECTION 9, COWICHAN LAND DISTRICT, PORTION
PENDER ISLAND
PID: 003-219-666

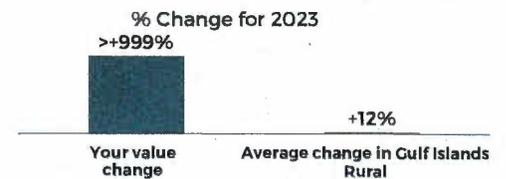
2023 Assessment – represents your property value as of **July 1, 2022**

Assessed Value	Value	Class
Land	158,000	Residential
2023 Assessed Value	\$158,000	
Taxable Value	Rural	
Less Exemptions	158,000	
2023 Taxable Value	NIL	

This is **not** a tax notice. Tax notices are issued by local governments and taxing authorities.

This notice contains important information about your property. Please review and keep for your records. No action is required unless you disagree with your assessment.

YOUR PROPERTY VALUE CHANGE



The graph above shows average change for multiple property types and is for informational purposes only.

Visit bcassessment.ca/marketmovement for information on individual property types.

YOUR PROPERTY VALUE HISTORY

2023	>+999%	\$158,000
2022	+8%	\$14,000
2021	+2%	\$13,000
2020	+5%	\$12,700

IMPORTANT DATES

- July 1, 2022**
Assessed value is the property's market value as of this date.
- October 31, 2022**
Assessed value reflects property's physical condition and permitted use as of this date.

THE DEADLINE FOR FILING A NOTICE OF COMPLAINT (APPEAL) IS JANUARY 31, 2023

Important information about the complaint process can be found on the back page.

CONTACT US

For more information about your Assessment Notice go to bcassessment.ca

From our website you can search for your property, compare your assessment and update your mailing address.

Call us at **1-866-valueBC** (1-866-825-8322) or 604-739-8588.

Important messages about your 2023 Assessment

- Due to the specialized nature of your property, it is not displayed on Assessment Search (bcassessment.ca). Please contact us if you require additional information.
- 2023 tax rates will be set in May. For tax information, please go to gov.bc.ca/ruralpropertytax
- Visit bcassessment.ca and create a free account to unlock additional features such as favourites, comparisons and our interactive map.
- If you own land for the benefit of a corporation, a trust or legal partnership, you must check if you need to file with the Land Owner Transparency Registry. See landtransparency.ca for more information.

The Assessment Office for this property is:

Victoria Assessment Office
102-3350 Douglas St
Victoria BC V8Z 7X9
01-64-764-08454.397

The Owner/Lessee of this property is:

MAGIC LAKE PROP OWNER'S SOCIETY
PO BOX 65
PENDER ISLAND BC V0N 2M0



BC ASSESSMENT

IMPORTANT INFORMATION FOR PROPERTY IDENTIFICATION

Area: **01-Capital**
Jurisdiction: **764-Gulf Islands Rural**
Roll: **08454.305**

Bulk Mail: 0004692651
School District: 64-Gulf Islands
Neighbourhood: 910

CONFIDENTIAL PIN: 003371340



2023 PROPERTY ASSESSMENT NOTICE

Property Location & Description

STORM CRES

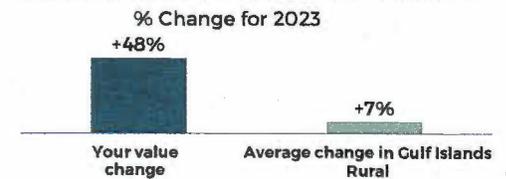
LOT 21, PLAN VIP22335, SECTION 9, COWICHAN LAND DISTRICT, PORTION
PENDER ISLAND
PID: 003-275-400

2023 Assessment – represents your property value as of **July 1, 2022**

This is **not** a tax notice. Tax notices are issued by local governments and taxing authorities.

This notice contains important information about your property. Please review and keep for your records. No action is required unless you disagree with your assessment.

YOUR PROPERTY VALUE CHANGE



The graph above shows average change for multiple property types and is for informational purposes only.

Visit bcassessment.ca/marketmovement for information on individual property types.

YOUR PROPERTY VALUE HISTORY

Year	% Change	Value
2023	+48%	\$239,000
2022	+46%	\$162,000
2021	+7%	\$111,000
2020	+25%	\$104,000

IMPORTANT DATES

- July 1, 2022**
Assessed value is the property's market value as of this date.
- October 31, 2022**
Assessed value reflects property's physical condition and permitted use as of this date.

THE DEADLINE FOR FILING A NOTICE OF COMPLAINT (APPEAL) IS JANUARY 31, 2023

Important information about the complaint process can be found on the back page.

CONTACT US

For more information about your Assessment Notice go to bcassessment.ca

From our website you can search for your property, compare your assessment and update your mailing address.

Call us at **1-866-valueBC** (1-866-825-8322) or 604-739-8588.

Assessed Value	Value	Class
Land	239,000	
2023 Assessed Value	\$239,000	Rec/Non Profit
Taxable Value	Rural	
Less Exemptions	239,000	
2023 Taxable Value	NIL	

Important messages about your 2023 Assessment

- Due to the specialized nature of your property, it is not displayed on Assessment Search (bcassessment.ca). Please contact us if you require additional information.
- 2023 tax rates will be set in May. For tax information, please go to gov.bc.ca/ruralpropertytax
- If you own land for the benefit of a corporation, a trust or legal partnership, you must check if you need to file with the Land Owner Transparency Registry. See landtransparency.ca for more information.

The Assessment Office for this property is:

Victoria Assessment Office
102-3350 Douglas St
Victoria BC V8Z 7X9
01-64-764-08454.305

The Owner/Lessee of this property is:

6282

S-02
MAGIC LAKE PROP OWNER'S SOCIETY
PO BOX 65
PENDER ISLAND BC V0N 2M0



Change Notice

2023 PROPERTY ASSESSMENT

IMPORTANT INFORMATION FOR PROPERTY IDENTIFICATION

Area: 01 - Capital
Jurisdiction: 764 - Gulf Islands Rural
Roll: 08454.397

School District: 64 - Gulf Islands
Neighbourhood: 910

Appeal #: POIRES

You have received this notice because you and the Assessor have agreed that the assessment for this property should be changed as shown.



Original Assessment

Change

Assessed Value	Value	Class
Land	158,000	
2023 Assessed Value	\$158,000	Residential
Taxable Value	Rural	
Less Exemptions	158,000	
2023 Taxable Value	NIL	

Assessed Value	Value	Class
Land	15,800	
2023 Assessed Value	\$15,800	Residential
Taxable Value	Rural	
Less Exemptions	15,800	
2023 Taxable Value	NIL	

Property Changed

LOT 67, PLAN VIP22335, SECTION 9, COWICHAN LAND DISTRICT, PORTION PENDER ISLAND

PID: 003-219-666



Your Appeal must be filed
NO LATER THAN
May 1, 2023

Right to Appeal

If you disagree with the change, you may appeal to the Property Assessment Appeal Board.

There are two ways you can file your appeal:

1. Submit your appeal online:
 - www.assessmentappeal.bc.ca
 - If you submit your appeal online, payment can be made by credit card.
2. Complete the assessment appeal form, available on the Board's website, or your own letter of appeal and send it to the Board by mail, fax, courier or personal delivery to the address below:

Property Assessment Appeal Board
 1270-605 Robson Street
 Vancouver, BC V6B 5J3
 Fax: 604-775-1742
 Toll Free Fax: 1-888-775-1742
 Email: office@paab.bc.ca

You must include in your appeal:

- The property address and roll number (or include a copy of this Change Notice);
- Your name, a day time telephone number and, if available, fax number and email;
- Address for delivery of any appeal notices;
- Whether you are the owner of the property;
- The grounds for your appeal;
- If an agent acts on your behalf include the agent's name, address, email, telephone and fax number; and
- Enclose a cheque payable to the Minister of Finance, for each assessment roll number appealed, in the amount outlined on www.assessmentappeal.bc.ca

The Assessment Office for this Property is:

Victoria Assessment Office
 102-3350 Douglas St
 Victoria BC V8Z 7X9
 01-64-764-08454.397

T: 1-866-825-8322 or 604-739-8588

E: vancouver.island@bcassessment.ca

The Owner/Lessee of this Property is:

MAGIC LAKE PROP OWNER'S SOCIETY
 PO BOX 65
 PENDER ISLAND BC V0N 2M0



Royal Canadian Legion
Branch #239
1344 Mackinnon Road
Pender Island, BC V0N 2M1

Tel: 250-629-3441
email: branch239.rcl@gmail.com

July 12, 2023

Capital Regional District
Financial Services – Permissive Tax Exemption
625 Fisgard Street, PO Box 1000
Victoria, BC V8W 2S6

The Royal Canadian Legion - Branch #239 (Pender Island) respectfully requests relief from municipal taxes for the year 2024 under Section 391(3)(a) of the *Local Government Act*.

Background

Branch #239 has been active on Pender Island since 1952, and has occupied its current premises since 1972. Current membership is 197, representing 8% of the island's full-time population of 2,467 per 2021 census.

Contributions to the Island Community

Every year, Branch #239 organizes the island's Canada Day and Remembrance Day celebrations and services. Gaming funds typically return to the community \$10,000 per year in bursaries, scholarships and donations in support of island youth and their activities. The poppy fund generates approximately \$3,500 in support of both island youth and Canadian veterans. The Branch also provides part time casual employment for one employee.

As well as hosting the Legion's own functions, the building is available as a low cost venue for other Pender Island community clubs and services, private functions and memorials. The Legion also functions as one of Pender Island's emergency muster points and shelters, with its crisis-ready condition maintained by Legion volunteers.

Tax History

We were granted our first tax exemption in 2018, having managed to remain largely solvent to this point in our history. This tax exemption has been most gratefully received. We experience ongoing annual maintenance costs for our aging building, and while we

intend to remain financially responsible, municipal taxes are a heavy burden. Without this burden, we will feel less pressure to cut back on our services, reduce employment or increase our charges.

Therefore, we respectfully request another tax exemption under Section 391(3)(a) of the *Local Government Act* for the year 2023. Should you require additional information regarding this request, we would be pleased to provide it.

Yours sincerely,



Jean Deschenes
President, Royal Canadian Legion Branch #239 (Pender Island)

Enclosure: Copy of 2023 Assessment Notice

CC: Paul Brent, Capital Regional District Director (by email)



BC ASSESSMENT

IMPORTANT INFORMATION FOR PROPERTY IDENTIFICATION

Area: **01-Capital**
Jurisdiction: **764-Gulf Islands Rural**
Roll: **08666.000**

School District: **64-Gulf Islands**
Neighbourhood: **910**

CONFIDENTIAL PIN: 0001048707



2023 PROPERTY ASSESSMENT NOTICE

Property Location & Description

1344 MACKINNON RD
PARCEL A, LOT 6, PLAN VIP7196, SECTION 17, COWICHAN LAND DISTRICT,
PORTION PENDER ISLAND, PCL A (DD 47774W)
PID: 005-758-289

This is **not** a tax notice. Tax notices are issued by local governments and taxing authorities.

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2023 Assessment – represents your property value as of **July 1, 2022**

YOUR PROPERTY VALUE HISTORY

Assessed Value	Value	Class
Land	107,000	Business/Other
Buildings	183,000	Rec/Non Profit
	39,600	Business/Other
	67,400	Rec/Non Profit
2023 Assessed Value	\$397,000	
Taxable Value	Rural	
Less Exemptions	260,400	
2023 Taxable Value	\$136,600	

2023	+13%	\$397,000
2022	+17%	\$351,100
2021	+1%	\$299,300
2020	+11%	\$295,700

Visit bcassessment.ca/propertytax and refer to the back page to learn how your value change and average change relate to your property taxes.

Important messages about your 2023 Assessment

- 2023 tax rates will be set in May. For tax information, please go to gov.bc.ca/ruralpropertytax
- If you own land for the benefit of a corporation, a trust or legal partnership, you must check if you need to file with the Land Owner Transparency Registry. See landtransparency.ca for more information.

IMPORTANT DATES

- July 1, 2022**
Assessed value is the property's market value as of this date.
 - October 31, 2022**
Assessed value reflects property's physical condition and permitted use as of this date.
 - THE DEADLINE FOR FILING A NOTICE OF COMPLAINT (APPEAL) IS JANUARY 31, 2023**
- Important information about the complaint process can be found on the back page.

The Assessment Office for this property is:

Victoria Assessment Office
102-3350 Douglas St
Victoria BC V8Z 7X9
01-64-764-08666.000

The Owner/Lessee of this property is:

157568

S-04
ROYAL CANADIAN LEGION PENDER ISLAND BRANCH NO.
239
1344 MACKINNON RD
PENDER ISLAND BC V0N 2M1

CONTACT US

For more information about your Assessment Notice go to bcassessment.ca

From our website you can search for your property, compare your assessment and update your mailing address.

Call us at **1-866-valueBC** (1-866-825-8322) or 604-739-8588.

Before using information in this Notice for non-assessment purposes, please verify records with your Land Title Office. Wherever words or expressions used in this Notice differ from wording of the legislation, the legislation shall prevail. This information is current as of printing deadline.

157568_1_2
BCA_PROD_ANOT_23_STD_A01_20221205



Royal Canadian Legion Branch 92
120 Blain Road Salt Spring Island V8K 2P7
250 537-5822
legionbr92@shaw.ca

Aug. 18, 2023

Capital Regional District
Attention: Nelson Chan
Chief Financial Officer
Box 1000
Victoria BC V8W 2S6

Dear Mr. Chan :

The Royal Canadian Legion Br. 92 on Salt Spring Island respectfully requests relief from municipal taxes under section 391 (3) (a) of the *Local Government Act*.

Background

Branch 92 has been active on Salt Spring since 1931 and has occupied its current premises for over 30 years. The Branch's current membership stands at 650, approximately 6 1/2% of Salt Spring Island's full time population of 10,557 {2016 census).

Contributions to the Island Community

Branch #92 makes significant contributions to Salt Spring Island's social fabric in many ways. Every year Branch 92 organizes the Island's Canada Day Celebration and Remembrance Day Services. The Branch strives to support the community of Salt Spring by raising Gaming, Poppy and General funds which are then contributed to local recipient organizations and individuals as grants, donations, Scholarships and Bursaries. Branch #92 issues approximately \$35,000.00 to such organizations and individuals. The Branch also currently employ 10 part time employees and a part time bookkeeper.

Branch 92 facilities in addition to being used for Legion functions are available to other Salt Spring Island Community Clubs and services as a cost effective venue for meetings and events. Branch facilities are also available as a location for private functions and memorials. In 2021 our Legion was happy to host Island Health, who moved into approximately 3,400 square feet of our Meaden Hall for 4.5 months for Covid 19 testing.

Our Branch has an integral role for the island in the event of an emergency. The Salt Spring Island Emergency Supply container is located on our property and the Branch is designated as an emergency muster point and shelter for several of the Island's Emergency Pods. Finally our Branch's lower floor is a designated back-up location for Lady Minto Hospital if required.

While the Branch manages to remain solvent, it is under regular and continuous financial pressure. An exemption from paying property taxes would lessen this financial pressure significantly. As a result the Branch will be able to continue its good work and contributions to the Salt Spring Island Community; avoiding possible service cutbacks, reduced employment or increased prices.

Tax exemption under Section 391 (3) (a) of *the local Government Act* is respectfully requested.

If any additional information about the request is required, please contact the undersigned.

Yours Truly,



Tom Woods
Past President, Royal Canadian Legion #92 (Salt Spring Island)

Enclosed: A Copy of 2023 Property Assessment Notice

cc: Gary Holman, CRD Salt Spring Island Electoral Area Director



BC ASSESSMENT

IMPORTANT INFORMATION FOR PROPERTY IDENTIFICATION

Area: **01-Capital**
Jurisdiction: **764-Gulf Islands Rural**
Roll: **00655.001**

School District: **64-Gulf Islands**
Neighbourhood: **810**

CONFIDENTIAL PIN: 0001048708



2023 PROPERTY ASSESSMENT NOTICE

Property Location & Description

120 BLAIN RD
LOT A, PLAN VIP11826, SECTION 4, RANGE 3E, COWICHAN LAND DISTRICT,
PORTION NORTH SALT SPRING, EXCEPT PLAN VIP64146
PID: 000-553-387

This is **not** a tax notice. Tax notices are issued by local governments and taxing authorities.

This notice contains important information about your property. Please review and keep for your records. No action is required unless you disagree with your assessment.

2023 Assessment – represents your property value as of **July 1, 2022**

YOUR PROPERTY VALUE HISTORY

Assessed Value	Value	Class
Land	522,000	Business/Other
	148,000	Rec/Non Profit
Buildings	189,000	Business/Other
	168,000	Rec/Non Profit
2023 Assessed Value	\$1,027,000	
Taxable Value	Rural	
Less Exemptions	326,000	
2023 Taxable Value	\$701,000	

2023	+47%	\$1,027,000
2022	17%	\$698,100
2021	5%	\$597,700
2020	13%	\$566,900

Visit bcassessment.ca/propertytax and refer to the back page to learn how your value change and average change relate to your property taxes.

Important messages about your 2023 Assessment

- 2023 tax rates will be set in May. For tax information, please go to gov.bc.ca/ruralpropertytax
- If you own land for the benefit of a corporation, a trust or legal partnership, you must check if you need to file with the Land Owner Transparency Registry. See landtransparency.ca for more information.

IMPORTANT DATES

- July 1, 2022**
Assessed value is the property's market value as of this date.
- October 31, 2022**
Assessed value reflects property's physical condition and permitted use as of this date.
- THE DEADLINE FOR FILING A NOTICE OF COMPLAINT (APPEAL) IS JANUARY 31, 2023**
Important information about the complaint process can be found on the back page.

The Assessment Office for this property is:

Victoria Assessment Office
102-3350 Douglas St
Victoria BC V8Z 7X9
01-64-764-00655.001

The Owner/Lessee of this property is:

S-03
ROYAL CANADIAN LEGION SALT SPRING ISLAND
BRANCH NO. 092
120 BLAIN RD
SALT SPRING ISLAND BC V8K 2P7

148026

CONTACT US

For more information about your Assessment Notice go to bcassessment.ca

From our website you can search for your property, compare your assessment and update your mailing address.

Call us at **1-866-valueBC** (1-866-825-8322) or 604-739-8588.

Before using information in this Notice for non-assessment purposes, please verify records with your Land Title Office. Wherever words or expressions used in this Notice differ from wording of the legislation, the legislation shall prevail. This information is current as of printing deadline.

FOLLOW US

We Value BC





Salt Spring Island Golf & Country Club
805A Lower Ganges Road
Salt Spring Island, B.C. V8K 2N5
Telephone: 250-537-7826
Email: president@saltspringgolf.com
Web Site: www.saltspringgolf.com

Date: July 18, 2023

Financial Services – Permissive Tax Exemption

Capital Regional District
625 Fisgard Street
Victoria, BC V8W 1R7

To the General Manager Corporate Services,

The Salt Spring Island Golf and Country Club (SSIGCC) gratefully acknowledges our previous permissive tax exemption for the year 2023 and respectfully requests relief from property taxes for the year 2024 under Section 391(4)(a) of the Local Government Act.

Background:

While best known for the golf course that was first opened here on Salt Spring Island in 1928, residents and visitors currently enjoy a variety of recreational activities on the property, including golf, tennis, squash, disc golf and a restaurant. The tennis and squash facilities are operated by not-for-profit societies under contractual agreements with the Golf Club. Disc golf is played on and around the golf course layout itself. The golf course, indoor tennis and squash facilities provide the only public access to these activities on Salt Spring (there is outdoor tennis elsewhere on the island).

The Salt Spring Golf and Country Club is a not-for-profit society incorporated under the B.C. Societies Act. Title to the property is held by non-society Salt Spring Recreational Holdings Ltd (SSRHL) which leases it to majority shareholder SSIGCC. The property tax is paid by SSIGCC on behalf of SSRHL.

Public Use of the Facilities:

Last year, about 24,000 9-hole equivalent rounds of golf were played on the course, with more than 7,000 rounds being played by public greens-fee paying residents or visitors to the island. Our junior, intermediate, regular and social members play the bulk of the remaining rounds with 350 members currently in the above categories. Our driving range and putting green facilities are also a popular public attraction. Disc golf was brought to the club in partnership with the local disc golf club and has also expanded the appeal of the club to the general public.

Contributions to the Community:

The facility is widely used for charitable fundraising events as well as supporting many on-site and off-site programs for various community groups. In a typical year we would see programs such as free beginner golf lessons for the public, a junior golf program, and high school use of the driving range. In recent year we have held a Special Olympics golf instruction program with mentoring and support from club members and community

volunteers. The club also provides some ground maintenance activities to the local therapeutic equestrian centre. Our junior golf program has been qualified as part of the First Tee - Canada organization. First Tee – Canada is a youth development program offered by Golf Canada that introduces the game of golf and its inherent values to young people.

During the windstorm of December 2018, our facilities were used as an unofficial emergency site and in 2020 our site became an Emergency Reception Centre for the Salt Spring Island Emergency Program to provide service and care of evacuees during an emergency or disaster.

The club currently provides 17-20 course operation positions and 5-10 positions in the restaurant to local residents (the majority are seasonal/part-time positions). A substantial volunteer effort supplements maintenance and administration activities. The club works with local businesses to promote tourism. Several tournaments (including disc golf) bring participants from off-island for a day or more.

The club's not-for-profit fee structure is geared towards covering operating costs and basic capital maintenance without the use of public funding. Demand for repair or replacement of our aging clubhouse assets and maintenance equipment is an ongoing challenge and often requires fund-raising or donations. As well as reducing the cost burden for the golf course, the exemption lessens the costs for the not-for-profit tennis and squash facilities. An exemption on eligible property tax would be of great assistance in continuing and enhancing the community's enjoyment of this historic Salt Spring Island recreational hub.

Sincerely,



Randy Cunningham

President, Salt Spring Island Golf and Country Club

Vice-President, Salt Spring Recreational Holdings Ltd

Contact: Randy Cunningham president@saltspringgolf.com

Enclosures:

2023 Property Assessment Notice

Application for Permissive Exemption From Property Taxation Year 2024



BC ASSESSMENT

IMPORTANT INFORMATION FOR PROPERTY IDENTIFICATION

Area: 01-Capital
Jurisdiction: 764-Gulf Islands Rural
Roll: 00481.000

School District: 64-Gulf Islands
Neighbourhood: 810

CONFIDENTIAL PIN: 0001060821



2023 PROPERTY ASSESSMENT NOTICE

Property Location & Description

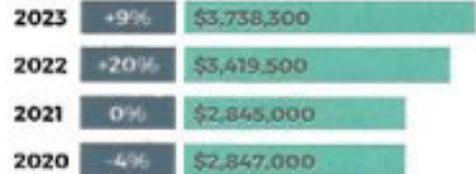
805 LOWER GANGES RD
SECTION 5, RANGE 2, COWICHAN LAND DISTRICT, EXCEPT PLAN 2183
39530, RGE 2E, N SALT SPRING ISLAND, EXC PT IN PLANS 2183 & 39530;
SECTION 6, RANGE 2, COWICHAN LAND DISTRICT, EXCEPT PLAN 14185,
RGE 2E, N SALT SPRING ISLAND, EXC THE EASTERLY 6.75 CHAINS
THEREOF, EXC PCL B (DD 770361), & EXC PT IN PL 14185
PID: 009-600-451 009-600-426

2023 Assessment – represents your property value as of **July 1, 2022**

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YOUR PROPERTY VALUE HISTORY



Visit bcassessment.ca/propertytax and refer to the back page to learn how your value change and average change relate to your property taxes.

IMPORTANT DATES

- July 1, 2022**
Assessed value is the property's market value as of this date.
 - October 31, 2022**
Assessed value reflects property's physical condition and permitted use as of this date.
 - THE DEADLINE FOR FILING A NOTICE OF COMPLAINT (APPEAL) IS JANUARY 31, 2023**
- Important information about the complaint process can be found on the back page.

Assessed Value	Value	Class
Land	86,300	Business/Other
Buildings	2,723,000	Rec/Non Profit
2023 Assessed Value	\$3,738,300	Business/Other
Taxable Value	Rural	
Less Exemptions	3,738,300	
2023 Taxable Value	NIL	

Important messages about your 2023 Assessment

- 2023 tax rates will be set in May. For tax information, please go to gov.bc.ca/ruralpropertytax
- If you own land for the benefit of a corporation, a trust or legal partnership, you must check if you need to file with the Land Owner Transparency Registry. See landtransparency.ca for more information.

The Assessment Office for this property is:

Victoria Assessment Office
102-3350 Douglas St
Victoria BC V8Z 7X9
01-64-764-00481.000

The Owner/Lessee of this property is:

S-03
SALT SPRING REC HOLDINGS
ATTN ERIC BEAMISH
805A LOWER GANGES RD
SALT SPRING ISLAND BC V8K 2N5

147473

CONTACT US

For more information about your Assessment Notice go to bcassessment.ca

From our website you can search for your property, compare your assessment and update your mailing address.

Call us at **1-866-valueBC** (1-866-825-8322) or 604-739-8588.

147473_02
TCA-PROJ_INSTR_23_119_431_20221225



Salt Spring Island Rod & Gun Club

July 25, 2023

Att: Finance Manager, *Local Services and Grant Management*
Finance and Technology
CRD

The Salt Spring Island Rod and Gun Club, (the “Club”) respectfully requests an exemption from property taxes for its land and facilities located at 221/223 Long Harbour Road, Salt Spring Island for the 2024 tax year pursuant to *Sections 391(3) and (4)* of the Local Government Act. The Club’s property has for many years been exempted from property tax by BC Assessment however, circumstances now require that a *Section 391* property tax exemption be sought.

Background

The Club was organized in 1913 and has been a provincial non profit society since about 1960. It is among the two or three oldest public service and recreational clubs on Salt Spring Island. The Club promotes shooting sports and teaches the safe handling and use of firearms and archery for both recreational and hunting purposes to Club members as well as the general public. The Club has been the home facility for several national and international champions in their sport as well as a judge for the Canada Games. Subject to the Club’s policies and rules, the general public is welcome to join members in the recreational and educational activities offered. The Club makes its facilities available to other sporting, recreational, service and non profit organizations.

The Club Today

Since about 1960 when the Club became established in its present location, the Club’s grounds and facilities have served the community as a venue for indoor and outdoor

recreation, family events, educational workshops , training exercises, meetings and other organized events. The venue is offered free of charge for non commercial use although donations may be suggested in order to recover relevant operating costs. The Club has provided its land and facilities without charge to the CRD, RCMP, Salt Spring Island Fire Rescue and the Salt Spring Amateur Radio Society, the communications team of Salt Spring Island Search and Rescue for emergency and training purposes.

The Club has a signed agreement with the CRD for the use of the lands and facilities as an emergency *Reception Center* and *Group Lodging* location. The grounds have been evaluated as an alternate emergency helicopter landing site. The CRD has also made use of the facilities for activities related to Camp Colossus. The Wolf Kids Nature Program has also used the facilities. Earlier this year the *Water Systems Working Group*, [a collection of small Salt Spring drinking water systems working under SSIWPA] was able to use our meeting room when no other was available on short notice.

Members of the local RCMP detachment utilize the Club's facilities for firearms practice to meet proficiency standards.

Salt Spring Island Fire Rescue has used both the lands and facilities for training purposes including hose lays, the setup of a helispot and most recently for the fire department's drone pilot training for which the grounds are particularly well suited. In addition to member training the fire department has also used the Club for a fire extinguisher workshop for the general public.

The Salt Spring Amateur Radio Society has used our facilities for training and social events and continues to use our meeting room for their weekly meetings. They held their AGM and two day display event at the Club again this year on June 24th and 25th. They are still considering the installation of a permanent antenna at the club site as well.

The Club has regularly provided a number of educational opportunities to members and the general public. These classes have included;

- Junior Rifle Program for youth 11-15 to learn basic firearms safety and handling
- Archery and rifle shooting for Boy Scouts and high school students
- Canadian Firearms Safety Course (CFSC) (approx. 45 graduates so far this year)
- BC CORE hunter education courses (9 graduates this year)
- Archery Canada courses
- introductory lessons in firearm safety and handling for adults
- introductory lessons in hand loading ammunition
- introductory lessons in fly casting

All Club events and activities are planned and run by volunteers and wherever possible facility maintenance and improvements are performed by both Club members and

general public volunteers. Nominal fees are charged for membership and some activities. These fees are used only to cover operating and insurance costs and no group or individuals profit from Club sponsored events.

For the past two years our club has received the Permissive tax Exemption and this in turn has helped us afford a much needed re-roofing of our meeting room along with needed materials for volunteers to do painting and other repairs. Our membership continues to grow as does the use of our facilities by our members and other community organizations.

Thank you for your time and consideration in this matter. If you have any questions please do contact me.

On behalf of the President, Board and membership of the Salt Spring Island Rod and Gun Club,

Sincerely,



John Wiebe, treasurer



BC ASSESSMENT

IMPORTANT INFORMATION FOR PROPERTY IDENTIFICATION

Area: **01-Capital**
Jurisdiction: **764-Gulf Islands Rural**
Roll: **00716.007**

School District: **64-Gulf Islands**
Neighbourhood: **810**

CONFIDENTIAL PIN: 0001060807



2023 PROPERTY ASSESSMENT NOTICE

Property Location & Description

221 LONG HARBOUR RD
LOT A, PLAN VIP14462, SECTION 4, RANGE 4, COWICHAN LAND DISTRICT,
RGE 4E, N SALT SPRING ISLAND, MANUFACTURED HOME REG.# 43606;
LOT 1, PLAN VIP20794, SECTION 3&4, RANGE 4, COWICHAN LAND DISTRICT,
PORTION SALT SPRING, RGE 4E, N SALT SPRING ISLAND, MANUFACTURED
HOME REG.# 43606
PID: 004-416-074 003-598-861

This is **not** a tax notice. Tax notices are issued by local governments and taxing authorities.

This notice contains important information about your property. Please review and keep for your records. No action is required unless you disagree with your assessment.

2023 Assessment – represents your property value as of **July 1, 2022**

Assessed Value	Value	Class
Land	67,400	Residential
Buildings	814,000	Rec/Non Profit
	48,000	Residential
	53,400	Business/Other
2023 Assessed Value	\$982,800	
Taxable Value	Rural	
Less Exemptions	867,400	
2023 Taxable Value	\$115,400	

YOUR PROPERTY VALUE HISTORY

2023	+20%	\$982,800
2022	+19%	\$820,800
2021	+14%	\$690,700
2020	-29%	\$606,800

Visit bcassessment.ca/propertytax and refer to the back page to learn how your value change and average change relate to your property taxes.

Important messages about your 2023 Assessment

- Due to the specialized nature of your property, it is not displayed on Assessment Search (bcassessment.ca). Please contact us if you require additional information.
- 2023 tax rates will be set in May. For tax information, please go to gov.bc.ca/ruralpropertytax
- If you own land for the benefit of a corporation, a trust or legal partnership, you must check if you need to file with the Land Owner Transparency Registry. See landtransparency.ca for more information.

IMPORTANT DATES

- July 1, 2022**
Assessed value is the property's market value as of this date.
- October 31, 2022**
Assessed value reflects property's physical condition and permitted use as of this date.
- THE DEADLINE FOR FILING A NOTICE OF COMPLAINT (APPEAL) IS JANUARY 31, 2023**
Important information about the complaint process can be found on the back page.

The Assessment Office for this property is:

Victoria Assessment Office
102-3350 Douglas St
Victoria BC V8Z 7X9
01-64-764-00716.007

The Owner/Lessee of this property is:

148362

S-03
SALT SPRING IS ROD & GUN CLUB
PO BOX 442 STN GANGES
SALT SPRING ISLAND BC V8K 2W1

CONTACT US

For more information about your Assessment Notice go to bcassessment.ca

From our website you can search for your property, compare your assessment and update your mailing address.

Call us at **1-866-valueBC** (1-866-825-8322) or 604-739-8588.

July 31, 2023

Re: Financial Services-Permissive Tax Exemptions

Please accept the application for permissive property tax exemptions for the following properties on Salt Spring Island:

129 Hereford Ave

268 Fulford-Ganges Road

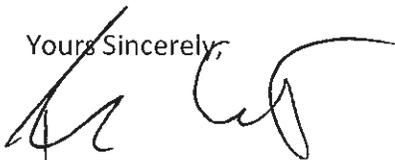
105 Kilner Road

143 Scotton Place

We have included an information sheet on each that was provided to BC Assessment, as well as a recent Property Assessment Form containing the property details.

These properties were previously exempt by BC Assessment, however a recent project reviewing rural taxation completed last year wiped their exemptions clean. We are in the process of reviewing our properties with them and have only gone as far as one property in which the tax exemption was reinstated. We do not know the outcome of the other properties, so we wish to make the deadline of applying for the CRD permissive tax exemption if this is required. If we are successful in obtaining tax exemptions through BC Assessment we will withdraw this request.

Yours Sincerely,



Rob Grant

Executive Director

105 Kilner Road, Salt Spring Island

In From The Cold

Roll: 00795.102

1. The Constitution of your Organization

Included before.

2. Information regarding the activities occurring on the property;

Year Round Emergency Shelter, Extreme Weather Shelter, day supports and connections to services, food services, socializing and peer support, storage of belongings.

3. Information regarding the users of your property, including:

- Who uses it (e.g., members of your organization, members of the public, or a combination); **Staff and the public.**
- The frequency of the use of the property by these user groups;

24/7

Whether a fee is charged for the use of the property;

No fees are charged.

- Whether the property is open to the public generally, or whether permission to use the property is required;

Open to the public that are homeless or temporary without shelter.

o if permission is required, please provide information as to how often the permission has been given in the past 12 months, to whom and for what purposes

4. Information regarding the membership in your organization, including:

- whether that membership is for a fee (and if so, for how much);

No membership fee.

- whether the members of the organization receive benefits above and beyond what the members of the community who are not members would receive;

No

- Information regarding moral, intellectual, social or economic benefit to the community because of the use of the property.

Salt Spring and Southern Gulf islands Community Services has been a BC Non Profit Society since 1975 and registered federal charity in good standing since 1995. As such, all activities must provide benefit to the community. The range of activities fit best within “social” benefit. Our priority is supporting the health and well-being of vulnerable individuals and families.

SSICS is a diverse multi-service organization providing core services in the following areas:

- 1. Early Childhood**
- 2. Shelter and Housing**
- 3. Developmental Disabilities**
- 4. Mental Health and Addictions**
- 5. Counselling and Family Development**
- 6. Seniors Services**
- 7. Food Security**
- 8. Recycling**



BC ASSESSMENT

IMPORTANT INFORMATION FOR PROPERTY IDENTIFICATION

Area: **01-Capital**
Jurisdiction: **764-Gulf Islands Rural**
Roll: **00795.102**

Bulk Mail: 0006386308
School District: 64-Gulf Islands
Neighbourhood: 810

CONFIDENTIAL PIN: 005005603



2023 PROPERTY ASSESSMENT NOTICE

Property Location & Description

105 KILNER RD
LOT B, PLAN VIP20705, SECTION 19, RANGE 4E, COWICHAN LAND DISTRICT, PORTION NORTH SALT SPRING
PID: 003-555-054

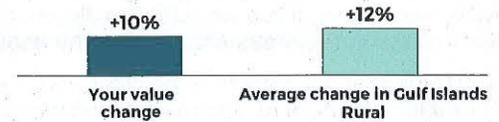
2023 Assessment – represents your property value as of **July 1, 2022**

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This notice contains important information about your property. Please review and keep for your records. No action is required unless you disagree with your assessment.

YOUR PROPERTY VALUE CHANGE

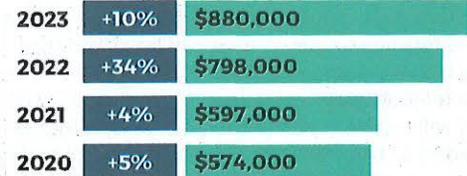
% Change for 2023



The graph above shows average change for multiple property types and is for informational purposes only.

Visit bcassessment.ca/marketmovement for information on individual property types.

YOUR PROPERTY VALUE HISTORY



IMPORTANT DATES

- July 1, 2022**
Assessed value is the property's market value as of this date.
- October 31, 2022**
Assessed value reflects property's physical condition and permitted use as of this date.
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Assessed Value	Value	Class
Land	302,000	Residential
Buildings	578,000	
2023 Assessed Value	\$880,000	
2023 Taxable Value	\$880,000	

Important messages about your 2023 Assessment

- 2023 tax rates will be set in May. For tax information, please go to gov.bc.ca/ruralpropertytax
- Visit bcassessment.ca and create a free account to unlock additional features such as favourites, comparisons and our interactive map.
- If you own land for the benefit of a corporation, a trust or legal partnership, you must check if you need to file with the Land Owner Transparency Registry. See landtransparency.ca for more information.

The Assessment Office for this property is:

Victoria Assessment Office
102-3350 Douglas St
Victoria BC V8Z 7X9
01-64-764-00795.102

The Owner/Lessee of this property is:

SALT SPRING & SOUTHERN GULF ISLANDS COMMUNITY SERVICES SOCIETY
268 FULFORD-GANGES RD
SALT SPRING ISLAND BC V8K 2K6

CONTACT US

For more information about your Assessment Notice go to bcassessment.ca

From our website you can search for your property, compare your assessment and update your mailing address.

Call us at **1-866-valueBC** (1-866-825-8322) or 604-739-8588.

268 Fulford-Ganges Road, Salt Spring Island

Island Community Services main campus, and designated Heritage Building

Roll: 00794.001 *This property has been previously property tax exempt*

1. The Constitution of your Organization

Included before.

2. Information regarding the activities occurring on the property;

Mental Health Drop IN, Community Counselling groups and individual, Food Bank, WorkBC services, Community Garden, SSICS Administration, 3 meeting spaces for staff, programs, community (eg NA, AA)

3. Information regarding the users of your property, including:

- Who uses it (e.g., members of your organization, members of the public, or a combination); **Staff and the public.**
- The frequency of the use of the property by these user groups;

Normal office hours and some evenings M-F

Whether a fee is charged for the use of the property;

No fees are charged.

- Whether the property is open to the public generally, or whether permission to use the property is required;

Open to the public.

o if permission is required, please provide information as to how often the permission has been given in the past 12 months, to whom and for what purposes

4. Information regarding the membership in your organization, including:

- whether that membership is for a fee (and if so, for how much);

No membership fee.

- whether the members of the organization receive benefits above and beyond what the members of the community who are not members would receive;

No

- Information regarding moral, intellectual, social or economic benefit to the community because of the use of the property.

Salt Spring and Southern Gulf islands Community Services has been a BC Non Profit Society since 1975 and registered federal charity in good standing since 1995. As such, all activities must provide benefit to the community. The range of activities fit best within “social” benefit. Our priority is supporting the health and well-being of vulnerable individuals and families.

SSICS is a diverse multi-service organization providing core services in the following areas:

- 1. Early Childhood**
- 2. Shelter and Housing**
- 3. Developmental Disabilities**
- 4. Mental Health and Addictions**
- 5. Counselling and Family Development**
- 6. Seniors Services**
- 7. Food Security**
- 8. Recycling**



BC ASSESSMENT

IMPORTANT INFORMATION FOR PROPERTY IDENTIFICATION

Area: 01-Capital
Jurisdiction: 764-Gulf Islands Rural
Roll: 00794.001

Bulk Mail: 0006386308
School District: 64-Gulf Islands
Neighbourhood: 810

CONFIDENTIAL PIN: 005005603



2023 PROPERTY ASSESSMENT NOTICE

Property Location & Description

268 FULFORD-GANGES RD
SECTION 19, RANGE 4E, COWICHAN LAND DISTRICT, PORTION NORTH SALT SPRING, & SEC 20, THAT PART SHOWN OUTINED IN RED ON PL DEPOSITED IN DD 16485F; PARCEL 1, SECTION 19, RANGE 4E, COWICHAN LAND DISTRICT, PORTION NORTH SALT SPRING, (DD 974521) OF PCL L (DD 373181), & SEC 20
PID: 009-596-763 009-596-828

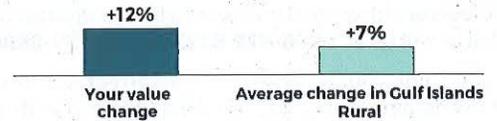
2023 Assessment – represents your property value as of **July 1, 2022**

This is **not** a tax notice. Tax notices are issued by local governments and taxing authorities.

This notice contains important information about your property. Please review and keep for your records. No action is required unless you disagree with your assessment.

YOUR PROPERTY VALUE CHANGE

% Change for 2023



The graph above shows average change for multiple property types and is for informational purposes only.

Visit bcassessment.ca/marketmovement for information on individual property types.

YOUR PROPERTY VALUE HISTORY

Year	% Change	Value
2023	+12%	\$762,000
2022	+7%	\$681,000
2021	+4%	\$636,000
2020	-15%	\$610,000

IMPORTANT DATES

- July 1, 2022**
Assessed value is the property's market value as of this date.
- October 31, 2022**
Assessed value reflects property's physical condition and permitted use as of this date.
- THE DEADLINE FOR FILING A NOTICE OF COMPLAINT (APPEAL) IS JANUARY 31, 2023**
Important information about the complaint process can be found on the back page.

Assessed Value	Value	Class
Land	370,000	
Buildings	392,000	
2023 Assessed Value	\$762,000	Rec/Non Profit
2023 Taxable Value	\$762,000	

Important messages about your 2023 Assessment

- 2023 tax rates will be set in May. For tax information, please go to gov.bc.ca/ruralpropertytax
- If you own land for the benefit of a corporation, a trust or legal partnership, you must check if you need to file with the Land Owner Transparency Registry. See landtransparency.ca for more information.

The Assessment Office for this property is:

Victoria Assessment Office
102-3350 Douglas St
Victoria BC V8Z 7X9
01-64-764-00794.001

The Owner/Lessee of this property is:

SALT SPRING & SOUTHERN GULF ISLANDS COMMUNITY SERVICES SOCIETY
268 FULFORD-GANGES RD
SALT SPRING ISLAND BC V8K 2K6

CONTACT US

For more information about your Assessment Notice go to bcassessment.ca

From our website you can search for your property, compare your assessment and update your mailing address.

Call us at **1-866-valueBC** (1-866-825-8322) or 604-739-8588.

129 Hereford Ave., Salt Spring Island.

Housing First Community Drop In

Roll: 00523.010 *This property has been previously property tax exempt*

1. The Constitution of your Organization

Included before.

2. Information regarding the activities occurring on the property;

Drop In Centre for, day supports and connections to services, information and case management, food services, socializing and peer support, meeting space for partner agencies (eg. Ministry of Social Development, Health Authority).

3. Information regarding the users of your property, including:

- Who uses it (e.g., members of your organization, members of the public, or a combination); **Staff and the public.**
- The frequency of the use of the property by these user groups;

Office Hours and some evenings M-F

Whether a fee is charged for the use of the property;

No fees are charged.

- Whether the property is open to the public generally, or whether permission to use the property is required;

Open to the public that are homeless, marginally housed or temporary without shelter.

o if permission is required, please provide information as to how often the permission has been given in the past 12 months, to whom and for what purposes

4. Information regarding the membership in your organization, including:

- whether that membership is for a fee (and if so, for how much);

No membership fee.

- whether the members of the organization receive benefits above and beyond what the members of the community who are not members would receive;

No

- Information regarding moral, intellectual, social or economic benefit to the community because of the use of the property.

Salt Spring and Southern Gulf islands Community Services has been a BC Non Profit Society since 1975 and registered federal charity in good standing since 1995. As such, all activities must provide benefit to the community. The range of activities fit best within “social” benefit. Our priority is supporting the health and well-being of vulnerable individuals and families.

SSICS is a diverse multi-service organization providing core services in the following areas:

- 1. Early Childhood**
- 2. Shelter and Housing**
- 3. Developmental Disabilities**
- 4. Mental Health and Addictions**
- 5. Counselling and Family Development**
- 6. Seniors Services**
- 7. Food Security**
- 8. Recycling**



BC ASSESSMENT

IMPORTANT INFORMATION FOR PROPERTY IDENTIFICATION

Area: **01-Capital**
Jurisdiction: **764-Gulf Islands Rural**
Roll: **00523.010**

Bulk Mail: 0006386308
School District: 64-Gulf Islands
Neighbourhood: 810

CONFIDENTIAL PIN: 005005603



2023 PROPERTY ASSESSMENT NOTICE

Property Location & Description

129 HEREFORD AVE
LOT 12, BLOCK A, PLAN VIP1371, SECTION 1, RANGE 3E, COWICHAN LAND DISTRICT, PORTION NORTH SALT SPRING
PID: 007-509-472

This is **not** a tax notice. Tax notices are issued by local governments and taxing authorities.

This notice contains important information about your property. Please review and keep for your records. No action is required unless you disagree with your assessment.

2023 Assessment – represents your property value as of **July 1, 2022**

YOUR PROPERTY VALUE HISTORY

Assessed Value	Value	Class
Land	275,000	Residential
Buildings	236,000	Business/Other
	163,000	Residential
	163,000	Business/Other
2023 Assessed Value	\$861,000	
Taxable Value	Rural	
Less Exemptions	10,000	
2023 Taxable Value	\$851,000	

2023	+4%	\$861,000
2022	+5%	\$831,000
2021	-2%	\$793,000
2020	+4%	\$806,000

Visit bcassessment.ca/propertytax and refer to the back page to learn how your value change and average change relate to your property taxes.

Important messages about your 2023 Assessment

- 2023 tax rates will be set in May. For tax information, please go to gov.bc.ca/ruralpropertytax
- Our records indicate that this property has two or more addresses.
- If you own land for the benefit of a corporation, a trust or legal partnership, you must check if you need to file with the Land Owner Transparency Registry. See landtransparency.ca for more information.

IMPORTANT DATES

- July 1, 2022**
Assessed value is the property's market value as of this date.
 - October 31, 2022**
Assessed value reflects property's physical condition and permitted use as of this date.
 - JAN 31**
THE DEADLINE FOR FILING A NOTICE OF COMPLAINT (APPEAL) IS JANUARY 31, 2023
- Important information about the complaint process can be found on the back page.

The Assessment Office for this property is:

Victoria Assessment Office
102-3350 Douglas St
Victoria BC V8Z 7X9
01-64-764-00523.010

The Owner/Lessee of this property is:

SALT SPRING & SOUTHERN GULF ISLANDS COMMUNITY SERVICES SOCIETY
268 FULFORD-GANGES RD
SALT SPRING ISLAND BC V8K 2K6

CONTACT US

For more information about your Assessment Notice go to bcassessment.ca

From our website you can search for your property, compare your assessment and update your mailing address.

Call us at **1-866-valueBC** (1-866-825-8322) or 604-739-8588.

143 Scotton Place, Salt Spring Island

Vesuvius House

Roll: 00962.178

1. The Constitution of your Organization

Included before.

2. Information regarding the activities occurring on the property;

Residence for adults with developmental disabilities and mobility challenges. This is a home-like setting where up to 6 individuals live, socialize, engage in recreation and leisure, and have their basic health and safety needs supervised and supported by trained staff.

3. Information regarding the users of your property, including:

- Who uses it (e.g., members of your organization, members of the public, or a combination); Staff and residents.
- The frequency of the use of the property by these user groups;

24/7.

Whether a fee is charged for the use of the property;

No fees are charged.

- Whether the property is open to the public generally, or whether permission to use the property is required;

Not open to the public.

o if permission is required, please provide information as to how often the permission has been given in the past 12 months , to whom and for what purposes

4. Information regarding the membership in your organization, including:

- whether that membership is for a fee (and if so, for how much);

No membership fee.

- whether the members of the organization receive benefits above and beyond what the members of the community who are not members would receive;

No

- Information regarding moral, intellectual, social or economic benefit to the community because of the use of the property.

Salt Spring and Southern Gulf islands Community Services has been a BC Non Profit Society since 1975 and registered federal charity in good standing since 1995. As such, all activities must provide benefit to the community. The range of activities fit best within “social” benefit. Our priority is supporting the health and well-being of vulnerable individuals and families.

SSICS is a diverse multi-service organization providing core services in the following areas:

- 1. Early Childhood**
- 2. Shelter and Housing**
- 3. Developmental Disabilities**
- 4. Mental Health and Addictions**
- 5. Counselling and Family Development**
- 6. Seniors Services**
- 7. Food Security**
- 8. Recycling**



BC ASSESSMENT

IMPORTANT INFORMATION FOR PROPERTY IDENTIFICATION

Area: **01-Capital**
 Jurisdiction: **764-Gulf Islands Rural**
 Roll: **00962.178**
 CONFIDENTIAL PIN: **005005603**

Bulk Mail: **0006386308**
 School District: **64-Gulf Islands**
 Neighbourhood: **810**



2023 PROPERTY ASSESSMENT NOTICE

Property Location & Description

143 SCOTTON PL
 LOT 20, PLAN VIP36814, SECTION 7, RANGE 2W, COWICHAN LAND
 DISTRICT, PORTION NORTH SALT SPRING
 PID: 000-426-385

2023 Assessment – represents your property value as of **July 1, 2022**

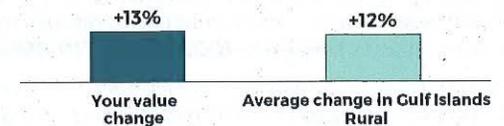
Assessed Value	Value	Class
Land	270,000	Residential
Buildings	979,000	
2023 Assessed Value	\$1,249,000	
2023 Taxable Value	\$1,249,000	

This is **not** a tax notice. Tax notices are issued by local governments and taxing authorities.

This notice contains important information about your property. Please review and keep for your records. No action is required unless you disagree with your assessment.

YOUR PROPERTY VALUE CHANGE

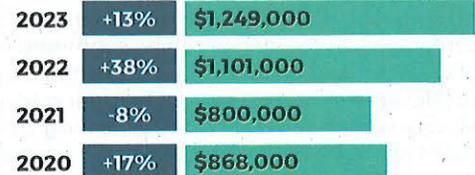
% Change for 2023



The graph above shows average change for multiple property types and is for informational purposes only.

Visit bcassessment.ca/marketmovement for information on individual property types.

YOUR PROPERTY VALUE HISTORY



IMPORTANT DATES

- July 1, 2022**
Assessed value is the property's market value as of this date.
- October 31, 2022**
Assessed value reflects property's physical condition and permitted use as of this date.
- THE DEADLINE FOR FILING A NOTICE OF COMPLAINT (APPEAL) IS JANUARY 31, 2023**
Important information about the complaint process can be found on the back page.

Important messages about your 2023 Assessment

- Due to the specialized nature of your property, it is not displayed on Assessment Search (bcassessment.ca). Please contact us if you require additional information.
- 2023 tax rates will be set in May. For tax information, please go to gov.bc.ca/ruralpropertytax
- Visit bcassessment.ca and create a free account to unlock additional features such as favourites, comparisons and our interactive map.
- If you own land for the benefit of a corporation, a trust or legal partnership, you must check if you need to file with the Land Owner Transparency Registry. See landtransparency.ca for more information.

The Assessment Office for this property is:

Victoria Assessment Office
 102-3350 Douglas St
 Victoria BC V8Z 7X9
 01-64-764-00962.178

The Owner/Lessee of this property is:

SALT SPRING & SOUTHERN GULF ISLANDS COMMUNITY
 SERVICES SOCIETY
 268 FULFORD-GANGES RD
 SALT SPRING ISLAND BC V8K 2K6

CONTACT US

For more information about your Assessment Notice go to bcassessment.ca

From our website you can search for your property, compare your assessment and update your mailing address.

Call us at **1-866-valueBC** (1-866-825-8322) or 604-739-8588.



Understanding property classes and exemptions

BC Assessment places property in one or more of nine classes, typically based on the property's type or use. Municipal zoning does not determine property class, though it may be a factor in some cases.

The Property classes:

Class 1, Residential — single-family residences, multi-family residences, duplexes, apartments, condominiums, nursing homes, seasonal dwellings, manufactured homes, some vacant land, farm buildings and daycare facilities.

Class 2, Utilities — structures and land used for railway transportation, pipelines, electrical generation or transmission utilities, or telecommunications transmitters. This property class does not include gathering pipelines, offices or sales outlets.

Class 3, Supportive Housing —this property class only includes eligible supportive housing property that has been designated by Cabinet. Eligible supportive housing property is funded by the provincial government or a health authority for the provision of housing that includes on-site support services for persons who were previously homeless, at risk of homelessness, and who are affected by mental illness or who are recovering from drug or alcohol addictions or have other barriers to housing. For more information, visit [Classifying Supportive Housing Property \(/Services-products/property-classes-and-exemptions/classifying-supportive-housing-property\)](https://www.bcassessment.ca/Services-products/property-classes-and-exemptions/classifying-supportive-housing-property).

Class 4, Major Industry — land and improvements (buildings and structures) of prescribed types of industrial plants, including lumber and pulp mills, mines, smelters, large manufacturers of specified products, ship building and loading terminals for sea-going ships.

Class 5, Light Industry — property used or held for extracting, processing, manufacturing or transporting products, including ancillary storage. Scrap metal yards, wineries and boat-building operations fall within this category. Exceptions include properties used for the production or storage of food and non-alcoholic beverages and retail sales outlets, which fall into Class 6. For more

information, visit [Light Industrial vs. Business and Other Property Classifications \(/Services-products/property-classes-and-exemptions/light-industrial-vs-business-and-other-property-classifications\)](#).

Class 6, Business and Other — property used for offices, retail, warehousing, hotels and motels all fall within this category. This class includes properties that do not fall into other classes.

Class 7, Managed Forest Land — privately-owned, forest land managed in accordance with the *Private Managed Forest Land Act* or the *Forest and Range Practices Act*. Property owners in this class have an obligation to provide good resource management practices, such as reforestation, care of young trees, protection from fire and disease and sound harvesting methods.

For more information on managed forest land, consult the pages: [Managed Forest Classification in British Columbia \(/Services-products/property-classes-and-exemptions/managed-forest-classification-in-british-columbia\)](#) and [How Managed Forest Land is Assessed \(/Services-products/property-classes-and-exemptions/managed-forest-classification-in-british-columbia/how-managed-forest-land-is-assessed\)](#).

Class 8, Recreational Property, Non-profit Organization — includes two very different categories:

Recreational Land

- land used solely as an outdoor recreational facility for specific activities such as golf, skiing, tennis, public swimming pools, waterslides, amusement parks, marinas and hang gliding. Improvements on the land (such as a clubhouse) fall into Class 6.

- land in a rural area that is part of parcel used for overnight commercial accommodation that exists predominantly to facilitate specific outdoor recreational activities such as hunting, fishing and kayaking. Improvements on the land most likely fall within Class 6 (e.g. a hotel).

Non-Profit Organization Land and Improvements

- property used or set aside for at least 150 days per year as a place of public worship or as a meeting hall by a non-profit, fraternal organization. The 150 days cannot include activities with paid admission or the sale/consumption of alcohol.

- additionally, the 150 days needs to be in the year ending on June 30 of the calendar year preceding the calendar year for which the assessment roll is being prepared.

Class 9, Farm — to qualify as farm for assessment purposes, the land must produce a prescribed amount of qualifying primary agricultural products for sale, such as crops or livestock. Farm buildings come within Class 1. For more information on farm land, visit [Farm Land Assessment \(/Services-products/property-classes-and-exemptions/farm-land-assessment\)](#).

Split Classification

Property with several distinct uses can fall into more than one class. For example, commercial and residential space might be combined in one building, or a property combines residential, farm and forest land. In these cases, BC Assessment determines the share of the value of the property attributable to each class.

Exemptions from Property Tax

BC Assessment is required to determine the "actual value" of land and improvements (i.e., property) in the Province. However, property taxes are levied on a property's "taxable value", not its actual value. "Taxable value" is a property's actual value minus the value of any tax exemptions.

What is a tax exemption?

A tax exemption is a tool that reduces or eliminates liability to property tax. In a few unusual situations property may be exempt from assessment, in which case it is not included on the assessment roll. But more commonly, property is assessable (i.e., included on the roll) but exempt from property tax in whole or in part. This page focuses on exemptions from property tax.

How exemptions work

Exemptions from property tax operate in a number of different ways. Exemptions may be whole or partial; that is, they may exempt all or only part of a property from taxes, or they may provide relief from all or only some property taxes. In all cases, specified criteria such as ownership, use, location, or property type, must be met before an exemption applies. In some cases, the discretion to grant or deny an exemption lies with the taxing jurisdiction.

Look up tax exemptions

The majority of property tax exemptions are contained in taxing statutes such as the *Community Charter*, the *Vancouver Charter*, the *Local Government Act* and the *Taxation (Rural Area) Act*. However, exemptions are also set out in more subject-specific legislation such as the *School Act*, the *Health Authorities Act* or the *University Act*.

Examples of exemptions providing full relief from property taxes

- Property owned by the federal or provincial government is fully exempt from property taxes for all purposes: section 125 of the *Constitution Act*.
- Property owned by a municipality is fully exempt from property taxes for all purposes: section 220(1)(b) of the *Community Charter*, and section 131(1) of the *School Act*.

Examples of exemptions providing partial relief from property taxes

- A farmer's dwelling in a rural area is exempt from provincial general property taxes, but subject to school taxes: section 15(1)(f) of the *Taxation (Rural Area) Act*; and section 131(4)(a) of the *School Act*.
- Up to \$10,000 of the assessed value of improvements in Class 4 – major industry, Class 5 – light industry and Class 6 – business and other is exempt from all property taxes: Industrial and Business Property Exemption Regulation, made under the *Community Charter*.
- 50% of the assessed value of a parcel of land in Class 9 – farm is exempt from school taxes: section 130(1)(a) of the *School Act*.

This information is not intended to be a comprehensive guide on exemptions from property tax.

More information

More information about property taxation and exemptions can also be found at the following provincial government links:

- 1) Municipalities - [Local governments - Province of British Columbia](https://www2.gov.bc.ca/gov/content/governments/local-governments) (<https://www2.gov.bc.ca/gov/content/governments/local-governments>)
- 2) Rural areas - [Property taxes in rural areas - Province of British Columbia](https://www2.gov.bc.ca/gov/content/taxes/property-taxes/annual-property-tax/rural-area) (<https://www2.gov.bc.ca/gov/content/taxes/property-taxes/annual-property-tax/rural-area>)

Blue-Green Algae Bloom

The blue-green algae bloom at Prior Lake remains in effect. People and pets should continue to avoid swimming in the lake. [Details >>](#)

[Agendas & Minutes](#) | [Electoral Areas](#) | [Maps](#) | [Careers](#) | [Media Room](#) | [Community Events](#) | [Data](#) | [Contact Us](#)

Search Site



Capital Regional District

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Electoral Areas

[Salt Spring Island](#)

[Juan de Fuca](#)

[Southern Gulf Islands](#)

[Grants in Aid](#)

[Community Works Fund](#)

[Electoral Area Property Taxes](#)

[Noise & Nuisance](#)

As a regional district, the Capital Regional District (CRD) does not directly collect property taxes from electoral area property owners. Instead, the [Provincial Surveyor of Taxes](#) collects revenue on behalf of the CRD and the hospital district (CRHD).

The CRD delivers local, sub-regional and regional services to residents within electoral areas. Each service is budgeted for separately and the tax burden is shared between participating municipalities and electoral areas as set out in each service bylaw. For local services delivered to a smaller area within an electoral area, taxes are only levied for those within the boundaries of that service. [Read more](#)

Permissive Tax Exemptions

The CRD may exempt non-profit organizations from taxation for a specified period of time. This exemption is granted by bylaw under the authority of Section 391 of the [Local Government Act](#).

Property tax exemptions remove the assessed value of that property from the total taxable assessed value in a service or area. This means the remaining assessed values generate the total tax revenue required for each tax category collected by the Surveyor of Taxes, including School Tax, Islands Trust, Hospital Districts, BC Assessment, Municipal Finance Authority and Regional District services.

Exemptions may be limited to a specified portion of the net taxable value of the property to which the exemption applies.

Eligibility

Eligible non-profit organizations include:

- an athletic or service organization used principally for public athletic or recreation purposes;
- a church as tenant or licensee for the purpose of public worship or for the purposes of a church hall;
- an agricultural or horticultural society and that is in excess of the area exemption under section 15 (1) (j) of the [Taxation \(Rural Area\) Act](#);
- a not-for-profit organization in school buildings that the organization uses or occupies as tenant or licensee of a board of school trustees;
- a francophone education authority in school buildings that the francophone education authority uses or occupies as licensee of a board of school trustees;
- a not-for-profit organization in school buildings that the organization uses or occupies as tenant or licensee of a francophone education authority

Application process

Applications are evaluated and considered by the Board annually; the application deadline is July 31 each year. To apply, applicants must submit the following to the CRD:

- a letter requesting an exemption,
- [an application form](#) (PDF), and
- a copy of their property assessment notice.

Applicants meeting all criteria are included in a bylaw to authorize electoral area permissive tax exemptions and presented to the Board for approval.

Applicants will be notified of submissions to the Board and any subsequent approvals.

Once approved, the CRD submits the bylaw authorizing the exemptions to the BC Assessment Authority to be included in the following year's assessment roll.

Additional Resources

- [Exemption and Tax Relief Programs](#)
- [Property Taxes in Rural Areas](#)
- [Local Government Act, section 391](#)

Contact Information

For more information about the process, please contact us by [email](#).

What is the CRD?

The Capital Regional District (CRD) is the regional government for 13 municipalities and three electoral areas on southern Vancouver Island and the Gulf Islands, serving about 440,000 people. [Read more >>](#)

» [Get Involved](#)

Contact Us

Main office address:

625 Fisgard Street
Victoria, British Columbia
Canada V8W 1R7

Tel. 250.360.3000

» [Contacts, Locations & Hours](#)

Territorial Acknowledgement

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

» [Statement of Reconciliation](#)

**REPORT TO ENVIRONMENTAL SERVICES COMMITTEE
MEETING OF WEDNESDAY, SEPTEMBER 27, 2023**

SUBJECT **2022 Regional Greenhouse Gas Inventory**

ISSUE SUMMARY

To provide the results of the 2022 Capital Regional District (CRD) regional and local government community greenhouse gas (GHG) emission inventories.

BACKGROUND

The CRD's 2018 Regional Growth Strategy (RGS) targets a reduction in community GHG emissions of 61% by 2038. In October 2021, the CRD Board approved the CRD Climate Action Strategy, which included a commitment to deliver a biennial regional GHG inventory. Utilizing the internationally recognized Global Protocol for Cities (GPC) BASIC + framework, the CRD retained Stantec Consulting Ltd. to update the CRD regional and local government emission inventories for the 2022 calendar year (see Appendices A and B).

Results

The 2022 CRD inventory indicates that the capital region emitted approximately 1.86 million tonnes of CO₂e. Carbon pollution in 2022 was 7% below the 2007 baseline and increased approximately 1%, compared to the 2020 inventory. This trend varies between the region's municipalities and electoral area inventories (Appendix B). On a per capita basis, emissions have decreased by 25% since 2007, which again, varies by community across the region (see Appendix C).

In 2022, on-road regional transportation related emissions accounted for approximately 42% of all carbon pollution. In conjunction with the increase in electric vehicles in the region, the region's on-road transportation-related carbon pollution was down approximately 12% from 2007 but increased approximately 11% over 2020. This is partly due to the COVID-19 pandemic recovery.

Natural gas use in buildings, which accounted for the majority of building carbon pollution in the region, continued to increase in 2022 at almost 10% above 2020 levels. Despite the substantial increase in natural gas use in 2022, the 2022 CRD inventory observed a reduction from buildings in the region of approximately 7% below 2007, as a result of heating oil use reductions and the continued greening of the BC electricity grid. Trends for propane and wood carbon pollution continued to be estimated using provincial estimates for the baseline year and annual adjustments using linear regression methods.

Waste-related carbon pollution was observed to be approximately 61.4% below 2007 levels, thanks to ongoing work at the Hartland Landfill to capture landfill gas and the new commissioning of the McLoughlin Wastewater Treatment Plant in December 2020.

This inventory represents the best available information and includes four notable updates, including:

- best available emission factor for electricity for each inventory year
- a new method for tracking heating oil use to better reflect building owners retrofitting in favor of other fuel types (including electricity and natural gas)

Environmental Services Committee – September 27, 2023 2022 Regional Greenhouse Gas Inventory

- modelled on-road transportation data (due to lack of vehicle-kilometre travelled [VKT] data) was adjusted using the travel pattern results from 2022 CRD Origin Destination Household Travel Survey
- changes to the estimates in the national inventory affecting emissions assumed to be coming from Other Stationary Combustion, such as those associated with agriculture and fishing, required previous inventories to be updated

As with the 2020 CRD inventory, due to limitations in how to quantify GHG emissions from sequestration and land use change, these values have been excluded from the calculation of total emissions for the 2022 CRD inventory. Values for these items are disclosed for information only in the CRD and regional local government community GHG emissions inventory reports.

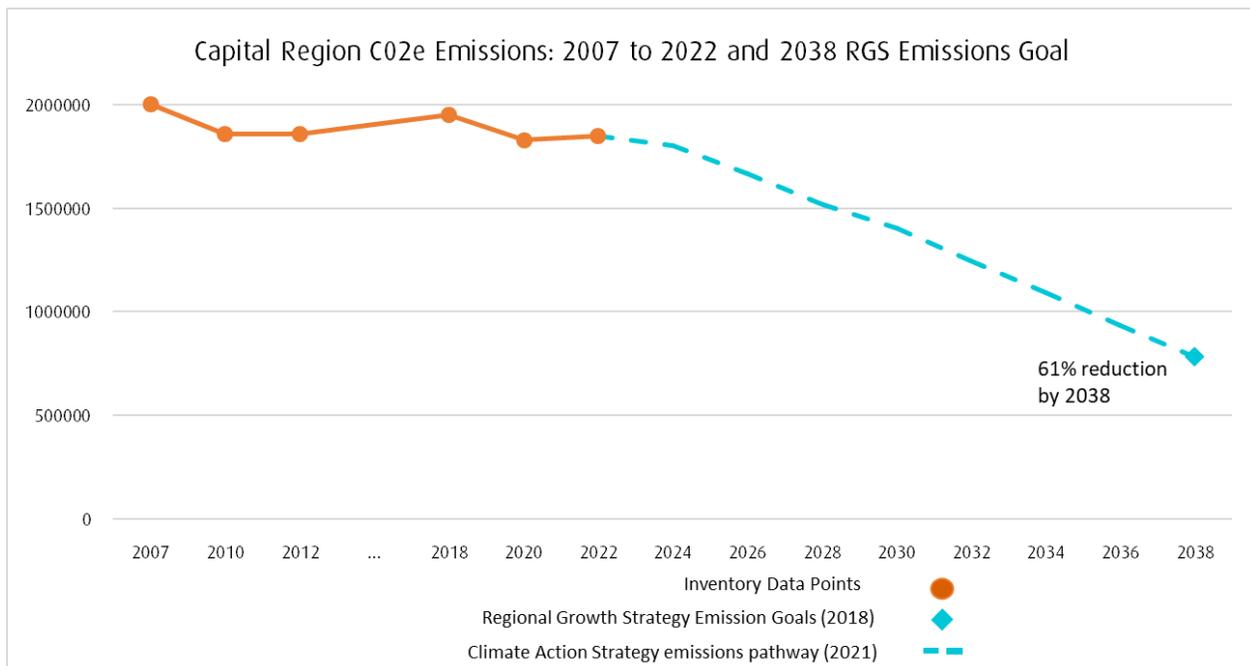


Figure 1: Capital Region Greenhouse Gas Global Protocol for Cities Basic + Emissions and 2038 Regional Growth Strategy (RGS) Goal

Summary and Next Steps

Carbon pollution in the region remains persistent and significant work remains for the region to meet its 2038 target. Together, building and transportation-related carbon pollution continue to be the largest sources of the region's carbon pollution in 2022 (approximately 75%). To achieve regional emissions targets, the natural gas use trend must reverse, and the transition to zero-emission transportation must accelerate while protecting and conserving ecosystem health and improving our region's resilience.

Staff will review results and methodology details of these inventories with staff and elected officials on the CRD Climate Action Inter-Municipal Working Group (IMWG) and Task Force and continue to work on collaborative climate action initiatives. Of note, the province has indicated that they may release revised Community Energy and Emissions Inventories (CEEs) for local governments later this year. The last CEEs were released in 2012. It is anticipated that methodologies used may differ from that of the CRD, and therefore may have different results. Once released, staff will review the methodology and share differences with the Climate Action IMWG.

CONCLUSION

The CRD completes regional and local government greenhouse gas emission inventories every two years. Results for the regional inventory for the 2022 calendar year indicate an approximate 7% decrease in regional emissions from 2007 to 2022, and a 1% increase from 2020. This trend varies between the municipalities and electoral areas within the capital region. The analyses also indicate that carbon pollution in the region remains persistent and significant work remains for the region to meet its 2038 emissions target. The CRD, through the regional climate action service, will continue to work with local governments to advance collaborative climate action initiatives.

RECOMMENDATION

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

Submitted by:	Nikki Elliott, BES, MPA, Manager, Climate Action Programs
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ATTACHMENTS

- Appendix A: Capital Regional District 2022 GPC BASIC+ Community Greenhouse Gas Emissions Inventory Report – Stantec Consulting Ltd. – September 14, 2023
- Appendix B: Capital Regional District – Municipalities and Electoral Areas – 2007 Base Year and 2022 Reporting Year Energy & Greenhouse Gas Emissions Inventory – Stantec Consulting Ltd. – September 14, 2023
- Appendix C: Capital Region CO_{2e} Emissions Per Capita – September 2023

**Capital Regional District 2022
GPC BASIC+ Community
Greenhouse Gas (GHG)
Emissions Inventory Report**



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September 14, 2023

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CAPITAL REGIONAL DISTRICT 2022 GPC BASIC+ COMMUNITY GREENHOUSE GAS (GHG) EMISSIONS INVENTORY REPORT

Table of Contents

EXECUTIVE SUMMARY V

ABBREVIATIONS VIII

GLOSSARY X

1.0 INTRODUCTION 1

1.1 CLIMATE CHANGE AND GREENHOUSE GAS EMISSIONS 1

1.2 COMMUNITIES AND GREENHOUSE GAS EMISSIONS 1

1.3 VARIANCE FROM COMMUNITY ENERGY AND EMISSIONS INVENTORIES (CEEI) 2

1.4 PURPOSE OF THIS REPORT 3

2.0 GLOBAL PROTOCOL FOR COMMUNITY (GPC) SCALE EMISSION INVENTORIES PROTOCOL 5

2.1 OVERVIEW 5

2.2 GPC PROTOCOL STRUCTURE 5

2.3 GHG EMISSION CATEGORIES 7

2.3.1 Stationary Energy 7

2.3.2 Transportation 8

2.3.3 Waste 9

2.3.4 Industrial Processes and Product Use (IPPU) 9

2.3.5 Agriculture, Forestry, and Other Land Use (AFOLU) 10

2.3.6 Other Scope 3 Emissions 10

2.4 ACCOUNTING AND REPORTING PRINCIPLES 10

2.5 BASE AND REPORTING YEAR RECALCULATIONS 11

2.6 DATA QUALITY 12

3.0 GHG ASSESSMENT BOUNDARIES 14

3.1 SPATIAL BOUNDARIES 14

3.2 TEMPORAL BOUNDARIES 15

3.2.1 2007 Base Year 15

3.2.2 GHG Reduction Target 16

3.2.3 2022 GHG Boundary 16

3.3 GHG EMISSION SOURCES AND SCOPES 18

3.4 GHG REPORTING 19

4.0 GHG METHODOLOGIES BY SOURCE CATEGORY 23

4.1 STATIONARY ENERGY 23

4.1.1 Overview 23

4.1.2 Activity Data 23

4.1.3 Assumptions and Disclosures 24

4.1.4 Data Quality Assessment 24

4.1.5 Calculation Methodology 25

CAPITAL REGIONAL DISTRICT 2022 GPC BASIC+ COMMUNITY GREENHOUSE GAS (GHG) EMISSIONS INVENTORY REPORT

4.1.6	Biogas & Flaring GHG Emissions.....	26
4.2	TRANSPORTATION	27
4.2.1	Overview	27
4.2.2	Activity Data	27
4.2.3	Assumptions and Disclosures	28
4.2.4	Data Quality Assessment	29
4.2.5	Calculation Methodology	29
4.3	WASTE	40
4.3.1	Data Quality Assessment	40
4.3.2	Activity Data	40
4.3.3	Assumptions and Disclosures	40
4.3.4	Calculation Methodology	41
4.4	INDUSTRIAL PROCESSES AND PRODUCT USE (IPPU)	42
4.4.1	Overview	42
4.4.2	Activity Data	43
4.4.3	Data Quality Assessment	43
4.4.4	Assumptions and Disclosures	43
4.4.5	Calculation Methodology	43
4.5	AGRICULTURE, FORESTRY, AND OTHER LAND USE (AFOLU)	44
4.5.1	Overview	44
4.5.2	Activity Data	44
4.5.3	Data Quality Assessment	44
4.5.4	Assumptions and Disclosures	44
4.5.5	Calculation Methodology	45
5.0	2022 GHG REPORTING YEAR RESULTS	49
5.1	SUMMARY	49
5.2	TOTAL GHG EMISSIONS	53
5.3	SECTORAL GHG EMISSIONS ANALYSIS	55
5.3.1	Stationary Energy.....	55
5.3.2	Transportation.....	58
5.3.3	Waste.....	60
5.3.4	Industrial Processes and Product Use (IPPU).....	62
5.3.5	Agriculture, Forestry, and Other Land Use	62
6.0	QUALITY ASSURANCE AND QUALITY CONTROL.....	64
7.0	RECOMMENDATIONS	65
7.1	INVENTORY ASSUMPTIONS, ASSESSMENT, AND RECOMMENDATIONS.....	65
8.0	REFERENCES.....	71

LIST OF TABLES

Table 1	Summary of GHG Inventory Scope Differences	2
Table 2	GPC Protocol Recalculation Thresholds.....	12
Table 3	GPC Protocol Data Quality Assessment Notation Keys	13



CAPITAL REGIONAL DISTRICT 2022 GPC BASIC+ COMMUNITY GREENHOUSE GAS (GHG) EMISSIONS INVENTORY REPORT

Table 4	Inventory Information.....	15
Table 5	Original And Updated BASIC+ Base Year	16
Table 6	Summary of Emissions Scope and GPC Protocol Reporting Sector	18
Table 7	GPC Protocol Summary Table	20
Table 8	Stationary Energy Data Source Quality Assessment.....	25
Table 9	Stationary Energy GHG Emission Factors	26
Table 10	Landfill Fugitive Gas Combustion GHG Emission Factor	27
Table 11	Transportation Data Quality Assessment.....	29
Table 12	CRD On-Road In-Boundary/Transboundary Split	30
Table 13	Estimated VKT And Fuel Efficiencies by Vehicle Class For Reporting Year	30
Table 14	Total Registered Vehicles & Estimated Fuel Use For Reporting Year	31
Table 15	Vehicle GHG Emission Factors.....	33
Table 16	Aircraft Type, Estimated Percentage of Total Reported Movements, And Estimated Fuel Use	34
Table 17	Aviation GHG Emission Factors.....	35
Table 18	Aircraft Type, Estimated Percentage of Total Reported Movements, And Estimated Fuel Use	35
Table 19	Marine Aviation GHG Emission Factors.....	36
Table 20	BC Ferries GHG Emission Factors	36
Table 21	Coho and the Victoria Clipper Ferries Estimated GHG Emissions	37
Table 22	Year 2000 Other Watercraft Population Breakdown And Estimated Fuel Use.....	37
Table 23	Reporting Year Other Watercraft Population Breakdown and Estimated Fuel Use	38
Table 24	Watercraft GHG Emission Factors	39
Table 25	Waste Data Quality Assessment.....	40
Table 26	Composting Emission Factor	41
Table 27	IPPU Data Quality Assessment	43
Table 28	AFOLU Data Quality Assessment.....	44
Table 29	Spatial Data Sources Representing Land Cover For The CRD Study Area	45
Table 30	IPCC Land Use Classification Cross-References	46
Table 31	Land-Use Change Emission Factors	46
Table 32	Breakdown of the CRD's 2022 GHG Emissions in GPC Reporting Format	50
Table 33	Breakdown of the CRD's 2022 BASIC+ GHG Emissions in the GPC Protocol Reporting Format	51
Table 34	Total Energy and GHG Emissions Per Person by Sector	53
Table 35	Change in GHG Emissions from Base Year	55
Table 36	2022 Energy and GHG Emissions by Stationary Energy Sector	56
Table 37	Stationary Energy—Energy and GHG Emissions Trends.....	58
Table 38	2022 On-Road Transportation Energy And GHG Emissions by Fuel Type	59
Table 39	2022 Aviation, Waterborne, and Off-Road Transportation Energy and Emissions by Fuel Type	60
Table 40	Summary of Waste Sub-Sector GHG Emissions	61
Table 41	Product Use GHG Emissions for the 2007 and 2022 Reporting Years	62
Table 42	Summary of Land-Use Change in 2022.....	63
Table 43	Total AFOLU GHG Emissions for 2022	63
Table 44	Summary of GHG Inventory Assumptions, Estimated Impacts, and Recommended Improvements.....	65

LIST OF FIGURES

Figure 1	Sources and Boundaries of a Community's GHG Emissions (GPC 2014).....	7
Figure 2	GHG Boundary.....	14

CAPITAL REGIONAL DISTRICT 2022 GPC BASIC+ COMMUNITY GREENHOUSE GAS (GHG) EMISSIONS INVENTORY REPORT

Figure 3 2022 GHG Emissions Summary by GPC Reporting Level 49
Figure 4 CRD BASIC+ GHG Emissions by Emissions Scope 54
Figure 5 Stationary Energy GHG Emissions Contribution to the GHG Inventory 57
Figure 6 Total Stationary Energy Use By Sub-Sector 57
Figure 7 Breakdown of On-Road GHG Emissions by Vehicle Type 59
Figure 8 Summary of Transportation GHG Emissions by Sub-Sector 60
Figure 9 2022 GHG Emissions from Waste (tCO_{2e}) 62

Executive Summary

There is increasing evidence that global climate change resulting from emissions of carbon dioxide (CO₂) and other greenhouse gases (GHGs) is having a significant impact on the ecology of the planet. Delayed actions to respond to the effects of climate change are expected to have serious negative impacts on global economic growth and development.

Beyond the costs associated with delayed climate action, there are cost savings to be realized through efforts to improve energy efficiency, conserve energy, and reduce GHG emissions intensity. To make informed decisions on reducing energy use and GHG emissions at the community scale, community managers must have a good understanding of these sources, the activities that drive them, and their relative contribution to the total. This requires the completion of an energy and GHG emissions inventory. To allow for credible and meaningful reporting locally and internationally, the Global Protocol for Community-Scale Greenhouse Gas Emission Inventories (the GPC Protocol) was developed. The GPC Protocol has been adopted by the Global Covenant of Mayors—an agreement led by community networks to undertake a transparent and supportive approach to measure GHG emissions community-wide. The Global Covenant of Mayors and the Federation of Canadian Municipalities promotes the use of the GPC Protocol as a standardized way for municipalities to collect and report their actions on climate change.

This project set out to compile a detailed GHG inventory for the capital region of British Columbia (the CRD) for the 2022 reporting year using the GPC Protocol. The CRD Region has historically relied on the Provincial 2007, 2010 and 2012 Community Energy and Emissions Inventories (CEEI) to baseline and track community GHG emissions. However, there have been some limitations to the CEEI which has resulted in the CRD preparing a GPC BASIC+ inventory. Following the requirements of the GPC Protocol, the GHG inventories considered emissions from all reporting Sectors, including Stationary Energy, Transportation, Waste, Industrial Process and Product Use (IPPU), and Agriculture, Forestry and Other Land Use (AFOLU). The purpose of this document is to describe the quantification methodologies used to calculate GHG emissions for the 2022 reporting year, and to present the CRD's 2022 community GHG emissions.

In 2022, the CRD's Regional BASIC+ GHG emissions totaled 1,858,325 tonnes of carbon dioxide equivalent (tCO₂e). On an absolute basis, this is a 7% decline from the 2007 base year GHG emissions and a decline of 25% on a per capita basis. Due to limitations in how to quantify GHG emissions resulting from land use change (e.g., residential development) and sequestration, these GHG emissions have been excluded from the CRD's GHG emissions inventory, but have been disclosed, until a more robust measurement methodology can be developed.

A summary of the 2022 GHG emissions is presented in Table E-1.

CAPITAL REGIONAL DISTRICT 2022 GPC BASIC+ COMMUNITY GREENHOUSE GAS (GHG) EMISSIONS INVENTORY REPORT

Table E-1 BASIC+ 2007 Base Year And 2022 Reporting Year GHG Emissions

Sector	Sub-Sector	2007 GHG Emissions (tCO₂e)	2022 GHG Emissions (tCO₂e)
Stationary Energy	Residential Buildings	422,256	275,044
	Commercial & Institutional Buildings	270,524	344,011
	Manufacturing Industries & Construction	0	0
	Energy Industries	418	6,497
	Agriculture, Forestry & Fishing activities	89,497	101,034
	Fugitive Emissions	1,003	1,510
Transportation	In-Boundary On-road Transportation	864,570	765,180
	Trans-Boundary On-road Transportation	13,256	6,949
	Waterborne Navigation	48,218	55,107
	Aviation	26,097	15,746
	Off-road Transportation	60,629	87,673
Waste	Solid Waste	110,955	39,699
	Biological Treatment of Waste	73	5,602
	Wastewater Treatment & Discharge	18,998	4,975
IPPU	IPPU	70,418	135,461
AFOLU	Land-Use: Emissions Sequestered (Disclosure Only - Not Included In Total)	-33,172	-401,842
	Land-Use: Emissions Released (Disclosure Only - Not Included In Total)	24,093	89,610
	Livestock	6,867	12,431
	Non-CO ₂ Land Emission Sources	849	1,406
Total GHG Emissions		2,004,628	1,858,325
Change in GHG Emissions from Base Year			-7.3%
Total Per Capita GHG Emissions		5.6	4.2
Change GHG Emissions per Capita from Base Year			-25.1%

Data in the table above is depicted in Figure E-1.

CAPITAL REGIONAL DISTRICT 2022 GPC BASIC+ COMMUNITY GREENHOUSE GAS (GHG) EMISSIONS INVENTORY REPORT

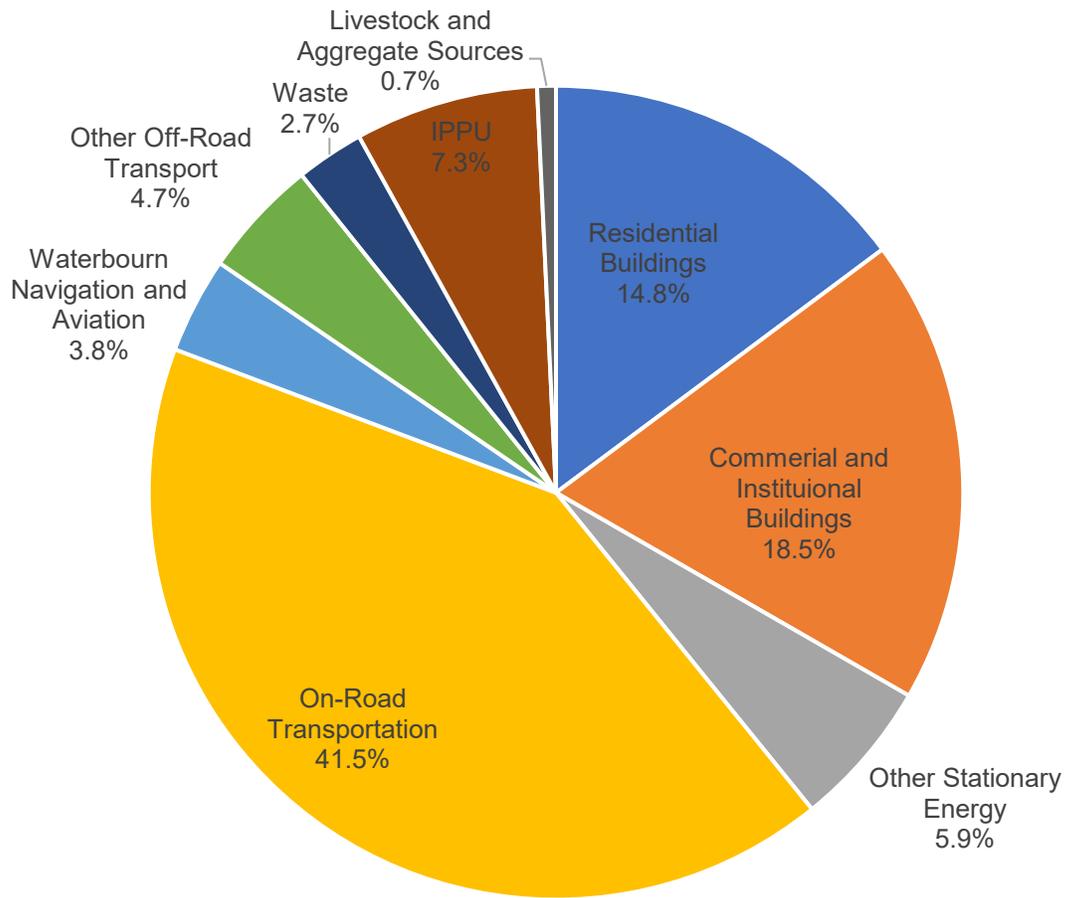


Figure E-1 CRD's 2022 BASIC+ GHG Emissions Profile

CAPITAL REGIONAL DISTRICT 2022 GPC BASIC+ COMMUNITY GREENHOUSE GAS (GHG) EMISSIONS INVENTORY REPORT

Abbreviations

ACERT	Airport Carbon Emissions Reporting Tool
ACI	Annual Crop Inventory
AFOLU	Agriculture, Forestry, and Other Land Use
BC	British Columbia
C40	C40 Cities Climate Leadership Group
CH ₄	Methane
CO ₂	carbon dioxide
CO _{2e}	carbon dioxide equivalents
CEEI	Community Energy and Emissions Inventories
CRD	Capital Regional District
VIA	Victoria International Airport
eMWh	megawatt hours equivalents
FCM	Federation of Canadian Municipalities
GDP	gross domestic product
GHG	greenhouse gas
GJ	Gigajoules
GPC	Global Protocol for Community-Scale Greenhouse Gas Emission Inventories
GVHA	Greater Victoria Harbour Authority
GWP	global warming potentials
HFC	Hydrofluorocarbons
ICAO	International Civil Aviation Organization
ICBC	Insurance Corporation of BC

CAPITAL REGIONAL DISTRICT 2022 GPC BASIC+ COMMUNITY GREENHOUSE GAS (GHG) EMISSIONS INVENTORY REPORT

ICLEI	International Council for Local Environmental Initiatives
IE	included elsewhere
IPCC	Intergovernmental Panel on Climate Change
IPPU	Industrial Process and Product Use
ISO	International Organization for Standardization
kg	Kilograms
kW	Kilowatt
kWh	kilowatt hours
L	Litres
MWh	megawatt hours
N ₂ O	nitrous oxides
NE	not estimated
NIR	National Inventory Report
NPRI	National Pollutant Release Inventory
NO	not occurring
PCP	Partnership for Climate Protection
PFC	Perfluorocarbons
SC	Other Scope 3
SF ₆	sulfur hexafluoride
VIA	Victoria International Airport
WIP	waste-in-place
WRI	World Resources Institute

CAPITAL REGIONAL DISTRICT 2022 GPC BASIC+ COMMUNITY GREENHOUSE GAS (GHG) EMISSIONS INVENTORY REPORT

Glossary

Air pollution	The presence of toxic chemicals or materials in the air, at levels that pose a human health risk.
Base Year	This is the reference or starting year to which targets and GHG emissions projections are based.
BASIC	An inventory reporting level that includes all Scope 1 sources except from energy generation, imported waste, IPPU, and AFOLU, as well as all Scope 2 sources (GPC, 2014).
BASIC+	An inventory reporting level that covers all GPC BASIC sources, plus Scope 1 AFOLU and IPPU, and Scope 3 in the Stationary Energy and Transportation Sectors (GPC, 2014).
Biogenic emissions	Emissions produced by living organisms or biological processes, but not fossilized or from fossil sources (GPC, 2014).
Carbon dioxide equivalent (CO ₂ e)	The amount of carbon dioxide (CO ₂) emissions that would cause the same integrated radiative forcing, over a given time horizon, as an emitted amount of a greenhouse gas (GHG) or a mixture of GHGs. The CO ₂ e emission is obtained by multiplying the emission of a GHG by its Global Warming Potential (GWP) for the given time horizon. For a mix of GHGs, it is obtained by summing the CO ₂ e emissions of each gas (IPCC 2014).
Climate change	Climate change refers to a change in the state of the climate that can be identified by changes in the mean and/or the variability of its properties and that persists for an extended period, typically decades or longer. Climate change may be due to natural internal processes or external forces such as modulations of the solar cycles, volcanic eruptions, and persistent anthropogenic changes in the composition of the atmosphere or in land use (IPCC, 2014).
Emission	The release of GHGs into the atmosphere (GPC, 2014).
Emission factor(s)	A factor that converts activity data into GHG emissions data (GPC, 2014).
Flaring	The burning of natural gas that cannot be used.
Fossil fuels	A hydrocarbon deposit derived from the accumulated remains of ancient plants and animals which is used as an energy source.
Fugitive emission	Emissions that are released during extraction, transformation, and transportation of primary fossil fuels. These GHG emissions are not combusted for energy.
Geographic boundary	A geographic boundary that identifies the spatial dimensions of the inventory's assessment boundary. This geographic boundary defines the physical perimeter separating in-boundary emissions from out-of-boundary and transboundary emissions (GPC, 2014).
Gigajoule (GJ)	A gigajoule (GJ), one billion joules, is a measure of energy. One GJ is about the same energy as: <ul style="list-style-type: none">• Natural gas for 3-4 days of household use• The electricity used by a typical house in 10 days

CAPITAL REGIONAL DISTRICT 2022 GPC BASIC+ COMMUNITY GREENHOUSE GAS (GHG) EMISSIONS INVENTORY REPORT

Global warming	A gradual increase in the Earth's temperature which is attributed to the greenhouse effect caused by the release of greenhouse gas (GHG) emissions into the atmosphere.
Global warming potential (GWP)	An index measuring the radiative forcing following an emission of a unit mass of a given substance, accumulated over a chosen time horizon, relative to that of the reference substance, carbon dioxide (CO ₂). The GWP thus represents the combined effect of the differing times these substances remain in the atmosphere and their effectiveness in causing radiative forcing. The Kyoto Protocol is based on global warming potentials over a 100-year period (IPCC 2014).
Greenhouse gas (GHG)	GHGs are the seven gases covered by the UNFCCC: carbon dioxide (CO ₂); methane (CH ₄); nitrous oxide (N ₂ O); hydrofluorocarbons (HFCs); perfluorocarbons (PFCs); sulphur hexafluoride (SF ₆); and nitrogen trifluoride (NF ₃) (GPC, 2014).
GHG intensity	The annual rate to which GHG emissions are released in the atmosphere, relative to a specific intensity.
Gross domestic product (GDP)	An economic measure of all goods and services produced in an economy.
In-boundary	Occurring within the established geographic boundary (GPC, 2014).
Reporting year	The year for which emissions are reported (GPC, 2014).
Scope 1	Emissions that physically occur within a community.
Scope 2	Emissions that occur from the use of electricity, steam, and/or heating/cooling supplied by grids which may or may not cross Community boundaries.
Scope 3	Emissions that occur outside a community but are driven by activities taking place within a community's boundaries.
Tonne of CO ₂ e	A tonne of greenhouse gases (GHGs) is the amount created when we consume: <ul style="list-style-type: none"> • 385 litres of gasoline (about 10 fill-ups) • Enough electricity for three homes for a year (38,000 kWh)
Transboundary GHG emissions	Emissions from sources that cross the geographic boundary (GPC, 2014).

CAPITAL REGIONAL DISTRICT 2022 GPC BASIC+ COMMUNITY GREENHOUSE GAS (GHG) EMISSIONS INVENTORY REPORT

Introduction
September 14, 2023

1.0 INTRODUCTION

1.1 CLIMATE CHANGE AND GREENHOUSE GAS EMISSIONS

Since the industrial revolution, human activities such as burning fossil fuels, deforestation, agricultural practices, and other land use changes have resulted in the release of unnaturally large volumes of greenhouse gas (GHG) emissions into the Earth's atmosphere causing global climate systems to change. In its sixth assessment report, the Intergovernmental Panel on Climate Change (IPCC) concluded that "the scale of recent changes across the climate system as a whole and the present state of many aspects of the climate system are unprecedented over many centuries to many thousands of years."¹ To substantially reduce the risks and effects of climate change, and limit global warming to 1.5°C, scientists and policy makers have come to the agreement that global society must dramatically reduce greenhouse gas (GHG) emissions 50–60% by 2030, 80% by 2040, more than 90% by 2050 with the remaining emissions being offset or neutralized (e.g., direct air capture, reforestation, etc.) and be net negative in the second half of the century. Recognizing the importance and benefits to addressing climate change, many governments – including the Government of Canada and Province of British Columbia, and the CRD as well as publicly traded organizations representing more than \$23 trillion in market capitalization have now committed to these GHG reduction targets.²

1.2 COMMUNITIES AND GREENHOUSE GAS EMISSIONS

Communities are centers of communication, commerce, and culture. They are, however, also a significant and growing source of energy consumption and GHG emissions. On a global scale, communities are major players in GHG emissions. They are responsible for more than 70% of global energy-related carbon dioxide emissions and thus represent the single greatest opportunity for tackling climate change.

For a community to act on mitigating climate change and monitor its progress, it is crucial to have good quality GHG emissions data to build a GHG inventory. Such an inventory enables cities to understand the breakdown of their emissions and plan for effective climate action. The Global Protocol for Community-Scale Greenhouse Gas Emission Inventories (GPC Protocol) seeks to support exactly that, by giving cities the standards and tools that are needed to measure the emissions, build more effective emissions reduction strategies, set measurable and more ambitious emission reduction goals, and to track their progress more accurately and comprehensively.

Until recently there has been no internationally recognized way to measure community-level emissions. Inventory methods that community managers have used to date around the globe vary significantly. This inconsistency has made comparisons between cities and over the years difficult. The GPC Protocol offers

¹ <https://www.ipcc.ch/assessment-report/ar6/>

² sciencebasedtargets.org/news/more-than-1000-companies-commit-to-science-based-emissions-reductions-in-line-with-1-5-c-climate-ambition

CAPITAL REGIONAL DISTRICT 2022 GPC BASIC+ COMMUNITY GREENHOUSE GAS (GHG) EMISSIONS INVENTORY REPORT

Introduction
September 14, 2023

an internationally accepted, credible emissions accounting and reporting practice that will help communities to develop comparable GHG inventories.

1.3 VARIANCE FROM COMMUNITY ENERGY AND EMISSIONS INVENTORIES (CEEI)

The CRD has historically relied on the Provincial 2007, 2010 and 2012 Community Energy and Emissions Inventories (CEEI) to baseline and track community GHG emissions. However, there have been some limitations to the CEEI in that it is an in-boundary inventory, the most recent version published is for 2012, and the CEEI Protocol does not fully meet the requirements of the GPC Protocol BASIC or BASIC+ reporting requirements which is the required reporting standard for local governments that have committed to the Global Covenant of Mayors—an agreement led by community networks to undertake a transparent and supportive approach to measure GHG emissions community-wide. A high-level summary of the differences between the CEEI and GPC Protocol inventories are presented in Table 1.

Table 1 Summary of GHG Inventory Scope Differences

Reporting Sector	2007-2019 CEEIs	GPC BASIC	GPC BASIC+
Residential Buildings	✓	✓	✓
Commercial And Institutional Buildings And Facilities	✓	✓	✓
Manufacturing Industries And Construction	✓	✓	✓
Energy Industries		✓	✓
Energy Generation Supplied To The Grid		✓	✓
Agriculture, Forestry And Fishing Activities		✓	✓
Non-Specified Sources		✓	✓
Fugitive Emissions From Mining, Processing, Storage, And Transportation Of Coal		✓	✓
Fugitive Emissions From Oil And Natural Gas Systems		✓	✓
On-Road Transportation		✓	✓
Railways		✓	✓
Waterborne Navigation		✓	✓
Aviation		✓	✓
Off-Road Transportation		✓	✓
Solid Waste	✓	✓	✓
Biological Waste	✓	✓	✓
Incinerated And Burned Waste		✓	✓

CAPITAL REGIONAL DISTRICT 2022 GPC BASIC+ COMMUNITY GREENHOUSE GAS (GHG) EMISSIONS INVENTORY REPORT

Introduction
September 14, 2023

Reporting Sector	2007-2019 CEEIs	GPC BASIC	GPC BASIC+
Wastewater		✓	✓
Emissions From Industrial Processes			✓
Emissions From Product Use			✓
Emissions From Livestock	✓		✓
Emissions From Land			✓
Emissions From Aggregate Sources And Non-CO ₂ Emission Sources On Land	✓		✓

1.4 PURPOSE OF THIS REPORT

The purpose of this document is to describe the quantification methodologies used by the CRD to calculate its BASIC+ GHG emissions for the 2007 base and 2022 reporting years. The focus of this report is on the 2022 reporting year. The CRD has elected to prepare a BASIC+ GHG emissions inventory to align with global best practices in community GHG emissions and to provide its members with the more comprehensive GHG emissions inventory database.

This document also supports the preparation of future community GHG emissions inventories, by:

- Defining GHG emissions data sources to be used for future inventory work
- Establishing quantification methods and assumptions.
- Evaluating the quality of the data sources and emission factors.
- Supporting consistent quantification of the inventory results over time.

CAPITAL REGIONAL DISTRICT 2022 GPC BASIC+ COMMUNITY GREENHOUSE GAS (GHG) EMISSIONS INVENTORY REPORT

Global Protocol for Community (GPC) Scale Emission Inventories Protocol
September 14, 2023

2.0 GLOBAL PROTOCOL FOR COMMUNITY (GPC) SCALE EMISSION INVENTORIES PROTOCOL

2.1 OVERVIEW

The GPC Protocol is the result of a collaborative effort between the GHG Protocol at the World Resources Institute (WRI), C40 Cities Climate Leadership Group (C40), and ICLEI—Local Governments for Sustainability (ICLEI). The GPC Protocol is recognized as one of the first set of standardized global rules for cities to measure and publicly report community wide GHG emissions. It sets out requirements and provides guidance for calculating and reporting community wide GHG emissions, consistent with the 2006 IPCC guidelines on how to estimate GHG emissions (IPCC, 2006). Specifically, the GPC Protocol seeks to:

- Help cities develop a comprehensive and robust GHG inventory to support climate action planning.
- Help cities establish a base year GHG emissions inventory, set GHG reduction targets, and track performance.
- Ensure consistent and transparent measurement and reporting of GHG emissions between cities, following internationally recognized GHG accounting and reporting principles.
- Enable community-wide GHG inventories to be aggregated at subnational and national levels.
- Demonstrate the important role that cities play in tackling climate change and facilitate insight through benchmarking—and aggregation—of comparable GHG data.

2.2 GPC PROTOCOL STRUCTURE

The GPC Protocol sets several assessment boundaries which identify the restrictions for gases, emission sources, geographic area, and time span covered by a GHG inventory:

- The GHG inventory is required to include all seven Kyoto Protocol GHGs occurring within the geographic boundary of a community. These include:
 - Carbon dioxide (CO₂)
 - Methane (CH₄)
 - Nitrous oxide (N₂O)
 - Hydrofluorocarbons (HFCs)
 - Perfluorocarbons (PFCs)
 - Sulfur hexafluoride (SF₆)
 - Nitrogen trifluoride (NF₃)
- The GHG emissions from community-wide activities must be organized and reporting under the following five Sectors, based on the selected reporting level:
 - Stationary Energy
 - Transportation
 - Waste
 - Industrial Processes and Product Use (IPPU)

CAPITAL REGIONAL DISTRICT 2022 GPC BASIC+ COMMUNITY GREENHOUSE GAS (GHG) EMISSIONS INVENTORY REPORT

Global Protocol for Community (GPC) Scale Emission Inventories Protocol
September 14, 2023

- Agriculture, Forestry, and Other Land Use (AFOLU)

The GPC Protocol also requires that a community define an inventory boundary, identifying the geographic area, time span, gases, and emission sources.

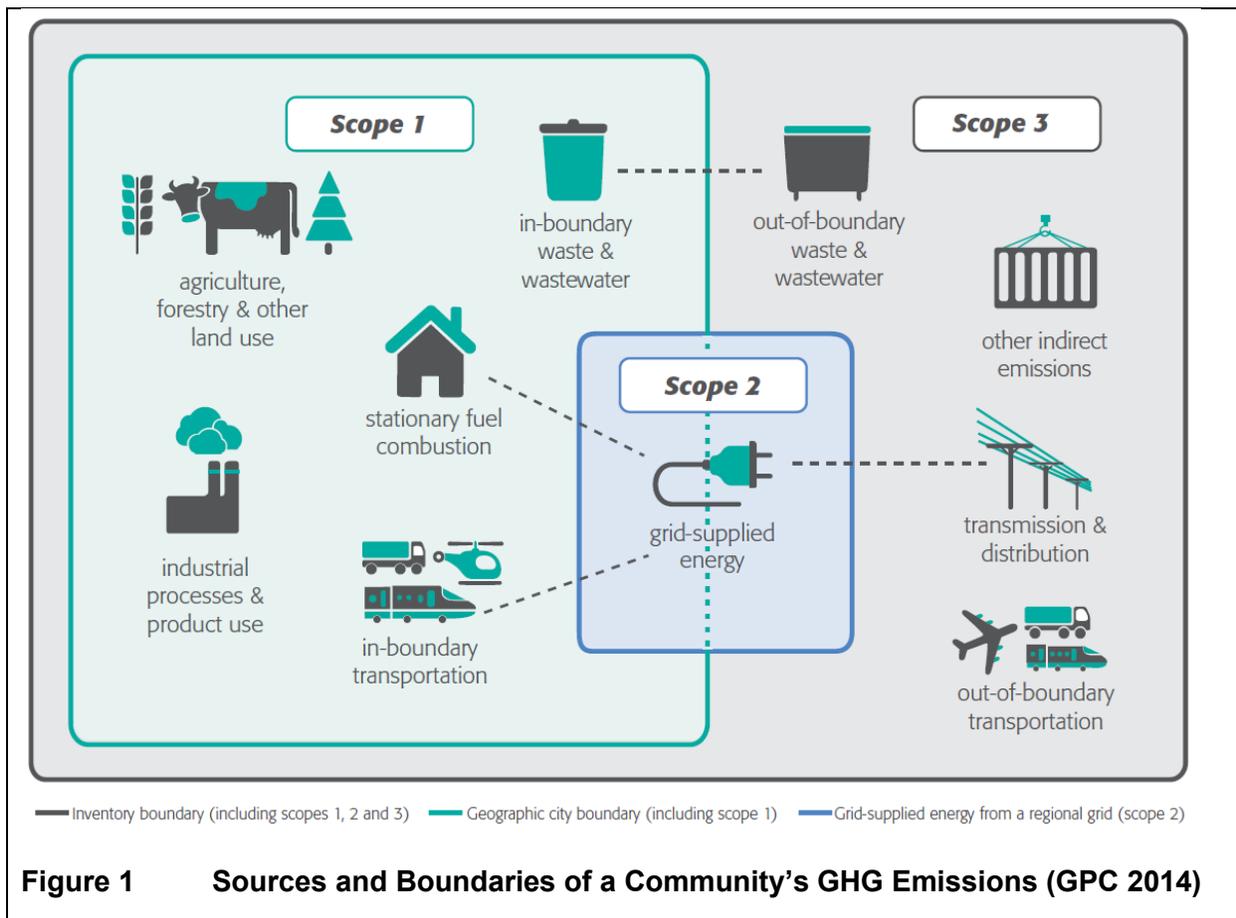
Under the GPC Protocol, a community has the option of reporting GHG emissions under three different levels:

- Territorial - A City only reports on GHG emissions occurring within the city boundaries
- City-Induced – A City accounts for all GHG emissions as a result of activities that occur within Under the City-Induced framework, there are two levels of reporting available to cities - BASIC and BASIC+
- **BASIC**—This level covers stationary energy and transportation GHG emissions that physically occur within a city (Scope 1) and those that occur from the use of electricity, steam, and/or heating/cooling supplied by grids which may or may not cross city boundaries (Scope 2). The BASIC level also includes waste GHG emissions that may occur outside of a city but are driven by activities taking place within a city’s boundaries (Scope 3). The BASIC level aligns with the current GHG reporting requirements of most voluntary reporting programs for local governments.
- **BASIC+**—This level covers the same scopes as BASIC and includes more in-depth and data dependent methodologies. Specifically, it expands the reporting scope to include Scope 1 emissions from Industrial Process and Product Use (IPPU), Agriculture, Forestry, and Other Land-Use (AFOLU), and Scope 3 GHG emissions from transboundary transportation. The sources covered in BASIC+ also align with sources required for national reporting in IPCC guidelines.

Activities taking place within a community can generate GHG emissions that occur inside a Community boundary as well as outside a Community boundary. To distinguish between these, the GPC Protocol groups emissions into three categories based on where they occur: Scope 1, Scope 2, or Scope 3 emissions. The GPC Protocol distinguishes between emissions that physically occur within a Community (Scope 1), from those that occur outside a Community but are driven by activities taking place within a Community’s boundaries (Scope 3), from those that occur from the use of electricity, steam, and/or heating/cooling supplied by grids which may or may not cross community boundaries (Scope 2). Scope 1 emissions may also be termed “territorial” emissions, because they are produced solely within the territory defined by the geographic boundary (see Figure 1).

CAPITAL REGIONAL DISTRICT 2022 GPC BASIC+ COMMUNITY GREENHOUSE GAS (GHG) EMISSIONS INVENTORY REPORT

Global Protocol for Community (GPC) Scale Emission Inventories Protocol
September 14, 2023



2.3 GHG EMISSION CATEGORIES

As noted previously, the GPC Protocol requires that different emission sources to be categorized into six main reporting Sectors. These high-level categories are described in more detail in Section 2.3.1 to Section 2.3.6. More information on how GHG emissions are captured within the GPC Protocol is available on the [Greenhouse Gas Protocol website](#).

2.3.1 Stationary Energy

Stationary energy sources are typically one of the largest contributors to a community's GHG emissions. In general, these emissions come from fuel combustion and fugitive emissions. They include the emissions from energy to heat and cool residential, commercial, and industrial buildings, as well as the activities that occur within these residences and facilities, such as off-road transportation emissions from construction equipment. Emissions associated with distribution losses from grid-supplied

CAPITAL REGIONAL DISTRICT 2022 GPC BASIC+ COMMUNITY GREENHOUSE GAS (GHG) EMISSIONS INVENTORY REPORT

Global Protocol for Community (GPC) Scale Emission Inventories Protocol
September 14, 2023

electricity/steam/heating/cooling are also included, as are some fugitive emissions from sources such as coal piles, and natural gas distribution systems.

The Stationary Energy Sector includes the following Sub-Sectors:

- Residential buildings
- Commercial and institutional buildings and facilities
- Manufacturing industries and construction
- Energy industries
- Energy generation supplied to the grid*
- Agriculture, forestry, and fishing activities
- Non-specific sources
- Fugitive emissions from mining, processing, storage, and transportation of coal
- Fugitive emissions from oil and natural gas systems

*Emissions related with electricity generation activities occurring within a community's boundaries are to be reported; however, the GHG emissions from these sources are not included in the total GHG inventory to prevent double counting (GPC 2014).

Under the GPC Protocol, cities are to report off-road GHG emissions under the Off-road Transportation Sub-Sector if and only if the GHG emissions are occurring at transportation facilities (e.g., airports, harbors, bus terminals, train stations, etc.). Other off-road transportation GHG emissions that occur on industrial premises, construction sites, agriculture farms, forests, aquaculture farms, and military premises, etc., are to be reported under the most relevant Stationary Energy Sub-Sector (GPC, 2014). For example, GHG emissions from commercial building off-road construction equipment would be included in the Commercial And Institutional Buildings And Facilities Sub-Sector, whereas GHG emissions from residential lawn mowers would be reported under the Residential Buildings Sub-Sector.

2.3.2 Transportation

The GHGs released to the atmosphere to be reported in the Transportation Sector are those from combustion of fuels in journeys by on-road, railway, waterborne navigation, aviation, and off-road. GHG emissions are produced directly by the combustion of fuel, and indirectly using grid-supplied electricity. Unlike the Stationary Energy Sector, transit is mobile and can pose challenges in both accurately calculating GHG emissions and allocating them to a specific Sub-Sector. This is particularly true when it comes to transboundary transportation, which includes GHG emissions from trips that either start or finish within a community's boundaries (e.g., departing flight emissions from an airport outside a Community boundaries) (GPC, 2014). Transboundary GHG emissions are only required for GPC BASIC+ GHG reporting.

The Transportation Sector includes the following Sub-Sectors:

- On-road
- Railways



CAPITAL REGIONAL DISTRICT 2022 GPC BASIC+ COMMUNITY GREENHOUSE GAS (GHG) EMISSIONS INVENTORY REPORT

Global Protocol for Community (GPC) Scale Emission Inventories Protocol
September 14, 2023

- Waterborne
- Aviation
- Off-road

As noted previously, cities are to report off-road GHG emissions under the Off-road Transportation Sub-Sector if and only if the GHG emissions are occurring at transportation facilities (e.g., airports, harbors, bus terminals, train stations, etc.). For example, off-road railway maintenance support equipment GHG emissions are reported under the Off-Road Transportation Sub-Sector.

2.3.3 Waste

Cities produce GHG emissions that arise from activities related to the disposal and management of solid waste. Waste does not directly consume energy, but releases GHG emissions because of decomposition, burning, incineration, and other management methods.

The Waste Sector includes the following Sub-Sectors:

- Solid waste disposal
- Incineration and open burning
- Biological treatment of waste
- Wastewater treatment and discharge

Under the GPC Protocol, the Waste Sector includes all GHG emissions that result from the treatment or decomposition of waste regardless of the source of the waste (e.g., another community's waste in a Community's landfill). However, the GHG emissions that are associated with waste from outside a Community's boundary that is treated or decomposes within a Community boundary are deemed to be "reporting only" emissions and do not contribute to the GHG inventory (GPC 2014).

Any GHG emissions that result from the combustion of waste or waste related gases to generate energy, such as a methane capture and energy generation system at a landfill, are reported under Stationary Energy Generation Supplied To The Grid Sub-Sector (GPC, 2014). Any waste related GHG emissions that are combusted but not related to energy generation are reported in the appropriate Waste Sub-Sector. Lastly, any waste GHG emissions that are released to the atmosphere are also captured in the appropriate Waste Sub-Sector.

2.3.4 Industrial Processes and Product Use (IPPU)

Emissions from this Sector are only required for BASIC+ GHG reporting under the GPC Protocol. This Sector encompasses GHG emissions produced from industrial processes that chemically or physically transform materials and using products by industry and end-consumers (e.g., refrigerants, foams, aerosol cans) (GPC, 2014).

CAPITAL REGIONAL DISTRICT 2022 GPC BASIC+ COMMUNITY GREENHOUSE GAS (GHG) EMISSIONS INVENTORY REPORT

Global Protocol for Community (GPC) Scale Emission Inventories Protocol
September 14, 2023

The IPPU Sector includes the following Sub-Sectors:

- Industrial processes
- Product use

Any GHG emissions associated with energy use for industrial processes are not reported in the IPPU Sector; rather, they are reported under the appropriate Stationary Energy Sub-Sector.

2.3.5 Agriculture, Forestry, and Other Land Use (AFOLU)

Emissions from the AFOLU Sector are only required for BASIC+ GHG reporting. AFOLU GHG emissions are those that are captured or released because of land-management activities. These activities can range from the preservation of forested lands to the development of crop land. Specifically, this Sector includes GHG emissions from land-use change, manure management, livestock, and the direct and indirect release of nitrous oxides (N₂O) from soil management, rice cultivation, biomass burning, urea application, fertilizer, and manure application (GPC, 2014).

The AFOLU Sector is organized into the following Sub-Sectors:

- Livestock
- Land
- Aggregate sources and non-CO₂ emission sources on land

2.3.6 Other Scope 3 Emissions

Cities, by their size and connectivity, inevitably give rise to GHG emissions beyond their boundaries. The GPC Protocol already includes the following Scope 3 emissions in other Sectors:

- On-road, waterborne, and aviation transboundary transportation
- Transmission and distribution losses associated with grid-supplied energy
- Solid waste disposal
- Biological treatment of solid waste
- Wastewater treatment and discharge

Cities may voluntarily report on other Scope 3 emissions as they are estimated. In the case of the CRD, no other Scope 3 GHG emissions, other than those listed above, have been estimated.

2.4 ACCOUNTING AND REPORTING PRINCIPLES

All GHG inventories following the GPC Protocol are required to meet GHG accounting principles. Specifically, these inventories should be relevant, consistent from year to year, accurate and transparent about methodologies, assumptions, and data sources. The transparency of inventories is fundamental to the success of replication and assessment of the inventory by interested parties.

CAPITAL REGIONAL DISTRICT 2022 GPC BASIC+ COMMUNITY GREENHOUSE GAS (GHG) EMISSIONS INVENTORY REPORT

Global Protocol for Community (GPC) Scale Emission Inventories Protocol
September 14, 2023

The GHG inventories must also properly account for key energy and GHG emission sinks, sources, and reservoirs (SSR) that are occurring within municipal boundaries. The SSRs are a convenient way to identify and categorize all the GHG emissions to determine if they should be included or excluded from a GHG inventory. A “Source” is something that releases GHG emissions to the atmosphere, such as a diesel generator. A “Sink” is a process or item that removes GHG from the atmosphere, such as photosynthesis and tree growth. Finally, a “Reservoir” is a process or item with the capability to store or accumulate a GHG removed from the atmosphere by a GHG sink, such as a wetland or a peat bog. By assessing and reporting on the applicable SSRs, users of the GHG inventory can have confidence that the inventory is complete and representative of the types and quantities of the GHGs being released within community limits.

2.5 BASE AND REPORTING YEAR RECALCULATIONS

As communities grow and expand, significant changes to the GHG emissions profile can alter materially thus making it difficult to meaningfully assess GHG emission trends and changes over time. The GPC Protocol has requirements on how to treat changes in a community’s GHG profile—this is presented in Table 2.

CAPITAL REGIONAL DISTRICT 2022 GPC BASIC+ COMMUNITY GREENHOUSE GAS (GHG) EMISSIONS INVENTORY REPORT

Global Protocol for Community (GPC) Scale Emission Inventories Protocol
September 14, 2023

Table 2 GPC Protocol Recalculation Thresholds

Threshold	Example Change	Recalculation Needed	No Recalculation Needed
Changes in the assessment boundary	A local government is annexed in or removed from the administrative boundary	✓	
	Change in protocol reporting method (e.g., from BASIC to BASIC+, addition of GHGs reported, etc.)	✓	
	Shut down of a power plant		✓
	Building a new cement factory		✓
Changes in calculation methodology or improvements in data accuracy	Change in calculation methodology for landfilled municipal solid waste (MSW) that results in a material change in GHG emissions to that sector (i.e., +/-10%).	✓	
	Adoption of more accurate local emission factors, instead of a national average emission factors that results in a material change in GHG emissions (i.e., +/-10%).	✓	
	Change in electricity emission factor due to energy efficiency improvement and growth of renewable energy utilization.		✓
Discovery of significant errors	Discovery of mistake in unit conversion in formula used.	✓	

2.6 DATA QUALITY

Data collection and the assessment of its quality is an integral component of compiling any GHG inventory. Like the IPCC, the GPC Protocol requires users to establish first whether a source exists, and then assess the data availability and quality. To support GHG reporting, the following notation keys are used.

- If the GHG sink, source or reservoir does not exist, a “NO” is used to indicate it is “not occurring”.
- If the GHG sink, source or reservoir does occur, and data is available, then the emissions are estimated. However, if the data is also included in another emissions source category or cannot be disaggregated, the notation key “IE” would be used to indicate “included elsewhere” to avoid double counting.
- When GHG emissions are occurring in the CRD, but data is not available, then the notation key “NE” would be used to indicate “not estimated”.

For GHG data that does exist, in accordance with the GPC Protocol, an assessment of quality is also made on emission factors and GHG estimation methodologies deployed. The GPC Protocol data quality assessment notation keys are summarized in Table 3.

CAPITAL REGIONAL DISTRICT 2022 GPC BASIC+ COMMUNITY GREENHOUSE GAS (GHG) EMISSIONS INVENTORY REPORT

Global Protocol for Community (GPC) Scale Emission Inventories Protocol
September 14, 2023

Table 3 GPC Protocol Data Quality Assessment Notation Keys

Data Quality	Activity Data	Emission Factor
High (H)	Detailed activity data. Data accuracy is high.	Site-specific emission factors
Medium (M)	Modeled activity data using robust assumptions. Data accuracy is moderate.	More general emission factors
Low (L)	Highly modeled or uncertain activity data. Data accuracy is low / very poor.	Default emission factors

CAPITAL REGIONAL DISTRICT 2022 GPC BASIC+ COMMUNITY GREENHOUSE GAS (GHG) EMISSIONS INVENTORY REPORT

GHG Assessment Boundaries
September 14, 2023

3.0 GHG ASSESSMENT BOUNDARIES

This section sets out the reporting boundaries of the CRD's GHG inventory.

3.1 SPATIAL BOUNDARIES

This GHG inventory is defined geographically by the capital region of British Columbia jurisdictional boundaries. As shown in Figure 2, this region consists of 13 municipalities and 3 electoral areas. For the purposes of this report, only the CRD GHG emissions are presented. A breakdown of GHG emissions by each CRD municipality and electoral area has been presented in a separate report.

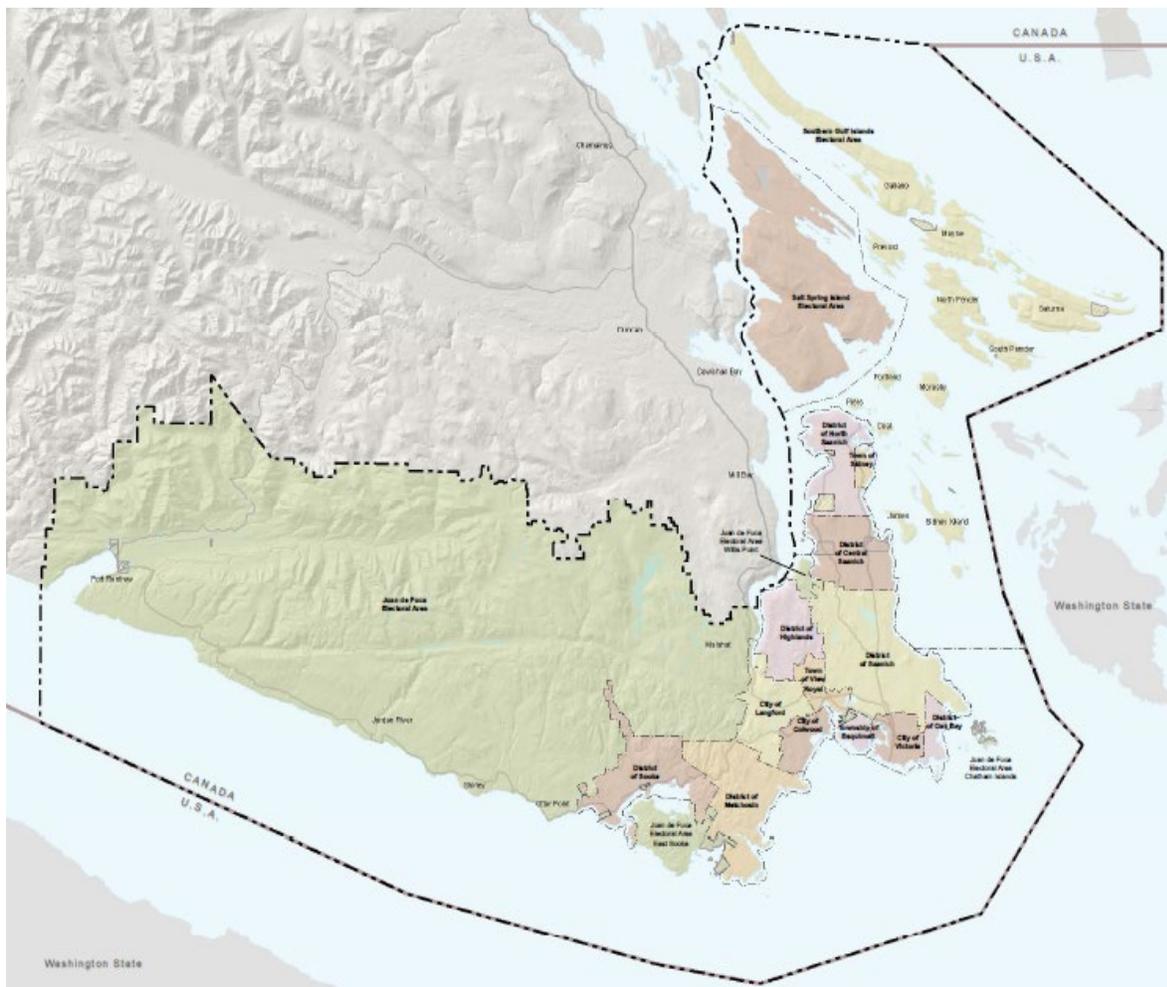


Figure 2 Region GHG Boundary

CAPITAL REGIONAL DISTRICT 2022 GPC BASIC+ COMMUNITY GREENHOUSE GAS (GHG) EMISSIONS INVENTORY REPORT

GHG Assessment Boundaries
September 14, 2023

Table 4 Inventory Information

Inventory Boundary	Community / District Information
Name of Community / District	Capital Regional District
Municipality / Electoral Area	<ul style="list-style-type: none"> • District of Central Saanich • City of Colwood • Township of Esquimalt • District of Highlands • Juan de Fuca Electoral Area • City of Langford • District of Metchosin • District of North Saanich • District of Oak Bay • District of Saanich • Salt Spring Island Electoral Area • Town of Sidney • District of Sooke • City of Victoria • Town of View Royal • Southern Gulf Islands Electoral Area
Country	Canada
Inventory Year	2022
Geographic Boundary	See Figure 2
Land Area (km ²)	2,310.18
Resident population	432,931
GDP (US\$)	Unknown at time of reporting
Composition of Economy	Government
Climate	Temperate, warm summer

3.2 TEMPORAL BOUNDARIES

3.2.1 2007 Base Year

Federal and provincial initiatives and legislation have been implemented to support local governments in acting to advance energy efficiency, promote energy conservation, and reduce GHG emissions. The CRD and its local governments have already been working to address sustainability and climate change through several initiatives for many years. The CRD's Regional Growth Strategy set an absolute regional GHG reduction target of 61% by 2038 (below 2007 levels).

CAPITAL REGIONAL DISTRICT 2022 GPC BASIC+ COMMUNITY GREENHOUSE GAS (GHG) EMISSIONS INVENTORY REPORT

GHG Assessment Boundaries
September 14, 2023

To maintain consistency with the current reporting year, and as required by the GPC Protocol, the CRD has updated its 2007 GHG base year GHG emissions profile to be consistent with the GPC Protocol BASIC+ reporting level. Between the current reporting year and the 2007 base year, there were no boundary changes (e.g., annexes) and thus no additional modifications were made. All methods and assumptions, adjusted for the 2007 reporting year, are the same.

Due to limitations in how to quantify GHG emissions resulting from land use change (e.g., residential development) and sequestration, these GHG emissions have been excluded from the CRD's 2007 and 2022 GHG emissions inventories, but have been disclosed, until a more robust measurement methodology can be developed.

Table 5 summarizes the original 2007 and the updated 2007 base year GHG emissions reported as tonnes of carbon dioxide equivalent (tCO_{2e}). The base year has been updated (in 2023) to reflect the adoption of the IPCC's 5th assessment report GWPs.

Table 5 Original And Updated BASIC+ Base Year

Aspect	Quantification Protocol	2007 GHG Base Year (tCO _{2e})
Original Base Year	CEEI Protocol	1,563,000
Updated Base Year	GPC Protocol BASIC+	2,004,628

3.2.2 GHG Reduction Target

Recognizing the role that the CRD plays in achieving a significant and immediate reduction in global GHG emissions, the CRD has set a regional GHG reduction target of 61% (from 2007 levels) by 2038. With the CRD's 2007 base year GHG emissions being 2,004,628 tCO_{2e}, a 61% reduction would require a reduction of approximately 1,222,823 tCO_{2e}. On a per capita basis, this amounts to reducing emissions from approximately 4.3 tCO_{2e} per person in 2022 to 2.4 tCO_{2e} per person by 2038.

In February 2019, the CRD declared a climate emergency and committed to regional carbon neutrality.

3.2.3 2022 GHG Boundary

This inventory covers all GHG emissions for the 2022 reporting year. Where 2022 data was not available, the most recent year's data have been used, and the timescale noted accordingly. These are as follows:

- **Global Warming Potentials (GWP).** The BC government has communicated that is adopting GWPs from the fifth IPCC report. On this basis, the CRD is applying GWPs from the fifth IPCC report.
- **Stationary Energy: Residential, Commercial and Institutional Buildings.** Propane, and wood GHG emissions were estimated using linear regression methods. The data used in the estimates included historical propane and wood energy data published in the 2007-2019 CEEIs, and heating degree days (HDD) published by Environment and Climate Change Canada.

CAPITAL REGIONAL DISTRICT 2022 GPC BASIC+ COMMUNITY GREENHOUSE GAS (GHG) EMISSIONS INVENTORY REPORT

GHG Assessment Boundaries
September 14, 2023

- **Stationary Energy: Residential, Commercial and Institutional Buildings.** The CRD used real-estate sales data between 2019 and 2022 to estimate the number of heating oil tanks and average household consumption for the 2020 reporting year. The 2020 heating oil numbers were adjusted using a change in heating degree days between 2020 and 2022. This approach was used to estimate heating oil consumption for all local governments, except the City of Victoria and District of Saanich. For the District of Saanich and the City of Victoria, heating oil GHG emissions were estimated based on the number of known tanks, average heated floor areas and fuel volume intensity.
- **Stationary Energy: Fugitives.** Fortis BC provided total fugitive emissions for the 2020 reporting year at the CRD level. Since no historical numbers were provided, the 2020 value was used to estimate the 2022 emissions.
- **Stationary Energy: Other Off-Road.** The ECCC 2023 NIR prepared for the Province of BC for the 2021 reporting year was used to estimate GHG emissions for:
 - Off-road agriculture and forestry GHG emissions
 - Off-road commercial and institutional GHG emissions
 - Off-road manufacturing, mining and construction GHG emissions
 - Off-road residential GHG emissionsThese GHG emissions were assigned to the CRD on a per capita basis.
- **Transportation: On-Road.** The on-road transportation emissions are based on the total estimated fuel sales in the CRD, and the number of registered vehicles. Insurance Corporation of BC (ICBC) compiles data on an April 1 to March 31 basis, and thus the current on-road GHG emission estimate is based on the number of registrations from April 1, 2022 – March 31, 2023.
- **Transportation: Aviation.** 2022 aviation GHG emissions were estimated using 2015 aircraft flight profiles (the last available data), and the total number of aircraft movements reported in 2022.
- **Transportation: Waterborne Recreational Watercraft.** GHG emissions from recreational watercraft and US/Canada ferries were estimated based on a publicly available year 2000 study for the Victoria, Vancouver, and Washington harbors.
- **Transportation: Cruise Ships.** The Greater Victoria Harbour Authority (GVHA) reported on cruise ship emissions for the 2018 reporting year but did not provide an estimate for 2022. As a result, the 2018 GHG emissions estimate and number of cruise ship visits to Ogden Point was used to create a proxy to estimate 2022 cruise ship emissions.
- **Waste: Solid Waste.** To quantify GHG emissions from the Hartland Landfill, the CRD utilized the waste-in-place (WIP) method which is accepted under the GPC Protocol. The WIP assigns landfill emissions based on total waste deposited during that year. It counts GHGs emitted that year, regardless of when the waste was disposed. Except for the City of Victoria, who claims 31% of the CRD's landfill GHG emission, the remaining landfill GHG emissions were allocated to each local government on a per capita basis. Using this allocation method, the CRD members may over, or underestimate associated solid waste GHG emissions as the current year landfill GHG emissions are based upon cumulative waste over time, and each member may have contributed more waste in past years than the current year (and vice versa).
- **AFOLU: Aggregate Sources And Non-CO₂ Emission Sources On Land.** These emissions are based on the 2023 NIR as prepared by ECCC and the total area of farmland BC in 2021 as reported by Statistics Canada. These GHG emissions were assigned to each local government on a per hectare (ha) of cropland basis.

CAPITAL REGIONAL DISTRICT 2022 GPC BASIC+ COMMUNITY GREENHOUSE GAS (GHG) EMISSIONS INVENTORY REPORT

GHG Assessment Boundaries
September 14, 2023

- AFOLU: Land-Use.** The land cover change analysis requires a consistent land-use category attribution and spatial data. For parts of the CRD, spatial data was available for the 2007, 2011 and 2019 reporting years. Differences between these data sets in terms of resolution and their timing of collection increase the uncertainty as to the accuracy of the land-use classifications. For example, the 2007 and 2011 land use data was collected at different times of the year and may not accurately reflect tree cover. Furthermore, no land use spatial data was collected the Juan de Fuca, Salt Spring Island and Gulf Islands and thus Annual Crop Inventory (ACI) settlement data collected by Agriculture Canada was used to inform the analysis. The challenge in utilizing this data is that it is provided in a 30m resolution. Furthermore, since annual data is not available, the change between land cover data years (2007-2011, 2011-2019) for all areas was averaged and may not represent actual changes in each year. Since no data was available for 2022, the 2019 estimates were applied. Due to limitations in how to quantify GHG emissions resulting from land use change (e.g., residential development), these GHG emissions have been excluded from the CRD's GHG emissions inventory, but have been disclosed, until a more robust measurement methodology can be developed.

3.3 GHG EMISSION SOURCES AND SCOPES

Table 6 summarizes the CRD's GHG emissions by source and GHG emission scope.

Table 6 Summary of Emissions Scope and GPC Protocol Reporting Sector

GHG Emissions Scope	GPC Protocol Reporting Sector
Scope 1	<p>The GHG emissions occurring from sources located within the CRD's limits:</p> <ul style="list-style-type: none"> Stationary fuel combustion: <ul style="list-style-type: none"> Residential buildings Agriculture, forestry, and fishing activities Commercial and institutional buildings, and facilities Energy industries Fugitive emissions from oil and natural gas systems Transportation: <ul style="list-style-type: none"> On-road: In Boundary Waterborne Navigation Off-road Waste: <ul style="list-style-type: none"> Solid waste disposal Biological treatment of solid waste Wastewater treatment and discharge Industrial processes and product use (IPPU): <ul style="list-style-type: none"> Product use Agriculture, Forestry, and Other Land Use (AFOLU): <ul style="list-style-type: none"> Land-use: emissions sequestered Livestock Aggregate sources and non-CO₂ emission sources on land

CAPITAL REGIONAL DISTRICT 2022 GPC BASIC+ COMMUNITY GREENHOUSE GAS (GHG) EMISSIONS INVENTORY REPORT

GHG Assessment Boundaries
September 14, 2023

GHG Emissions Scope	GPC Protocol Reporting Sector
Scope 2	<p>The GHG emissions occurring from using grid-supplied electricity, heating and/or cooling within the CRD's boundary:</p> <ul style="list-style-type: none"> • Stationary fuel combustion: <ul style="list-style-type: none"> – Residential buildings – Commercial and institutional buildings and facilities • Transportation: <ul style="list-style-type: none"> – On-road
Scope 3	<p>Other GHG emissions occurring outside of the CRD's limits as a result of the CRD's activities:</p> <ul style="list-style-type: none"> • Stationary Energy: <ul style="list-style-type: none"> – Transmission, Distribution, and Line Losses • Transportation: <ul style="list-style-type: none"> – Aviation – On-Road: Transboundary – Waterborne Navigation

3.4 GHG REPORTING

Where relevant, the GPC Protocol recommends using methodologies that align with the 2006 IPCC Guidelines for National Greenhouse Gas Inventories. The GHG inventory is required to include all seven Kyoto Protocol GHGs occurring within the geographic boundary of a community. These include:

- Carbon Dioxide (CO₂)
- Methane (CH₄)
- Nitrous oxide (N₂O)
- Hydrofluorocarbons (HFCs)
- Perfluorocarbons (PFCs)
- Sulfur hexafluoride (SF₆)
- Nitrogen trifluoride (NF₃)

Each GHG listed above has a different global warming potential (GWP) due to its ability to absorb and re-emit infrared radiation. This chemical property is recognized by the GWP set out by the IPCC Fifth Assessment Report. A larger GWP value means the substance has a greater affinity to absorb and re-emit infrared radiation. The GWP of these GHGs are CO₂ = 1.0, CH₄ = 28, N₂O = 265 (IPCC, 2014).

Total GHG emissions are normally reported as CO₂e, whereby emissions of each of the GHGs are multiplied by their GWP and are reported as tonnes of CO₂e.

The GHG inventory results following the GPC Protocol reporting table format is presented in Section 5.0. The GPC Protocol reporting format is presented in Table 7 below which also indicates the reporting level (BASIC / BASIC+) for each source.



CAPITAL REGIONAL DISTRICT 2022 GPC BASIC+ COMMUNITY GREENHOUSE GAS (GHG) EMISSIONS INVENTORY REPORT

GHG Assessment Boundaries
September 14, 2023

Table 7 GPC Protocol Summary Table

GPC Protocol Reference Number	Reporting Level	Emissions Scope	GHG Emissions Source
I	Stationary Energy Sources		
I.1	Residential Buildings		
I.1.1	BASIC	1	Emissions from in-boundary fuel combustion
I.1.2	BASIC	2	Emissions from consumption of grid-supplied energy
I.1.3	BASIC+	3	Transmission and distribution losses from grid-supplied energy
I.2	Commercial and Institutional Buildings/Facilities		
I.2.1	BASIC	1	Emissions from in-boundary fuel combustion
I.2.2	BASIC	2	Emissions from consumption of grid-supplied energy
I.2.3	BASIC+	3	Transmission and distribution losses from grid-supplied energy
I.3	Manufacturing Industry and Construction		
I.3.1	BASIC	1	Emissions from in-boundary fuel combustion
I.3.2	BASIC	2	Emissions from consumption of grid-supplied energy
I.3.3	BASIC+	3	Transmission and distribution losses from grid-supplied energy
I.4	Energy Industries		
I.4.1	BASIC	1	Emissions from in-boundary production of energy used in auxiliary operations
I.4.3	BASIC+	3	Transmission and distribution losses from grid-supplied energy
I.5	Agriculture, Forestry, and Fishing Activities		
I.5.1	BASIC	1	Emissions from in-boundary fuel combustion
I.5.2	BASIC	2	Emissions from consumption of grid-supplied energy
I.5.3	BASIC+	3	Transmission and distribution losses from grid-supplied energy
I.7	Fugitive Emissions from Mining, Processing, Storage, And Transportation of Coal		
I.7.1	BASIC	1	In-boundary fugitive emissions
I.8	Fugitive Emissions from Oil and Natural Gas Systems		
I.8.1	BASIC	1	In-boundary fugitive emissions
II	Transportation		
II.1	On-road Transportation		
II.1.1	BASIC	1	Emissions from in-boundary transport
II.1.2	BASIC	2	Emissions from consumption of grid-supplied energy
II.1.3	BASIC+	3	Emissions from transboundary journeys
II.2	Railways		
II.2.1	BASIC	1	Emissions from in-boundary transport
II.2.2	BASIC	2	Emissions from consumption of grid-supplied energy

CAPITAL REGIONAL DISTRICT 2022 GPC BASIC+ COMMUNITY GREENHOUSE GAS (GHG) EMISSIONS INVENTORY REPORT

GHG Assessment Boundaries
September 14, 2023

Table 7 GPC Protocol Summary Table

GPC Protocol Reference Number	Reporting Level	Emissions Scope	GHG Emissions Source
II.2.3	BASIC+	3	Emissions from transboundary journeys
II.3	Waterborne Navigation		
II.3.1	BASIC	1	Emissions from in-boundary transport
II.3.2	BASIC	2	Emissions from consumption of grid-supplied energy
II.3.3	BASIC	3	Emissions from transboundary journeys
II.4	Aviation		
II.4.1	BASIC	1	Emissions from in-boundary transport
II.4.2	BASIC	2	Emissions from consumption of grid-supplied energy
II.4.3	BASIC+	3	Emissions from transboundary journeys
II.5	Off-road		
II.5.1	BASIC	1	Emissions from in-boundary transport
II.5.2	BASIC	2	Emissions from consumption of grid-supplied energy
III	Waste		
III.1	Solid Waste Disposal		
III.1.1	BASIC	1	Emissions from waste generated and treated within the Community
III.1.2	BASIC	3	Emissions from waste generated within but treated outside of the Community
III.2	Biological Treatment of Waste		
III.2.1	BASIC	1	Emissions from waste generated and treated within the Community
III.2.2	BASIC	3	Emissions from waste generated within but treated outside of the Community
III.3	Incineration and Open Burning		
III.3.1	BASIC	1	Emissions from waste generated and treated within the Community
III.3.2	BASIC	3	Emissions from waste generated within but treated outside of the Community
III.4	Wastewater Treatment and Discharge		
III.4.1	BASIC	1	Emissions from wastewater generated and treated within the Community
III.4.2	BASIC	3	Emissions from wastewater generated within but treated outside of the Community
IV	Industrial Processes and Product Use (IPPU)		
IV.1	BASIC+	1	In-boundary emissions from industrial processes

CAPITAL REGIONAL DISTRICT 2022 GPC BASIC+ COMMUNITY GREENHOUSE GAS (GHG) EMISSIONS INVENTORY REPORT

GHG Assessment Boundaries
September 14, 2023

Table 7 GPC Protocol Summary Table

GPC Protocol Reference Number	Reporting Level	Emissions Scope	GHG Emissions Source
IV.2	BASIC+	1	In-boundary emissions from product use
V	Agriculture, Forestry, and Other Land Use (AFOLU)		
V.1	BASIC+	1	In-boundary emissions from livestock
V.1	BASIC+	1	In-boundary emissions from land
V.1	BASIC+	1	In-boundary emissions from other agriculture
VI	Other Scope 3 Emissions		
VI.1	BASIC / BASIC+	3	Other indirect emissions

CAPITAL REGIONAL DISTRICT 2022 GPC BASIC+ COMMUNITY GREENHOUSE GAS (GHG) EMISSIONS INVENTORY REPORT

GHG Methodologies by Source Category
September 14, 2023

4.0 GHG METHODOLOGIES BY SOURCE CATEGORY

The following sections describe the reporting source category, assumptions, activity data applied, and quantification methodology. The results of the analysis are presented in Section 5.0.

4.1 STATIONARY ENERGY

4.1.1 Overview

Stationery energy sources are one of the largest contributors to the CRD's GHG emissions. For the District, the Stationary Energy Sector encompasses the following GHG emissions scopes and Sub-Sectors:

- Scope 1 Emissions:
 - Residential buildings
 - Agriculture, forestry, and fishing activities
 - Commercial and institutional buildings, and facilities
 - Energy industries
 - Fugitive emissions from oil and natural gas systems
- Scope 2 Emissions:
 - Emissions from the consumption of grid-supplied electricity, steam, heating, and cooling.
- Scope 3 Emissions:
 - Transmission and distribution losses of electricity, steam, heating, and cooling.

There are GHG emissions from construction of buildings and infrastructure as the capital region grows and changes. However, these GHG emissions have not been quantified due to a lack of available data. Environment and Climate Change Canada does estimate BC GHG emissions for manufacturing industries, mining and construction, but these GHG emission sources are not disaggregated and cannot reasonably be applied to the CRD (there is no mining and limited manufacturing activities). As a result, the notation "Not Estimated (NE)" is reported.

4.1.2 Activity Data

BC Hydro and Fortis BC provided the Province of BC electricity and natural gas consumption data in MWh and GJ, respectively. Based on the utility provider descriptions of the data, each is categorized as follows:

- Residential Buildings based on the BC Hydro and Fortis BC descriptor: "Residential"
- Commercial and Institutional Buildings/Facilities based on BC Hydro and Fortis BC descriptor: "Commercial"

The Province developed 2007-2019 residential, propane and wood GHG energy use estimates from the number and type of dwellings and the average dwelling consumption by authority and region from the BC

CAPITAL REGIONAL DISTRICT 2022 GPC BASIC+ COMMUNITY GREENHOUSE GAS (GHG) EMISSIONS INVENTORY REPORT

GHG Methodologies by Source Category
September 14, 2023

Hydro Conservation Potential Review. In conjunction with heating degree days data, this provincial data was used to estimate the 2022 reporting year propane and wood GHG emissions for all CRD members.

The CRD provided 2020 heating oil values for all member municipalities except for the District of Saanich and the City of Victoria who provided their own fuel oil estimates for residential and commercial buildings.

Fortis BC provided the fugitive emission estimate for the 2020 reporting year.

The CRD provided landfill gas energy generation data from the Hartland landfill.

Applicable, off-road GHG emissions included in the Stationary Energy Sector are based on the 2023 NIR as prepared by Environment and Climate Change Canada. These emissions are pro-rated to the CRD on a per capita basis.

4.1.3 Assumptions and Disclosures

The following assumptions were made in the calculation of the 2022 GHG emissions:

- The 2022 natural gas and electricity energy data was provided to the CRD in draft form and may be subject to change.
- BC Hydro estimates that the combined energy losses- transmission and distribution- to be approximately 6.28%. This value was used to calculate the Scope 3 emissions for each Stationary Energy Sub-Sector. It is assumed that this is accurate.
- Fugitive emissions from the natural gas distribution network within the CRD is based on the Fortis fugitive emission factor for the 2020 reporting year. This factor was used to estimate 2022 fugitive emissions for residential natural gas use in the CRD and assumes a direct change with the number of reported natural gas connections (as reported by Fortis BC). This value is assumed to be stable and has been applied to the 2022 reporting year.
- Propane and wood GHG emissions were estimated using linear regression methods. The data used in the estimate included historical propane and wood energy data published in the 2007-2019 CEEIs by the Province of BC, and heating degree days (HDD) as published by Environment and Climate Change Canada.
- The CRD fuel oil estimates are based on the percentage of homes sold (relative to the total number of homes in each municipality) with heating oil systems between 2019 and 2022. Using this 4-year average, and BC assessment data, the CRD estimated the size and number of homes with heating oil for each member municipality for the 2020 reporting year. The guiding assumption is that oil systems are not increasing overtime; they are stable or decreasing in number. However, the 2020 heating oil consumption volume was adjusted for the number of heating degree days in 2022.

4.1.4 Data Quality Assessment

Table 8 presents the activity data quality assessment for the stationary energy sources.

CAPITAL REGIONAL DISTRICT 2022 GPC BASIC+ COMMUNITY GREENHOUSE GAS (GHG) EMISSIONS INVENTORY REPORT

GHG Methodologies by Source Category
September 14, 2023

Table 8 Stationary Energy Data Source Quality Assessment

Data	Quality Assessment Rating
Residential, Commercial and Industrial Electricity	Medium for Source Category; Low for Distribution between CRD Members
Residential, Commercial and Industrial Natural Gas	Medium for Source Category; Low for Distribution between CRD Members
Agriculture, Forestry & Fishing Activity GHG Emissions	Low
Manufacturing Industries & Construction GHG Emissions	Low
Fugitive Emissions	Medium
Transmission, Distribution & Line Losses	Medium
Off-Road Transportation Emissions	Low
Landfill Gas Volumes Utilized / Flared	High

4.1.5 Calculation Methodology

The Province of BC developed residential propane and wood GHG energy use estimates using heating degree days (HDD) the number and type of dwellings and the average dwelling consumption by authority and region contained in the BC Hydro Conservation Potential Review. To estimate the 2022 propane and wood energy use, historical 2019 values and the number of heating degree days (HDD) were linearly regressed to estimate future propane and wood energy use using reporting year HDD values. These values were prorated to each local government.

Except for Saanich and Victoria who provided their own fuel oil consumption estimates, the CRD provided 2020 fuel oil estimates for all member municipalities based on the percentage of homes sold (relative to the total number of homes in each municipality) with heating oil systems between 2019 and 2022. Similar to wood and propane fuel consumption, heating oil consumption was estimated using 2020 data and HDDs.

To calculate GHG emissions from electricity, natural gas, heating oil, propane, and wood, the total net annual energy values (where applicable, less transmission, distribution, and line losses of 6.28%) were multiplied by applicable emissions factors. These values were then multiplied by the pollutant's GWP to give total CO₂e emissions in tonnes.

These quantification methods are captured as follows:

$$\text{Energy Stationary Energy} - \text{Electricity} = \text{Electricity} * (1 - \text{Line Loss} (\%))$$

$$\text{Energy Stationary Energy} - \text{Transmission, Distribution, and line Losses} = \text{Electricity} * \text{Line Loss} (\%)$$

CAPITAL REGIONAL DISTRICT 2022 GPC BASIC+ COMMUNITY GREENHOUSE GAS (GHG) EMISSIONS INVENTORY REPORT

GHG Methodologies by Source Category
September 14, 2023

Emissions Stationary Energy – Electricity = Fuel (MWh) * EF _{tCO_{2e}}
Emissions Stationary Energy – Natural Gas = (Fuel (GJ) * EF _{CO₂}) + (Fuel (GJ) * EF _{CH₄} * GWP _{CH₄}) + (Fuel (GJ) * EF _{N₂O} * GWP _{N₂O})
Emissions Stationary Energy – Propane = (Fuel (GJ) * EF _{CO₂}) + (Fuel (GJ) * EF _{CH₄} * GWP _{CH₄}) + (Fuel (GJ) * EF _{N₂O} * GWP _{N₂O})
Emissions Stationary Energy – Wood = (Fuel (GJ) * EF _{CO₂}) + (Fuel (GJ) * EF _{CH₄} * GWP _{CH₄}) + (Fuel (GJ) * EF _{N₂O} * GWP _{N₂O})
Emissions Stationary Energy – Heating Oil = (Fuel (GJ) * EF _{CO₂}) + (Fuel (GJ) * EF _{CH₄} * GWP _{CH₄}) + (Fuel (GJ) * EF _{N₂O} * GWP _{N₂O})

The emission factors used in the 2022 reporting year are from the 2023 NIR, unless identified otherwise. These are summarized in Table 9.

Table 9 Stationary Energy GHG Emission Factors

Emission Factor	Units	tCO _{2e}	Quality Assessment Rating
Electricity (BC Hydro)	tCO _{2e} / MWh	0.00970000	Medium
Natural Gas	tonne CO _{2e} / m ³	0.0019763	Medium
Propane	tonne CO _{2e} / L	0.0015443	Medium
Heating Oil	tonne CO _{2e} / GJ	0.0683516	Medium
Wood	tonne CO _{2e} / kg	0.0004624	Medium

4.1.6 Biogas & Flaring GHG Emissions

The Hartland Landfill captures fugitive landfill gas, combusts it for energy generation and export to the BC electrical grid, and flares the landfill gas captured but not used. The landfill gas that is combusted for electricity generation and exported to the electrical grid, under the GPC Protocol, it is deemed a reporting only GHG emissions source and is not included in the GHG inventory. This is to avoid double counting GHG emissions with other cities and energy consumers.

To quantify these GHG emissions, the high heat value (HHV) of landfill fugitive is used – this methodology is as follows.

Emissions Landfill Fugitive Gas = Landfill Fugitive Gas Volume m ³ * Landfill Fugitive Gas HHV (0.0187) GJ/m ³ * EF _{tCO_{2e}}

The biogas combustion emission factor is presented in Table 10.

CAPITAL REGIONAL DISTRICT 2022 GPC BASIC+ COMMUNITY GREENHOUSE GAS (GHG) EMISSIONS INVENTORY REPORT

GHG Methodologies by Source Category
September 14, 2023

Table 10 Landfill Fugitive Gas Combustion GHG Emission Factor

Emission Factor	Units	Emission Factor	Quality Assessment Rating
Landfill Fugitive Gas	tCO ₂ e/GJ Landfill Fugitive Gas	0.054898	Medium

The landfill gas that is flared is reported under the Solid Waste category. Both methodologies assume a combustion efficiency of 99.7%. To quantify GHG emissions related to landfill fugitive gas combustion, the following methodology is deployed.

$$\text{Emissions}_{\text{Fugitive Landfill Gas}} = \text{LFG Volume}_{\text{m}^3} * \text{LFG Methane Content}_{\text{Percent}} * \text{Density of methane at 25}^\circ\text{C and 1.0 Atmosphere} * \text{Combustion Efficiency} * \text{GWP}_{\text{CH}_4}$$

4.2 TRANSPORTATION

4.2.1 Overview

Transportation covers all GHG emissions from combustion of fuels in journeys by on-road, railways, waterborne navigation, aviation, and off-road. GHG emissions are produced directly by the combustion of fuel, and indirectly using grid-supplied electricity. For the CRD, the Transportation Sector encompasses the following GHG emissions scopes and Sub-Sectors:

- Scope 1 Emissions:
 - On-road: In Boundary
 - Waterborne
 - Aviation
 - Off-road
- Scope 2 Emissions:
 - Emissions from the consumption of grid-supplied electricity.
- Scope 3 Emissions:
 - On-road: Transboundary
 - Waterborne
 - Aviation
 - Off-road

4.2.2 Activity Data

The Province of BC provided 2022 ICBC vehicle registration data to the CRD.

BC Transit provided total diesel and gasoline fuel use. This data was used to estimate GHG emissions from busses serving the CRD.

CAPITAL REGIONAL DISTRICT 2022 GPC BASIC+ COMMUNITY GREENHOUSE GAS (GHG) EMISSIONS INVENTORY REPORT

GHG Methodologies by Source Category
September 14, 2023

The 2022 CRD Origin Destination Travel Survey was used to estimate on-road in-boundary and transboundary split for registered vehicles and busses. The CRD Origin Destination Travel Survey is based on travel patterns observed in the Capital Regional District (CRD) level.

The City of Victoria and District of Saanich provided an estimate of vehicle kilometer travelled (VKT) data for light duty and heavy vehicles. This data is based on survey's completed in prior years.

Transport Canada provided total domestic and international itinerant movements, by type of operation, airports with NAV CANADA flight service stations for the Victoria International Airport and the Victoria Harbour. The Victoria International Airport provided 2015 GHG emissions estimates; this was used to estimate the 2022 emissions data.

Marine watercraft GHG emissions were estimated using published BC Ferries 2022 GHG emissions estimates. GHG emissions from the Coho Ferry, the Victoria Clipper Ferry, personal and commercial watercraft, were estimated based on a Study entitled "Marine Vessel Air Emissions in BC and Washington State Outside of the GVRD and FVRD for the Year 2000". The Transport Canada Vessel Registration System provided the total number of registered waterborne vehicles for the reporting year. The Greater Victoria Harbor Authority provided 2018 GHG emissions estimates per cruise ship and the number of 2022 cruise ships docked in Victoria Harbor.

Other off-road transportation emissions are based on the 2023 NIR as prepared by Environment and Climate Change Canada.

4.2.3 Assumptions and Disclosures

The following assumptions were made in the calculation of the Transportation Sector GHG emissions:

- The on-road transportation emissions are based on the total estimated fuel sales in the CRD, and the number of registered vehicles. Insurance Corporation of BC (ICBC) compiles data on an April 1 to March 31 basis, and thus the current on-road GHG emission estimate is based on the number of registrations from April 1, 2022 – March 31, 2023.
- Vehicle fuel consumption rates and Vehicle Kilometer Travelled (VKT) were taken from the activity data summary for British Columbia on-road transportation from the 2023 National Inventory Report (1990-2021) as prepared by Environment and Climate Change Canada. Based on the clear diesel and clear gasoline consumption values reported by the Province of BC for the Victoria region, the VKT and fuel efficiency values are reasonable and result in a similar estimate of fuel consumption for the Region.
- Gasoline and diesel GHG emissions from BC Transit busses are pro-rated to the CRD based on the proportion of population in each municipality within the CRD. A more accurate estimation method would be to prorate fuel use based on total bus service kilometers in the CRD. However, this data is not available, and thus the method applied provides the best estimate at the time of reporting.
- It is assumed that the 2015 aircraft flight profiles at the Victoria International Airport are representative of the 2022 reporting year.

CAPITAL REGIONAL DISTRICT 2022 GPC BASIC+ COMMUNITY GREENHOUSE GAS (GHG) EMISSIONS INVENTORY REPORT

GHG Methodologies by Source Category
September 14, 2023

- Victoria harbour aviation GHG emissions were estimated using Victoria harbor aircraft movement statistics, estimated taxi times, and estimated fuel use for the DHC-6 Twin Otter type of plane.
- All aviation GHG emissions are prorated based on the total Victoria population relative to the CRD population.
- As there is currently no publicly available energy or GHG related information on the operation of the Coho and the Victoria Clipper Ferries, it was assumed that the GHG emissions for these ferries calculated in the Study entitled “Marine Vessel Air Emissions in BC and Washington State Outside of the Greater Victoria Regional District (GVRD) and FVRD for the Year 2000”.
- Cruise ship emissions were based on the Greater Victoria Harbor Authority’s 2018 GHG emissions estimates per cruise ship and the number of 2022 cruise ships reported to dock in Victoria Harbor.
- BC Ferries did not disclose its total reported fuel use for 2022 but did publish 2022 GHG emissions by Scope. Fuel consumption was back calculated using emissions factors.
- The Transport Canada Vessel Registration System provided the total number of registered waterborne vehicles for the reporting year; however, it does not provide any detail on the type, size, use, and owner of the watercraft. It was therefore assumed that the watercraft would have been similar to those in the referenced study.
- All marine GHG emissions are prorated to each member municipality relative to the CRD population.
- No railway GHG emissions are occurring in the CRD.
- The off-road transportation emissions are based on the 2023 NIR as prepared by Environment and Climate Change Canada. This is deemed to be the best available data.

4.2.4 Data Quality Assessment

Table 11 presents the activity data quality assessment for the transportation data sources.

Table 11 Transportation Data Quality Assessment

Data	Quality Assessment Rating
Split Between In-Boundary and Transboundary Traffic	Medium-High
Vehicle Registry Data	High
Vehicle Kilometers Travelled (VKT) Data	Medium-Low
Aviation GHG Data	Medium-Low
Waterborne GHG Data	Low
Other Off-Road Transportation GHG Data	Low

4.2.5 Calculation Methodology

4.2.5.1 On-Road

The GPC Protocol identifies several methods for determining on-road emissions. The vehicle kilometers travelled (VKT) methodology and fuel sales methods were utilized to estimate the GHG emissions from on-road transportation (Scope 1) and transboundary transportation (Scope 3). The VKT uses the number

CAPITAL REGIONAL DISTRICT 2022 GPC BASIC+ COMMUNITY GREENHOUSE GAS (GHG) EMISSIONS INVENTORY REPORT

GHG Methodologies by Source Category
September 14, 2023

and type of vehicles registered in a geopolitical boundary, the estimated fuel consumption rate of individual vehicles, and an estimate of the annual vehicle kilometres traveled (VKT) by various vehicle classes. ICBC provided the number of registered vehicles in the CRD by style and by fuel type for 2022. To estimate the split between on-road in-boundary and transboundary traffic, data from the 2022 CRD Origin Destination Survey was applied. The results of the survey as it applies to the CRD is presented in Table 12.

Table 12 CRD On-Road In-Boundary/Transboundary Split

Aspect	By Vehicle
Estimated proportion of on-road in-boundary travel	99.3%
Estimated proportion of on-road transboundary travel	0.7%

To quantify the 2022 reporting year on-road and transboundary GHG emissions, the following steps were taken:

1. Sort the ICBC vehicle registration data by postal code.
2. Review each vehicle model and fuel type and assign it to one of 4 classes (for each fuel type): LDV, LDT, HDV, ORVE
3. Assign estimated NRCan vehicle fuel consumption rates and estimated VKT to each vehicle class (Table 13).
4. Estimate total fuel use by vehicle classification.
5. Summate and allocate estimated fuel use, by vehicle class using the applicable in-boundary and transboundary split.
6. Pro-rate the gasoline and diesel fuel use from busses.
7. Summate and allocate estimated bus fuel use using the applicable in-boundary and transboundary split.
8. Compare fuel estimated fuel volumes to the regional fuel sales volumes reported by the CRD. Adjust the VKTs as needed to make sure that the fuel estimate is at least above the fuel sales volumes reported in the region.

Table 13 Estimated VKT And Fuel Efficiencies by Vehicle Class For Reporting Year

Vehicle Classification	Estimated VKT / Year	Estimated Fuel Efficiency (L/100 km)
Diesel-HDV	27,791	45.6
Diesel-LDT	24,516	11.8
Diesel-LDV	23,597	9.2
Diesel-ORVE	Not Estimated	45.6
Electric-HDV	9,651	30.0
Electric-LDT	10,290	20.0
Electric-LDV	11,328	20.0
Electric-ORVE	Not Estimated	30.0
Gasoline-HDV	9,759	54.1

CAPITAL REGIONAL DISTRICT 2022 GPC BASIC+ COMMUNITY GREENHOUSE GAS (GHG) EMISSIONS INVENTORY REPORT

GHG Methodologies by Source Category
September 14, 2023

Vehicle Classification	Estimated VKT / Year	Estimated Fuel Efficiency (L/100 km)
Gasoline-Hybrid-HDV	8,732	37.9
Gasoline-Hybrid-LDT	9,462	10.0
Gasoline-Hybrid-LDV	8,333	7.0
Gasoline-Hybrid-ORVE	Not Estimated	37.9
Gasoline-LDT	8,545	12.2
Gasoline-LDV	9,270	9.0
Gasoline-ORVE	Not Estimated	54.1
Hydrogen-Hybrid-LDV	10,883	Not Estimated
Hydrogen-LDV	11,717	Not Estimated
Hydrogen-LDT	12,840	Not Estimated
Motorcycle - Electric	1,973	17.0
Motorcycle - Non catalyst	1,973	9.9
Natural Gas-HDV	27,791	22.9
Natural Gas-LDT	24,516	8.3
Natural Gas-LDV	23,597	5.4
Natural Gas-ORVE	Not Estimated	22.9
Propane-HDV	27,791	22.9
Propane-Hybrid-LDV	16,386	13.1
Propane-LDT	24,516	12.6
Propane-LDV	23,597	8.2
Propane-ORVE	Not Estimated	22.9

Table 14 Total Registered Vehicles & Estimated Fuel Use For Reporting Year

Vehicle Classification	Total Estimated Registered Vehicles	Total Estimated Fuel Use	Units
Diesel-HDV	2,203	29,822,878	Liters (L)
Diesel-LDT	10,109	23,720,905	Liters (L)
Diesel-LDV	1,540	2,605,908	Liters (L)
Diesel-ORVE	2,437	-	Liters (L)
Electric-HDV	35	101,332	kWh
Electric-LDT	2,923	5,131,320	kWh
Electric-LDV	5,585	11,992,543	kWh
Electric-ORVE	71	-	kWh
Gasoline-HDV	3,308	18,414,669	Liters (L)
Gasoline-Hybrid-HDV	5	15,903	Liters (L)
Gasoline-Hybrid-LDT	5,547	6,222,292	Liters (L)

CAPITAL REGIONAL DISTRICT 2022 GPC BASIC+ COMMUNITY GREENHOUSE GAS (GHG) EMISSIONS INVENTORY REPORT

GHG Methodologies by Source Category
September 14, 2023

Vehicle Classification	Total Estimated Registered Vehicles	Total Estimated Fuel Use	Units
Gasoline-Hybrid-LDV	4,892	2,713,645	Liters (L)
Gasoline-Hybrid-ORVE	3	-	Liters (L)
Gasoline-LDT	154,048	170,158,970	Liters (L)
Gasoline-LDV	98,045	73,956,005	Liters (L)
Gasoline-ORVE	2,671	2,909,461	Liters (L)
Hydrogen-Hybrid-LDV	-	-	Liters (L)
Hydrogen-LDV	24	-	Liters (L)
Hydrogen-LDT	2	-	Liters (L)
Motorcycle - Electric	-	-	kWh
Motorcycle - Non catalyst	6,437	1,395,105	Liters (L)
Natural Gas-HDV	19	127,517	Kilogram (kg)
Natural Gas-LDT	38	60,955	Kilogram (kg)
Natural Gas-LDV	4	4,141	Kilogram (kg)
Natural Gas-ORVE	7	-	Kilogram (kg)
Propane-HDV	38	234,115	Liters (L)
Propane-Hybrid-LDV	2	4,284	Liters (L)
Propane-LDT	160	383,154	Liters (L)
Propane-LDV	8	13,302	Liters (L)
Propane-ORVE	84	-	Liters (L)
Total	300,245	N/A	N/A

Once the fuels were allocated amongst the vehicle classes and sectors, the GHG emissions were calculated accordingly. The GHG quantification method is captured, for all fuel types, is as follows:

$\text{Emissions}_{\text{On-road}} = \text{In-Boundary Split \%} * ((\text{Vol. Fuel} * EF_{\text{CO}_2}) + (\text{Vol. Fuel} * EF_{\text{CH}_4} * GWP_{\text{CH}_4}) + (\text{Vol. Fuel} * EF_{\text{N}_2\text{O}} * GWP_{\text{N}_2\text{O}}))$ $\text{Emissions}_{\text{Transboundary}} = \text{Transboundary Split \%} * ((\text{Vol. Fuel} * EF_{\text{CO}_2}) + (\text{Vol. Fuel} * EF_{\text{CH}_4} * GWP_{\text{CH}_4}) + (\text{Vol. Fuel} * EF_{\text{N}_2\text{O}} * GWP_{\text{N}_2\text{O}}))$

The emission factors used in the reporting year GHG inventory are from the 2023 NIR unless otherwise indicated. These are summarized in Table 15.

CAPITAL REGIONAL DISTRICT 2022 GPC BASIC+ COMMUNITY GREENHOUSE GAS (GHG) EMISSIONS INVENTORY REPORT

GHG Methodologies by Source Category
September 14, 2023

Table 15 Vehicle GHG Emission Factors

Vehicle Class	Units	tCO _{2e}	Quality Assessment Rating
Gasoline-LDV	tonne CO _{2e} / L	0.00234581	Medium-Low
Gasoline-LDT	tonne CO _{2e} / L	0.0022579	Medium-Low
Gasoline-HDV	tonne CO _{2e} / L	0.0022851	Medium-Low
Gasoline-ORVE	tonne CO _{2e} / L	0.0022033	Medium-Low
Gasoline-Hybrid-LDV	tonne CO _{2e} / L	0.0023293	Medium-Low
Gasoline-Hybrid-LDT	tonne CO _{2e} / L	0.0022579	Medium-Low
Gasoline-Hybrid-HDV	tonne CO _{2e} / L	0.0022851	Medium-Low
Gasoline-Hybrid-ORVE	tonne CO _{2e} / L	0.0022579	Medium-Low
Electric-LDV (BC Hydro)	tonne CO _{2e} / kWh	0.0000097	Medium-Low
Electric-LDT (BC Hydro)	tonne CO _{2e} / kWh	0.0000097	Medium-Low
Electric-HDV (BC Hydro)	tonne CO _{2e} / kWh	0.0000097	Medium-Low
Electric-ORVE	tonne CO _{2e} / kWh	0.0000097	Medium-Low
Diesel-LDV	tonne CO _{2e} / L	0.0025786	Medium-Low
Diesel-LDT	tonne CO _{2e} / L	0.0025790	Medium-Low
Diesel-HDV	tonne CO _{2e} / L	0.0025629	Medium-Low
Diesel-ORVE	tonne CO _{2e} / L	0.0027757	Medium-Low
Hydrogen-Hybrid-LDV	tonne CO _{2e} / L	-	Medium-Low
Hydrogen-LDV	tonne CO _{2e} / L	-	Medium-Low
Hydrogen-LDT	tonne CO _{2e} / L	-	Medium-Low
Natural Gas-LDV	tonne CO _{2e} / kg	0.0002337	Medium-Low
Natural Gas-LDT	tonne CO _{2e} / kg	0.0002337	Medium-Low
Natural Gas-HDV	tonne CO _{2e} / kg	0.0002337	Medium-Low
Natural Gas-ORVE	tonne CO _{2e} / kg	0.0002337	Medium-Low
Propane-LDV	tonne CO _{2e} / L	0.0014495	Medium-Low
Propane-LDT	tonne CO _{2e} / L	0.0014495	Medium-Low
Propane-HDV	tonne CO _{2e} / L	0.0014495	Medium-Low
Propane-ORVE	tonne CO _{2e} / L	0.0014495	Medium-Low
Propane-Hybrid-LDV	tonne CO _{2e} / L	0.0014495	Medium-Low
Motorcycle - Non catalyst	tonne CO _{2e} / L	0.0022420	Medium-Low
Motorcycle - Electric	tonne CO _{2e} / L	0.0000097	Medium-Low

CAPITAL REGIONAL DISTRICT 2022 GPC BASIC+ COMMUNITY GREENHOUSE GAS (GHG) EMISSIONS INVENTORY REPORT

GHG Methodologies by Source Category
September 14, 2023

4.2.5.2 Aviation: Victoria International Airport

The Victoria International Airport (VIA) estimated its 2015 airplane GHG emissions following the ACI ACERT standard. This includes GHG emissions from aircraft and GHG emissions from auxiliary power units (APU). APUs provides electricity to the aircraft prior to the engine start up. Within the ACERT model, it is assumed all aircraft have APUs and the duration of the APU operation (of five minutes per aircraft) was generically applied to every landing take-off (LTO) cycles. It should also be noted that the EIA has quantified aircraft GHG emissions from planes up to 3,000 ft. to avoid double counting with other airports and cities. This is consistent with the ACERT standard.

The CRD's 2022 aviation emissions estimate is based on the 2015 aircraft flight profiles, which included the estimated landing and takeoff (LTO) and auxiliary power unit (APU) fuel use, and an estimated percentage allocation of total flights to the following aviation class groupings (Table 16). The total reported flight movements for the reporting year (99,988) and the aircraft flight profile data was used to estimate aviation GHG emissions for the reporting year at the VIA.

Table 16 Aircraft Type, Estimated Percentage of Total Reported Movements, And Estimated Fuel Use

Aviation Class	Aircraft Type	Estimated Percentage of Annual Movements	Estimated LTO Fuel Use by Aircraft Type (kg)	Estimated APU Fuel Use by Aircraft Type (kg/min)
Jet	Large: 2-aisle, long-haul	0.01%	1,853	4.00
	Medium: 2-aisle, medium-haul	0.01%	1,321	4.00
	Small: 1-aisle, small/medium haul	7.95%	565	1.78
	Regional: 1-aisle, short-haul	0.01%	315	1.78
	Business: 2-eng business jets	0.01%	41	1.78
Turboprop	Turboprop (all engines)	22.29%	46	1.78
Piston	Piston (all engines)	66.30%	41	0.00
Helicopter	Helicopter small (1 engine/turbine)	1.72%	13	0.00
	Helicopter large (2 engine/turbine)	1.72%	8	0.00

Calculating fuel use for each aviation class applied the following equation:

$$\text{Fuel Use Per Aviation Class} = \text{Number of Aircraft Movements} * (\text{LTO Fuel Use} + (\text{APU Fuel Use} * 15 \text{ minutes}))$$

The GHG quantification method, that was applied to each aviation class, is as follows:

$$\text{Emissions Per Aviation Class} = (\text{Vol. Fuel} * \text{Aviation Class } EF_{CO_2}) + (\text{Vol. Fuel} * \text{Aviation Class } EF_{CH_4} * GWP_{CH_4}) + (\text{Vol. Fuel} * \text{Aviation Class } EF_{N_2O} * GWP_{N_2O})$$

CAPITAL REGIONAL DISTRICT 2022 GPC BASIC+ COMMUNITY GREENHOUSE GAS (GHG) EMISSIONS INVENTORY REPORT

GHG Methodologies by Source Category
September 14, 2023

The ACERT GHG calculator used by the VIA utilized emission factors from the 2023 NIR. Actual airplane emission factors are from the International Civil Aviation Organization (ICAO) GHG database. These are summarized in Table 17.

These GHG emissions were reported in the Scope 3 category as directed by the GPC Protocol.

Table 17 Aviation GHG Emission Factors

Airplane Type	Units	tCO ₂ e	Quality Assessment Rating
Jet	tCO ₂ e/kg fuel	0.0032254	Medium-Low
Turbo Propeller	tCO ₂ e/kg fuel	0.0032254	Medium-Low
Piston	tCO ₂ e/kg fuel	0.0034154	Medium-Low
Helicopter	tCO ₂ e/kg fuel	0.0032254	Medium-Low

4.2.5.3 Aviation: Victoria Harbour

Victoria harbor aviation emissions were estimated using 2022 NAV Canada airplane movement statistics, estimated taxi times, and estimated fuel use for the DHC-6 Twin Otter type of plane (Table 18).

Table 18 Aircraft Type, Estimated Percentage of Total Reported Movements, And Estimated Fuel Use

Aviation Class	Aircraft Type	Estimated Percentage of Annual Movements	Estimated LTO Fuel Use by Aircraft Type (kg)	Estimated APU Fuel Use by Aircraft Type (kg/min)
Turboprop	DHC-6 Twin Otter	100%	56	0.00

Calculating aviation fuel use in the Victoria harbor for applied the following equation:

$$\text{Fuel Use Per Aviation Class} = \text{Number of Aircraft Movements} * (\text{LTO Fuel Use} + (\text{APU Fuel Use} * 15 \text{ minutes}))$$

The GHG quantification method is as follows:

$$\text{Emissions Per Aviation Class} = \text{CRD Population} * ((\text{Vol. Fuel} * \text{Aviation Class } EF_{CO_2}) + (\text{Vol. Fuel} * \text{Aviation Class } EF_{CH_4} * GWP_{CH_4}) + (\text{Vol. Fuel} * \text{Aviation Class } EF_{N_2O} * GWP_{N_2O}))$$

The airplane emission factors are from the International Civil Aviation Organization (ICAO) GHG database. These are summarized in Table 19.

CAPITAL REGIONAL DISTRICT 2022 GPC BASIC+ COMMUNITY GREENHOUSE GAS (GHG) EMISSIONS INVENTORY REPORT

GHG Methodologies by Source Category
September 14, 2023

Table 19 Marine Aviation GHG Emission Factors

Units	tCO ₂ e	Quality Assessment Rating
Turbo Propeller	0.0032163	Medium-Low

As there is no publicly available origin traveler data for harbor flights, the aviation GHG emissions were prorated based on the local government populations relative to the CRD population. These were reported in the Scope 3 category.

4.2.5.4 Waterborne Transportation

4.2.5.4.1 BC Ferries

Marine waterborne transportation emissions encompass GHG emissions from the use of the BC Ferries. BC Ferries reported their 2022 GHG emissions which were pro-rated based on total service populations. The GHG emissions reported by BC Ferries are based on provincially derived GHG emissions factors (Table 20).

Table 20 BC Ferries GHG Emission Factors

Aspect	Units	tCO ₂ e	Quality Assessment Rating
Ferry: Diesel	tonne CO ₂ e / L	0.0028777	Medium
Ferry: Natural Gas	tonne CO ₂ e / L	0.0014140	Medium

As BC Ferries operate outside of the CRD's boundary, the GHG emissions were allocated to Scope 3 based on the proportion of the CRD population relative to the total Vancouver Island and Mainland / Southwest populations.

4.2.5.4.2 Other Watercraft

The GHG emissions from the Coho Ferry, the Victoria Clipper Ferry, and personal and commercial watercraft were estimated based on a publicly available year 2000 study for the Victoria, Vancouver, and Washington harbors and the Transport Canada Vessel Registration System. As there is currently no publicly available energy or GHG related information on the operation of the Coho and the Victoria Clipper Ferries, it was assumed that the GHG emissions for these ferries calculated in the Study entitled "Marine Vessel Air Emissions in BC and Washington State Outside of the GVRD and FVRD for the Year 2000" is still valid for 2022. The GHG emissions for these ferries are summarized in Table 21.

CAPITAL REGIONAL DISTRICT 2022 GPC BASIC+ COMMUNITY GREENHOUSE GAS (GHG) EMISSIONS INVENTORY REPORT

GHG Methodologies by Source Category
September 14, 2023

Table 21 Coho and the Victoria Clipper Ferries Estimated GHG Emissions

Aspect	Units	CO ₂	CH ₄	N ₂ O	tCO ₂ e
Coho Ferries	tonnes	1,160.00	0.10	0.40	1,281.70
Victoria Clipper	tonnes	1,895.00	0.10	0.80	2,135.90

Cruise ship GHG emissions were estimated by the Greater Victoria Harbour Authority.³ The Greater Victoria Harbour Authority (GVHA) reported on cruise ship emissions for the 2018 reporting year but did not derive an estimate for 2022. As a result, the 2018 GHG emissions estimate and number of cruise ship visits to Ogden Point in 2022 was used to create a proxy to estimate 2022 cruise ship emissions. The GVHA reported 329 visits in 2022.

The GHG quantification method to estimate 2022 GHG emissions from the Ogden Point cruise ship terminal was as follows:

$$\text{Emissions}_{\text{Waterborne}} = (\text{GVHA Reported Emissions}_{2018} / \text{Cruise Ship Visits}_{2018}) * \text{Cruise Ship Visits}_{2022}$$

The Transport Canada Vessel Registration System provided the total number of registered waterborne vehicles which was 2,254 vessels all registered boats in the CRD; however, the registration system does not provide any detail on the type, size, use, and owner of the watercraft. It was therefore assumed that the watercraft would have been similar to those in the referenced study. To estimate the personal / watercraft GHG emissions, the breakdown of vessels and total fuel use by category were used to estimate what the current population and fuel use might be in the reporting year. To do this, the following steps were taken.

1. Calculate the percentage of the population and per unit fuel use of the year 2000 population (Table 22).
1. Take the total number of registered vessels, and the percentage breakdown of the year 2000 population, and apply the per unit fuel use factor to determine the total gasoline and diesel fuel use (Table 23).
2. Using 2023 NIR emission factors estimate the GHG emissions from other watercraft.

Table 22 Year 2000 Other Watercraft Population Breakdown And Estimated Fuel Use

Type of Watercraft from Year 2000 Study	Year 2000 Study Vancouver Island Population	Percentage of Population	Fuel Use (m ³ /Year)	Fuel Use Per Unit (m ³ /Year)
Inboard: 4 stroke - gasoline	1,689	0.19%	175	0.10

³ <https://qvha.ca/wp-content/uploads/2019/10/EmissionsInventory-2019.pdf>

CAPITAL REGIONAL DISTRICT 2022 GPC BASIC+ COMMUNITY GREENHOUSE GAS (GHG) EMISSIONS INVENTORY REPORT

GHG Methodologies by Source Category
September 14, 2023

Type of Watercraft from Year 2000 Study	Year 2000 Study Vancouver Island Population	Percentage of Population	Fuel Use (m ³ /Year)	Fuel Use Per Unit (m ³ /Year)
Inboard: Diesel	199	0.02%	62	0.31
Outboard: 2 stroke - gasoline	23,494	2.66%	1,632	0.07
Outboard: 4 stroke - gasoline	622	0.07%	7	0.01
Stemdrive: 2 stroke - gasoline	68	0.01%	8	0.12
Stemdrive: 4 stroke - gasoline	6,576	0.74%	535	0.08
Stemdrive: Diesel	784	0.09%	216	0.28
Personal Watercraft: 2 stroke - gasoline	848,492	96.00%	342	0.00
Sailboat Auxiliary Inboard: 4 stroke - gasoline	428	0.05%	1	0.00
Sailboat Auxiliary Inboard: Diesel	1,088	0.12%	6	0.01
Sailboat Auxiliary Outboard: 2 stroke - gasoline	396	0.04%	1	0.00
Sailboat Auxiliary Outboard: Diesel	1	0.00%	0	0.01

Table 23 Reporting Year Other Watercraft Population Breakdown and Estimated Fuel Use

Type of Watercraft	Estimated Breakdown of Currently Registered Vessels	Estimated Fuel Use (L/year)
Inboard: 4 stroke - gasoline	4	438.6
Inboard: Diesel	0	155.4
Outboard: 2 stroke - gasoline	59	4,090.0
Outboard: 4 stroke - gasoline	2	17.5
Stemdrive: 2 stroke - gasoline	0	20.0
Stemdrive: 4 stroke - gasoline	16	1,340.8
Stemdrive: Diesel	2	541.3
Personal Watercraft: 2 stroke - gasoline	2,126	857.1
Sailboat Auxiliary Inboard: 4 stroke - gasoline	1	1.3
Sailboat Auxiliary Inboard: Diesel	3	15.0
Sailboat Auxiliary Outboard: 2 stroke - gasoline	1	1.3
Sailboat Auxiliary Outboard: Diesel	0	0.0

To calculate the GHG emissions, for the other watercraft, provincially derived GHG emissions factors were used (Table 24).

CAPITAL REGIONAL DISTRICT 2022 GPC BASIC+ COMMUNITY GREENHOUSE GAS (GHG) EMISSIONS INVENTORY REPORT

GHG Methodologies by Source Category
September 14, 2023

Table 24 Watercraft GHG Emission Factors

Aspect	Units	tCO ₂ e	Quality Assessment Rating
Marine Gasoline	tonne CO ₂ e / L	0.0022539	Medium-Low
Marine Diesel	tonne CO ₂ e / L	0.0026083	Medium-Low

The GHG quantification method, that was applied to the BC Ferries and other watercraft was as follows:

$$Emissions_{Waterborne} = (CRD\ Population / Vancouver\ Island; Mainland; Southwest\ Population) * ((Vol.\ Fuel * EF_{CO_2}) + (Vol.\ Fuel * EF_{CH_4} * GWP_{CH_4}) + (Vol.\ Fuel * EF_{N_2O} * GWP_{N_2O}))$$

4.2.5.5 Off-Road

Currently, there is limited data available to estimate off-road GHG emissions. As such, a GHG emissions per capita estimate for each off-road category was developed using Provincial emissions data from the 2023 NIR, and BC’s population from Statistics Canada. To develop each off-road factor, the total BC GHG emissions for each reporting category was divided by the BC population for the NIR reporting year (2021). Each derived per-capita value was applied to the current reporting year CRD population (2022) to estimate off-road GHG emissions.

The NIR currently reports the following off-road emissions:

- Total BC off-road agriculture and forestry GHG emissions
- Total BC off-road commercial and institutional GHG emissions
- Total BC off-road residential GHG emissions
- Total BC other off-road GHG emissions

Total BC off-road manufacturing, mining, and construction GHG emissions were not included on the basis that manufacturing and mining GHG emission could not be split out.

Other than other off-road GHG emissions, which is reported in the Off-Road Transportation Sub-Sector, the remaining off-road GHG emissions are reported in the Stationary Energy Sector as required by the GPC Protocol.

The GHG quantification method is presented below:

$$Emissions_{Off-Road} = (NIR\ Off-Road\ GHG\ Emissions_{BC} / BC\ Population_{BC}) * Current\ Reporting\ Year\ Population_{CRD}$$

CAPITAL REGIONAL DISTRICT 2022 GPC BASIC+ COMMUNITY GREENHOUSE GAS (GHG) EMISSIONS INVENTORY REPORT

GHG Methodologies by Source Category
September 14, 2023

4.3 WASTE

Cities produce GHG emissions because of the disposal and management of solid waste, incineration and open burning of waste, the biological treatment of waste, and through wastewater treatment and discharge. Waste does not directly consume energy, but releases GHG emissions because of decomposition, burning, incineration, and other management methods.

For the CRD, the Waste Sector encompasses the following GHG emissions scopes and Sub-Sectors:

- Scope 3: Emissions:
 - Solid waste disposal
 - Biological treatment of waste
 - Wastewater treatment and discharge

4.3.1 Data Quality Assessment

Table 25 presents the activity data quality assessment for the waste data sources.

Table 25 Waste Data Quality Assessment

Data	Quality Assessment Rating
Wastewater volume data	High
Wastewater BOD and TKN data	High
Composting waste data	Low

4.3.2 Activity Data

The CRD provided landfill gas volumes, energy and GHG related data for the Hartland landfill (fugitives and flaring), total CRD wastewater volumes, average biological oxygen demand (BOD) and Total Kjeldal Nitrogen (TKN) annual average values (mg/L) from the wastewater for all relevant outfalls. The wastewater volumes are based on total budgeted sewer costs.

Some GHG emissions from incineration and open burning are likely to be occurring in the CRD but cannot readily be estimated. This the notation key for “Not Estimated” has been used to indicate this.

4.3.3 Assumptions and Disclosures

The following assumptions were made in the calculation of the 2022 GHG emissions:

- To quantify GHG emissions from the Hartland Landfill, the CRD utilized the waste-in-place method which is accepted under the GPC Protocol. The Waste-in-place (WIP) assigns landfill emissions based on total waste deposited during that year. It counts GHGs emitted that year, regardless of when the waste was disposed. GHG emissions from the Hartland Landfill for the reporting year are allocated based upon the percentage of Community waste, relative to total waste received at the

CAPITAL REGIONAL DISTRICT 2022 GPC BASIC+ COMMUNITY GREENHOUSE GAS (GHG) EMISSIONS INVENTORY REPORT

GHG Methodologies by Source Category
September 14, 2023

Hartland Landfill. It is assumed that the GHG emissions data provided is reasonably accurate and the method deployed correct.

- It is assumed that the landfill gas has a constant higher heating value (HHV) of 0.01865 (GJ/m³).
- Composting GHG emissions are estimated based on the total tonnage estimated by the CRD. It is assumed that all compost is treated aerobically.
- Wastewater is not currently treated. As such, IPCC wastewater methane (CH₄) producing capacity and CH₄ correction default factors were used. These factors used are for untreated wastewater being deposited into deep or moving waters. It is likely that ocean sequesters more CH₄ than is estimated.
- It is likely that GHG emissions from incineration and open burning are occurring on an infrequent and controlled (property by property) basis, but without available data the GHG emissions cannot be reasonably quantified.

4.3.4 Calculation Methodology

4.3.4.1 Solid Waste

The Hartland Landfill has a landfill gas (LFG) collection and destruction system at the Hartland Landfill to which the LFG is either combusted in a flare, or in an engine to generate electricity which is exported to the grid. The GHG emissions associated with energy generation are reported as a reporting only GHG emission under Stationary Energy: Energy Industries Reporting Only and are not included in the total GHG emissions estimate. The GHG emissions associated with flaring of the landfill gas are reported under Stationary Energy: Energy Industries Scope 1.

The GHG quantification method for Stationary Energy: Energy Industries is as follows:

$$\text{Emissions}_{\text{Stationary Energy: Energy Industries}} = (\text{LFG Consumed}_{m3} * \text{HHV}_{\text{LFG}} * \text{EF}_{\text{RNG CH}_4} * \text{GWP}_{\text{CH}_4}) + (\text{LFG Consumed}_{m3} * \text{HHV}_{\text{LFG}} * \text{EF}_{\text{RNG N}_2\text{O}} * \text{GWP}_{\text{N}_2\text{O}})$$

The fugitive landfill GHG emissions estimates were generated by the CRD using the waste-in-place (WIP) method which is accepted under the GPC Protocol. The WIP assigns landfill emissions based on emissions during that year. It counts GHGs emitted that year, regardless of when the waste was disposed.

4.3.4.2 Biological Treatment of Solid Waste

The CRD provided 2022 composting data which is assumed to be treated aerobically at the Hartland Landfill. The composting emission factor used in the estimation of GHG emissions was derived from the 2006 IPCC Guidelines for National Greenhouse Gas Inventories (Volume 5, Chapter 4: Biological Treatment of Solid Waste) (Table 26).

Table 26 Composting Emission Factor

Emission Factor	Units	tCO ₂ e	Quality Rating Assessment
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CAPITAL REGIONAL DISTRICT 2022 GPC BASIC+ COMMUNITY GREENHOUSE GAS (GHG) EMISSIONS INVENTORY REPORT

GHG Methodologies by Source Category
September 14, 2023

Composting: Anaerobic	tCO ₂ e / kg waste	0.00019150	Low
Composting: Aerobic	tCO ₂ e / kg waste	0.00002800	Low

To quantify GHG emissions from the biological treatment of solid waste, the following GHG quantification methods was deployed:

$$\text{Emissions}_{\text{Anaerobic Waste}} = \text{Compost Waste}_{\text{Total}} * EF_{\text{CH}_4} * GWP_{\text{CH}_4}$$

4.3.4.3 Wastewater Treatment And Discharge

Wastewater is currently treated on Vancouver Island prior to being sent to ocean-based outfalls. The CRD provided the 2022 wastewater volumes (m³), the average biological oxygen demand (BOD) and the average Total Kjeldal Nitrogen (TKN) in wastewater. IPCC default wastewater methane (CH₄) producing capacity (0.6 kg CH₄/kg BOD) and methane correction factor (MCF) (0.1 – unit less) were used to estimate CH₄ from the wastewater. To estimate N₂O from the wastewater, the Total Kjeldal Nitrogen (TKN) annual average in conjunction with the total wastewater volumes to calculate the total TKN in the wastewater. The IPCC default conversion value of 0.01 kg N₂O-N/kg sewage-N was used to estimate N₂O from the wastewater. These factors used are for treated wastewater being deposited into deep or moving waters. It is likely that ocean sequesters more CH₄ than what has been estimated.

To quantify GHG emissions from the wastewater treatment, the following GHG quantification method is deployed:

$$\text{Emissions}_{\text{Wastewater CH}_4} = ((\text{Wastewater}_{\text{m}^3} * (\text{BOD}_{\text{mL/L}} / 1000) * (0.06_{\text{kg CH}_4/\text{kg BOD}} * 0.01)) / 1000) * GWP_{\text{CH}_4}$$

$$\text{Emissions}_{\text{Wastewater N}_2\text{O}} = ((\text{Wastewater}_{\text{m}^3} * (\text{TKN}_{\text{mL/L}} / 1000) * 0.01_{\text{kg N}_2\text{O-N}/\text{kg sewage-N}}) / 1000) * GWP_{\text{N}_2\text{O}}$$

4.4 INDUSTRIAL PROCESSES AND PRODUCT USE (IPPU)

4.4.1 Overview

Emissions from the IPPU Sector are only required for BASIC+ GHG reporting under the GPC Protocol. This Sector encompasses GHG emissions produced from industrial processes that chemically or physically transform materials and using products by industry and end-consumers (e.g., refrigerants, foams, and aerosol cans) (GPC, 2014).

For the CRD, the IPPU encompasses the following GHG emissions scopes and Sub-Sectors:

- Scope 1 Emissions:
 - Product use



CAPITAL REGIONAL DISTRICT 2022 GPC BASIC+ COMMUNITY GREENHOUSE GAS (GHG) EMISSIONS INVENTORY REPORT

GHG Methodologies by Source Category
September 14, 2023

No GHG emissions from Industrial Processes are known to be occurring and thus the notation key for “Not Occurring” has been used to indicate this.

4.4.2 Activity Data

As there is limited data available on Product Use GHG emissions, the GHG Emissions estimate was derived on a per capita basis using the 2023 NIR GHG data for the Province of BC and BC population data for the reporting year.

4.4.3 Data Quality Assessment

Table 27 presents the activity data quality assessment for the IPPU data sources.

Table 27 IPPU Data Quality Assessment

Data	Quality Assessment Rating
Industrial process emissions data	Low
Industrial product use emissions data	Low

4.4.4 Assumptions and Disclosures

The following assumptions were made in the calculation of the 2022 GHG emissions:

- The product use emissions are based on the 2023 NIR product use GHG emissions as prepared by Environment and Climate Change Canada.
- The NIR uses the Tier 1 methodology to estimate these emissions and thus uncertainty around their accuracy remains quite high.

4.4.5 Calculation Methodology

4.4.5.1 Product Use Emissions

For the 2022 reporting year, only the emissions estimated were production and consumption of halocarbons, SF₆ and NF₃ were estimated for the Province. To estimate product use GHG emissions for the CRD, a per capita estimate was developed using the Provincial emissions data from the 2023 NIR, and BC’s NIR reporting year population from Statistics Canada. This value was applied to the 2022 reporting year CRD population to estimate the total product use emissions.

The GHG quantification method is presented below:

$$\text{Emissions}_{\text{Product Use}} = (\text{NIR Product Use GHG Emissions}_{\text{BC}} / \text{NIR Population}_{\text{BC}}) * \text{Current Reporting Year Population}$$

CAPITAL REGIONAL DISTRICT 2022 GPC BASIC+ COMMUNITY GREENHOUSE GAS (GHG) EMISSIONS INVENTORY REPORT

GHG Methodologies by Source Category
September 14, 2023

4.5 AGRICULTURE, FORESTRY, AND OTHER LAND USE (AFOLU)

4.5.1 Overview

The AFOLU Sector includes emissions from livestock, land-use, and all other agricultural activities occurring within a community's boundaries. For the CRD, the AFOLU encompasses the following GHG emissions scopes and Sub-Sectors:

- Scope 1 Emissions:
 - Land (*reported, but not included in the GHG totals*)
 - Livestock
 - Aggregate Sources And Non-CO₂ Emissions Sources On Land

4.5.2 Activity Data

The CRD provided remotely sensed imagery to estimate land-cover change. This data included:

- Habitat Acquisition Trust (HAT) Land Cover Mapping (2007 and 2011)
- Annual Crop Inventory (ACI), Agriculture Canada
- Satellite Imagery interpretation (2011 and 2019), CRD
- Vegetation Resources Inventory (VRI), British Columbia Government.
- Earth Observation for Sustainable Development of Forests (EOSD) Land Cover Classification, Service Natural Resources Canada

Livestock and aggregate sources and non-CO₂ emissions sources on land were estimated using GHG emissions data from the 2023 NIR, and land-use data from the 2021 Statistics Canada Census of Agriculture, to create a GHG emissions per hectare value.

4.5.3 Data Quality Assessment

Table 28 presents the activity data quality assessment for the AFOLU data sources.

Table 28 AFOLU Data Quality Assessment

Data	Quality Assessment
Land-use data	Medium
Urea application GHG data	Low
Direct, indirect, and manure nitrous oxide (N ₂ O) GHG data	Low
Livestock data	Medium

4.5.4 Assumptions and Disclosures

The following assumptions were made in the calculation of the 2022 GHG emissions:

CAPITAL REGIONAL DISTRICT 2022 GPC BASIC+ COMMUNITY GREENHOUSE GAS (GHG) EMISSIONS INVENTORY REPORT

GHG Methodologies by Source Category
September 14, 2023

- It is conservatively assumed that all cropland is used for livestock and agricultural purposes.
- Infrequent and small source open burning may be occurring, but there is no data to estimate this emissions source.
- The land cover change analysis requires a consistent land-use category attribution and spatial data. For parts of the CRD, spatial data was available for the 2007, 2011 and 2019 reporting years. Differences between these data sets in terms of resolution and their timing of collection increase the uncertainty as to the accuracy of the land-use classifications. For example, the 2007 and 2011 land use data was collected at different times of the year and may not accurately reflect tree cover. Furthermore, no land use spatial data was collected for the Juan de Fuca, Salt Spring Island or Gulf Islands and thus Annual Crop Inventory (ACI) settlement data collected by Agriculture Canada was used to inform the analysis. The challenge in utilizing this data is that it is provided in a 30m resolution. Furthermore, since annual data is not available, the change between land cover data years (2007-2011, 2011-2019) for all areas was averaged and may not represent actual changes in each year. Lastly, due to limitations in how to quantify GHG emissions resulting from land use change (e.g., residential development), these GHG emissions have been excluded from the CRD's GHG emissions inventory, but have been disclosed, until a more robust measurement methodology can be developed. Since no data was available for 2022, the 2019 estimates were applied.

4.5.5 Calculation Methodology

4.5.5.1 Land Use

Remotely sensed imagery was used to estimate land-cover changes during the 2007-2019 reporting periods. Using the remotely sensed imagery an annual average land-use change between land classes (e.g. cropland forestland, etc.) was determined and applied to BC-based emission factors to estimate GHG emissions resulting from changes between land-uses for the reporting year.

The following table identifies the data sources used for the reporting years for each of the study area's geographies.

Table 29 Spatial Data Sources Representing Land Cover For The CRD Study Area

		CRD Study Area Geography		
		CRD Core	Gulf Islands	Juan de Fuca Region
Reporting Year	2007	2005 HAT Land Cover Mapping	2001 EOSD Land Cover Classification	2011 HAT Land Cover Mapping ²
	2011	2011 HAT Land Cover Mapping	2001 EOSD Land Cover Classification + 2011 ACI 'Settlement'	2011 HAT Land Cover Mapping ² + 2011 ACI 'Settlement'
	2022	2019 HAT Land Cover Mapping + 'Settlement' satellite image interpretation ¹	2001 EOSD Land Cover Classification + 2019 ACI 'Settlement'	2011 HAT Land Cover Mapping ² + 2019 ACI 'Settlement'

CAPITAL REGIONAL DISTRICT 2022 GPC BASIC+ COMMUNITY GREENHOUSE GAS (GHG) EMISSIONS INVENTORY REPORT

GHG Methodologies by Source Category
September 14, 2023

Notes: ¹ Settlements land cover category is a combination of i) municipality provided building footprint as acquired mostly from digitizing roofline from satellite and orthoimagery, ii) new roads (ParcelMap BC parcel with parcel start dates > 2011 and parcel class = 'road') and iii) and theoretical building footprints (average building footprint areas as buffered centroids of new ParcelMap BC parcel with start dates > 2011 with a residential parcel class) ² The 2011 land cover classification was interpreted mostly from 2005 imagery in the Juan de Fuca region making it more suitable for the 2007 reporting year.

The spatial data sources representing land cover in this analysis include more categories than the 6 IPCC land-use categories. To align with the IPCC land classification definitions (as required by the GPC Protocol), the following data categories were re-assigned to the most appropriate IPCC land class.

Table 30 IPCC Land Use Classification Cross-References

IPCC Land Cover	EOSD Land Cover	HAT Land Cover	Annual Crop Inventory
Cropland	Annual Cropland, Perennial Cropland And Pasture	Agricultural Fields	-
Forest	Broadleaf Dense, Broadleaf Open, Coniferous Dense, Coniferous Open, Coniferous Sparse	Tree	-
Grassland	Grassland, Herb, Shrub Low	Grass, Herb	-
Settlement	Developed	Pavement/Building	Developed
Wetland	Wetland - Herb, Wetland - Shrub, Wetland - Treed	Riparian Tree, Riparian Herb, Pond	-
Other	Water, Exposed Land	Shadow, Ocean, Lake, River, Sand/Gravel Shoreline, Bedrock Shoreline, Exposed Soil, Exposed Bedrock	-

The analysis resulted an estimate of an annual average change in hectares' value for each land class. Once the land use change values were determined for the reporting year, BC-based and IPCC emission factors were applied to estimate reported and disclosed (not-reported) GHG emissions from land use (Table 31).

Table 31 Land-Use Change Emission Factors

Land-Use Classification	Emission Factor	Units	Quality Assessment Rating
Forestland	224.1	tCO _{2e} / ha	Low
Shrubland/Scrubland	112.0	tCO _{2e} / ha	Low
Grasslands	205.7	tCO _{2e} / ha	Low

CAPITAL REGIONAL DISTRICT 2022 GPC BASIC+ COMMUNITY GREENHOUSE GAS (GHG) EMISSIONS INVENTORY REPORT

GHG Methodologies by Source Category
September 14, 2023

Land-Use Classification	Emission Factor	Units	Quality Assessment Rating
Wetlands	471.5	tCO ₂ e / ha	Low
Cropland	239.8	tCO ₂ e / ha	Low
Settlements	0	tCO ₂ e / ha	Low
Other	0	tCO ₂ e / ha	Low
Forestland	1.8	tCO ₂ e / ha / year	Low
Shrubland/Scrubland	0.1	tCO ₂ e / ha / year	Low
Grasslands	2.6	tCO ₂ e / ha / year	Low
Wetlands	3.3	tCO ₂ e / ha / year	Low
Croplands	0.4	tCO ₂ e / ha / year	Low
Settlements	0	tCO ₂ e / ha / year	Low
Other	0	tCO ₂ e / ha / year	Low

The GHG quantification methods for land use change is presented below:

$$\text{Emissions}_{\text{Lands Not Converted}} = \text{Land Type}_{ha} * EF_{\text{Sequester}}$$

$$\text{Emissions}_{\text{Lands Converted}} = \text{Land Type}_{ha} * (EF_{\text{Release}} / (\text{Current Land Reporting}_{\text{Year}} - \text{Last Land Reporting}_{\text{Year}} + 1))$$

4.5.5.2 Emissions from Aggregate Sources and Non-CO₂ Emission Sources on Land

Emissions from Aggregate Sources and Non-CO₂ Emission Sources on Land includes direct N₂O emissions from agricultural soil management and indirect N₂O emissions from applied nitrogen. To estimate these GHG emissions, the total area of farmland for BC was used in conjunction with 2023 NIR data to develop a tCO₂e / ha value estimate for:

- Livestock
- Aggregate Sources And Non-CO₂ Emissions Sources On Land

To calculate GHG emissions from urea application, the calculated total crop land in hectares for the reporting year was applied against an IPCC GHG emissions factor of 0.20 tCO₂e / ha. This emission factor is also applied in the 2023 NIR.

The GHG quantification method is presented below:

$$\text{Emissions}_{\text{Direct \& Indirect N2O}} = ((BC_{\text{Direct N2O Emissions}} + BC_{\text{Indirect N2O Emissions}} + BC_{\text{Indirect N2O Manure Management Emissions}}) / BC_{\text{Land In Crops ha}}) * CRD_{\text{Cropland}_{ha}}$$

$$\text{Emissions}_{\text{Urea Application}} = CRD_{\text{Cropland}_{ha}} * 0.66 \text{ tCO}_2\text{e} / \text{ha}$$

**CAPITAL REGIONAL DISTRICT 2022 GPC BASIC+ COMMUNITY GREENHOUSE GAS (GHG)
EMISSIONS INVENTORY REPORT**

GHG Methodologies by Source Category
September 14, 2023

CAPITAL REGIONAL DISTRICT 2022 GPC BASIC+ COMMUNITY GREENHOUSE GAS (GHG) EMISSIONS INVENTORY REPORT

2022 GHG Reporting Year Results
September 14, 2023

5.0 2022 GHG REPORTING YEAR RESULTS

5.1 SUMMARY

Total BASIC, and BASIC+ emissions for the CRD for the 2022 reporting year are presented in the Figure 3 below.

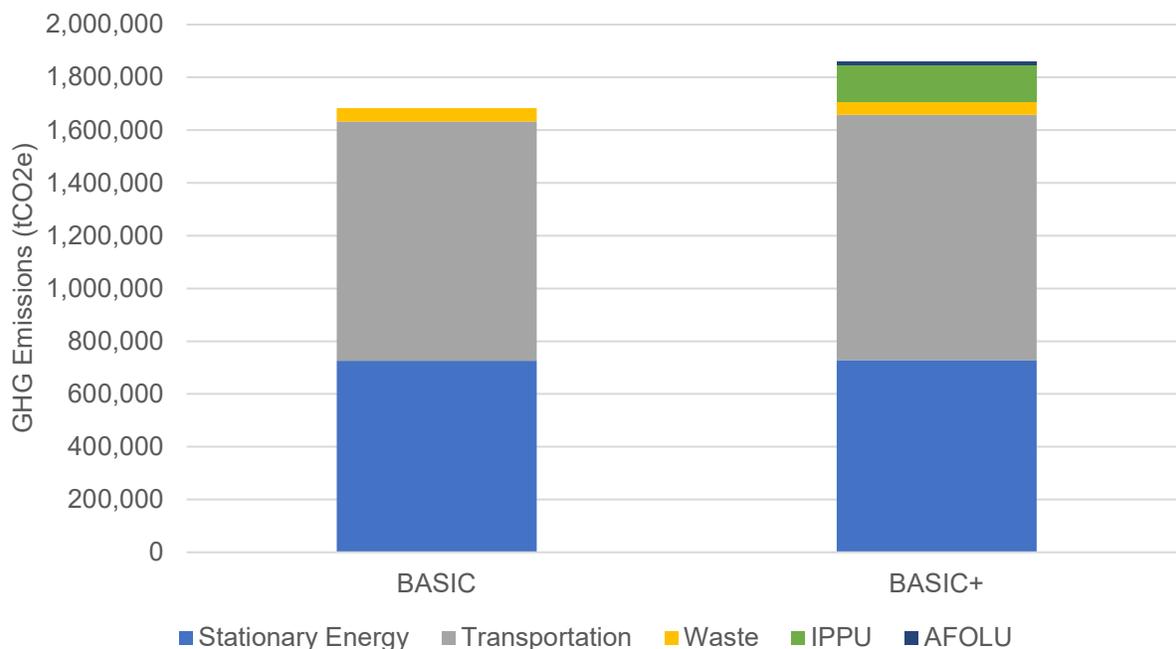


Figure 3 2022 GHG Emissions Summary by GPC Reporting Level

Emission by reporting level are presented in the Table 32 below which shows a difference in emissions under the GPC Protocol's BASIC, and BASIC+ reporting levels. This is due to the inclusion of additional sources in BASIC+ which are very significant for almost any growing community. These additional emissions include transboundary emissions, industrial and product use emissions, and emissions from land-use change. Under the GPC Protocol, emissions included within each higher reporting level are cumulative from lower levels.

CAPITAL REGIONAL DISTRICT 2022 GPC BASIC+ COMMUNITY GREENHOUSE GAS (GHG) EMISSIONS INVENTORY REPORT

2022 GHG Reporting Year Results
September 14, 2023

Table 32 Breakdown of the CRD's 2022 GHG Emissions in GPC Reporting Format

GHG Emissions Source (by Sector)		Total GHGs (metric tonnes CO ₂ e)					
		Scope 1	Scope 2	Scope 3	BASIC	BASIC+	BASIC+ S3
Stationary Energy	Energy use (all emissions except I.4.4)	686,323	39,149	2,623	725,472	728,096	728,096
	Energy generation supplied to the grid (I.4.4)	8,217					
Transportation	(all II emissions)	907,764	198	22,694	907,962	930,656	930,656
Waste	Waste generated in the Community (III.X.1 and III.X.2)	50,275		0	50,275	50,275	50,275
	Waste generated outside community (III.X.3)	NO					
IPPU	(all IV emissions)	135,461				135,461	135,461
AFOLU	(all V emissions)	13,837				13,837	13,837
Other Scope 3 (S3)	(all VI emissions)			NE			NE
TOTAL		1,793,660	39,347	25,317	1,683,710	1,858,325	1,858,325
<p>NOTES:</p> <p>Notation Keys: IE = Included Elsewhere; NE = Not Estimated; NO = Not Occurring.</p> <p>Cells in green are required for BASIC reporting</p> <p>Cells in green and blue are required for BASIC+ reporting</p> <p>Cells in purple are for disclosure purposes only but are not included in the summary totals as required by the GPC Protocol.</p> <p>Cells in orange are not required for BASIC or BASIC+ reporting</p>							

Table 33 presents the breakdown of the CRD's BASIC+ GHG emissions by Sector and Sub-Sector.

CAPITAL REGIONAL DISTRICT 2022 GPC BASIC+ COMMUNITY GREENHOUSE GAS (GHG) EMISSIONS INVENTORY REPORT

2022 GHG Reporting Year Results
September 14, 2023

Table 33 Breakdown of the CRD's 2022 BASIC+ GHG Emissions in the GPC Protocol Reporting Format

GPC ref No.	GHG Emissions Source (by Sector and Sub-Sector)	Total GHGs (metric tonnes CO ₂ e)			
		Scope 1	Scope 2	Scope 3	Total
I	Stationary Energy				
I.1	Residential buildings	248,785	24,609	1,649	275,044
I.2	Commercial and institutional buildings and facilities	328,496	14,540	974	344,011
I.3	Manufacturing industries and construction	NE	NE	NE	NE
I.4.1/2/3	Energy industries	6,497	NO	NO	6,497
I.4.4	Energy generation supplied to the grid	8,217			
I.5	Agriculture, forestry, and fishing activities	101,034	IE	IE	101,034
I.6	Non-specified sources	IE	IE	IE	IE
I.7	Fugitive emissions from mining, processing, storage, and transportation of coal	NO			NO
I.8	Fugitive emissions from oil and natural gas systems	1,510			1,510
Sub-Total	(community induced framework only)	686,323	39,149	2,623	728,096
II	Transportation				
II.1	On-road transportation	764,983	198	6,947	772,129
II.2	Railways	NO	NO	NO	NO
II.3	Waterborne navigation	55,107	IE	IE	55,107
II.4	Aviation	IE	IE	15,746	15,746
II.5	Off-road transportation	87,673	IE	IE	87,673
Sub-total	(community induced framework only)	907,764	198	22,694	930,656
III	Waste				
III.1.1/2	Solid waste generated in the Community	39,699		NO	39,699
III.2.1/2	Biological waste generated in the Community	5,602		NO	5,602
III.3.1/2	Incinerated and burned waste generated in the Community	NO		NO	NO
III.4.1/2	Wastewater generated in the Community	4,975		IE	4,975
III.1.3	Solid waste generated outside the Community	NO			
III.2.3	Biological waste generated outside the Community	NO			
III.3.3	Incinerated and burned waste generated outside community	NO			
III.4.3	Wastewater generated outside the Community	NO			
Sub-total	(community induced framework only)	50,275		0	50,275
IV	Industrial Processes and Product Uses				



CAPITAL REGIONAL DISTRICT 2022 GPC BASIC+ COMMUNITY GREENHOUSE GAS (GHG) EMISSIONS INVENTORY REPORT

2022 GHG Reporting Year Results
September 14, 2023

Table 33 Breakdown of the CRD's 2022 BASIC+ GHG Emissions in the GPC Protocol Reporting Format

GPC ref No.	GHG Emissions Source (by Sector and Sub-Sector)	Total GHGs (metric tonnes CO ₂ e)			
		Scope 1	Scope 2	Scope 3	Total
IV.1	Emissions from industrial processes occurring in the Community boundary	NE			NE
IV.2	Emissions from product use occurring within the Community boundary	135,461			135,461
Sub-Total	(community induced framework only)	135,461			135,461
V	Agriculture, Forestry, and Other Land Use				
V.1	Emissions from livestock	12,431			12,431
V.2	Emissions from land	-312,232			-312,232
V.3	Emissions from aggregate sources and non-CO ₂ emission sources on land	1,406			1,406
Sub-Total	(community induced framework only)	13,837			13,837
VI	Other Scope 3				
VI.1	Other Scope 3			NE	NE
Total	(community induced framework only)	1,793,660	39,347	25,317	1,858,325
<p>NOTES: Cells in green are required for BASIC reporting Cells in green and blue are required for BASIC+ reporting Cells in purple are for disclosure purposes only but are not included in the summary totals as required by the GPC Protocol. Cells in orange are not required for BASIC or BASIC+ reporting</p>					



CAPITAL REGIONAL DISTRICT 2022 GPC BASIC+ COMMUNITY GREENHOUSE GAS (GHG) EMISSIONS INVENTORY REPORT

2022 GHG Reporting Year Results
September 14, 2023

5.2 TOTAL GHG EMISSIONS

Under the BASIC+ method, the CRD's GHG emissions totaled 1,858,325 tCO₂e. On a per capita basis, this works out to 4.3 tCO₂e per person.

Table 34 Total Energy and GHG Emissions Per Person by Sector

Sector	Sub-Sector	Energy (GJ)	GHG Emissions (tCO ₂ e)	GJ Per Capita	tCO ₂ e Per Capita
Stationary Energy	Residential Buildings	13,310,014	275,044	30	0.6
	Commercial & Institutional Buildings	10,788,422	344,011	25	0.8
	Manufacturing Industries & Construction	-	-	-	-
	Energy Industries	-	6,497	-	0.0
	Agriculture, Forestry & Fishing Activities	1,407,950	101,034	3	0.2
	Fugitive Emissions	-	1,510	-	0.0
Transportation	In-Boundary On-road Transportation	11,641,173	765,180	26	1.7
	Trans-Boundary On-road Transportation	105,722	6,949	0	0.0
	Waterborne Navigation	709,978	55,107	2	0.1
	Aviation	211,848	15,746	0	0.0
	Off-road Transportation	1,221,764	87,673	3	0.2
Waste	Solid Waste		39,699		0.1
	Biological Treatment of Waste		5,602		0.0
	Wastewater Treatment & Discharge		4,975		0.0
IPPU	Product Use		135,461		0.3
AFOLU	Land-Use: Emissions Sequestered (Disclosure Only - Not Included In Total)		(401,842)		(0.9)
	Land-Use: Emissions Released (Disclosure Only - Not Included In Total)		89,610		0.2
	Livestock		12,431		0.0
	Non-CO ₂ Land Emission Sources		1,406		0.0
Total		39,396,871	1,858,325	89.5	4.2

Total GHG emissions for 2022 are 1,858,325 tCO₂e and have decreased 8% from the 2007 base year. Scope 1 and 2 Emissions are 97% and 2% of the total GHG inventory. Scope 1 emissions are the GHG emissions that result from the combustion of fuel in sources within the CRD's boundaries, primarily from

CAPITAL REGIONAL DISTRICT 2022 GPC BASIC+ COMMUNITY GREENHOUSE GAS (GHG) EMISSIONS INVENTORY REPORT

2022 GHG Reporting Year Results
September 14, 2023

Stationary Energy and Transportation. Scope 1 GHG emissions also include IPPU and some AFOLU GHG emissions. Scope 2 emissions result from the use of electricity supplied to the CRD which includes emissions associated with the generation of electricity and other forms of energy (e.g., heat and steam). Scope 2 emissions are low compared to other geographies, due to the predominance of hydroelectric generation technologies in the BC. Scope 3 emissions are emissions from electricity line losses, transboundary traffic, and emissions associated with the CRD that are occurring outside of the CRD's boundaries. For 2022, Scope 3 GHG emissions make up 1% of the GHG inventory. This breakdown by emission scope is depicted in Figure 4.

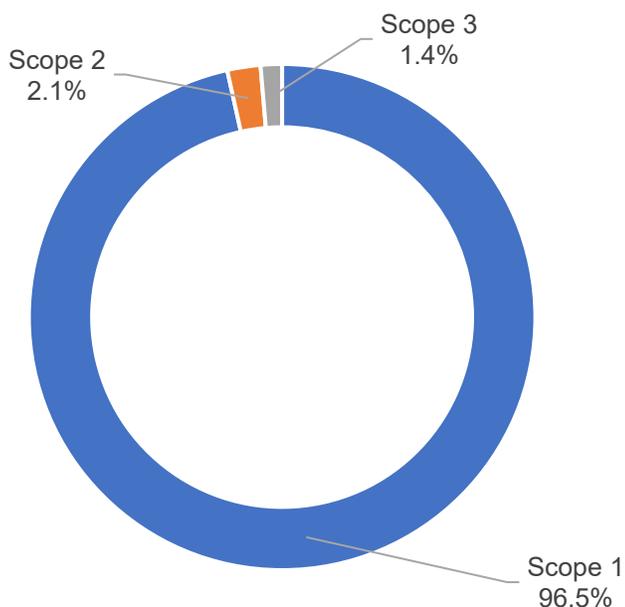


Figure 4 CRD BASIC+ GHG Emissions by Emissions Scope

A breakdown of GHG emissions by reporting scope for the 2007 base and reporting year are presented in Table 35 below.

CAPITAL REGIONAL DISTRICT 2022 GPC BASIC+ COMMUNITY GREENHOUSE GAS (GHG) EMISSIONS INVENTORY REPORT

2022 GHG Reporting Year Results
September 14, 2023

Table 35 Change in GHG Emissions from Base Year

Emissions Scope	2007 GHG Emissions (tCO₂e)	2022 GHG Emissions (tCO₂e)	Change
Scope 1	1,841,365	1,793,660	-2.6%
Scope 2	116,129	39,347	-66.1%
Scope 3	47,134	25,317	-46.3%
Total	2,004,628	1,858,325	-7.3%

5.3 SECTORAL GHG EMISSIONS ANALYSIS

5.3.1 Stationary Energy

Stationary energy sources are one of the largest contributors to the CRD’s GHG emissions. In 2022, it contributed 39% of the community’s GHG emissions. In general, stationary energy emissions include the energy to heat and cool residential, commercial, and industrial buildings, as well as the activities that occur within these residences and facilities. Fugitive methane emissions from natural gas pipelines and other distribution facilities, and related off-road GHG emissions, are also reported in this Sector. The table below shows the breakdown of energy use in the stationary energy reporting category.

Table 36 summarizes the energy and GHG emissions for the 2022 reporting year.

CAPITAL REGIONAL DISTRICT 2022 GPC BASIC+ COMMUNITY GREENHOUSE GAS (GHG) EMISSIONS INVENTORY REPORT

2022 GHG Reporting Year Results
September 14, 2023

Table 36 2022 Energy and GHG Emissions by Stationary Energy Sector

Sector	Electricity (tCO ₂ e)	Natural Gas (tCO ₂ e)	Heating Oil (tCO ₂ e)	Propane (tCO ₂ e)	Wood (tCO ₂ e)	Other Sources (tCO ₂ e)	Total GHG Emissions (tCO ₂ e)	Total Energy (GJ)
Residential Buildings	26,258	141,472	42,240	25,703	28,855	10,516	275,044	13,310,014
Commercial & Institutional Buildings	15,514	235,444	9,775			83,278	344,011	10,788,422
Energy Industries						6,497	6,497	
Agriculture, Forestry & Fishing activities						101,034	101,034	1,407,950
Fugitive Emissions						1,510	1,510	
Total GHG Emissions (tCO₂e)	41,773	376,916	52,014	25,703	28,855	202,835	728,096	
Total Energy (GJ)	13,076,561	7,409,355	760,983	421,254	1,123,230	2,715,004		25,506,387

It can be seen in Figure 5 that heating oil and natural gas use contributed to almost 60% of the CRD's total Stationary Energy GHG emissions.

CAPITAL REGIONAL DISTRICT 2022 GPC BASIC+ COMMUNITY GREENHOUSE GAS (GHG) EMISSIONS INVENTORY REPORT

2022 GHG Reporting Year Results
September 14, 2023

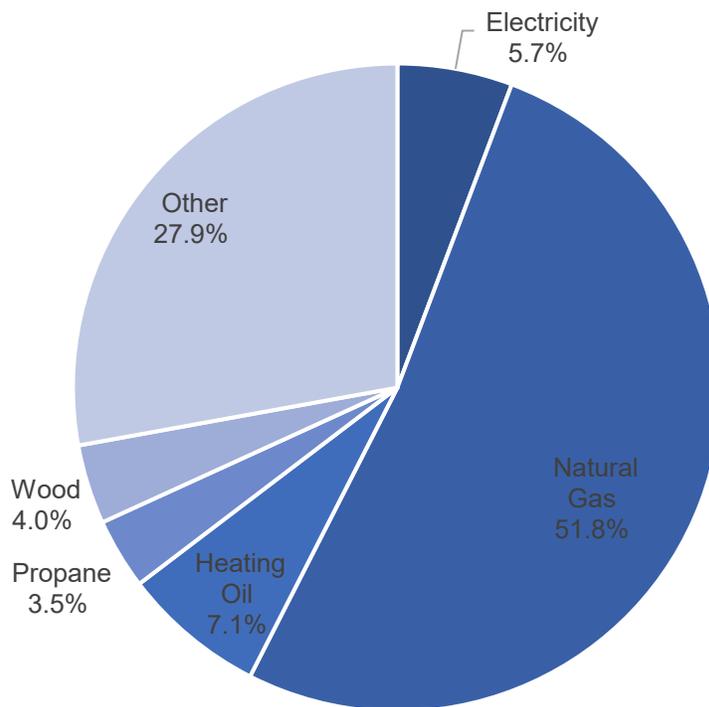


Figure 5 Stationary Energy GHG Emissions Contribution to the GHG Inventory

Figure 6 shows that more than 90% of the stationary GHG emissions arise from the operation of buildings. Historically, residential buildings contributed more to the CRD's GHG emissions inventory, but this is now declining with the focus on reducing heating oil and energy efficiency building retrofits.

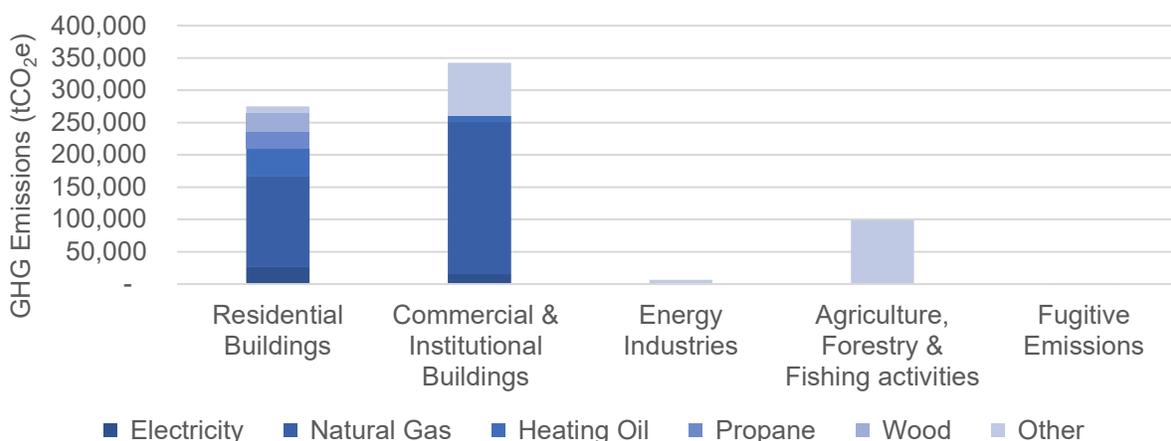


Figure 6 Total Stationary Energy Use By Sub-Sector

CAPITAL REGIONAL DISTRICT 2022 GPC BASIC+ COMMUNITY GREENHOUSE GAS (GHG) EMISSIONS INVENTORY REPORT

2022 GHG Reporting Year Results
September 14, 2023

Stationary energy GHG emissions have decreased by nearly 8% since the base year (Table 37). This is mainly the result of the changing electricity emission factor which increased by 12% in 2022 (as compared to 2007) as well as a decline in the use of heating oil.

Table 37 Stationary Energy—Energy and GHG Emissions Trends

Sector	Change in GJ: 2007 & 2022	Change in tCO ₂ e: 2007 & 2022
Residential Buildings	-5.7%	-34.9%
Commercial & Institutional Buildings	19.6%	27.2%
Energy Industries	N/A	1454.3%
Agriculture, Forestry & Fishing activities	16.0%	12.9%
Fugitives	N/A	50.6%
Total	4.7%	-7.1%

5.3.2 Transportation

Transportation covers all emissions from combustion of fuels in journeys by road, rail, water, and air, including inter-community and international travel. For the 2022 reporting year, transportation GHG emissions accounted for 50% of the CRD GHG inventory with the bulk of transportation GHG emissions resulting from the on-road transportation sub-sector (84%). The transportation GHG emissions are produced directly by the combustion of fuel or indirectly because of the use of grid-supplied electricity. Unlike stationary emission sectors, transit is mobile and can pose challenges in both accurately calculating emissions and allocating them to the cities linked to the transit activity. The following sections summarize energy and GHG emissions by on-road transportation, which is then followed by off-road transportation (marine, aviation, and other).

Table 38 summarizes the on-road energy and GHG emissions for the 2022 reporting year.

CAPITAL REGIONAL DISTRICT 2022 GPC BASIC+ COMMUNITY GREENHOUSE GAS (GHG) EMISSIONS INVENTORY REPORT

2022 GHG Reporting Year Results
September 14, 2023

Table 38 2022 On-Road Transportation Energy And GHG Emissions by Fuel Type

Fuel Type	Number of Registered Vehicles	Total Fuel Use	Fuel Use Units	Energy (GJ)	GHG Emissions (tCO ₂ e)
Electricity	8,614	17,225,195	kWh	62,010	198
Gasoline	274,956	275,786,050	Liters (L)	9,558,744	626,637
Diesel	16,289	56,149,691	Liters (L)	2,171,870	144,329
Propane	292	634,856	Liters (L)	16,208	920
Hydrogen	26	-	Liters (L)	-	-
Natural Gas	68	192,612	Kilograms (kg)	10	45
Total	300,245	N/A	N/A	11,746,895	772,129

Overall, GHG emissions from on-road transportation have decreased by 12% compared to the 2007 base year. The majority of these GHG emissions (84%) are from passenger vehicles, light trucks, and SUVs (Figure 7).

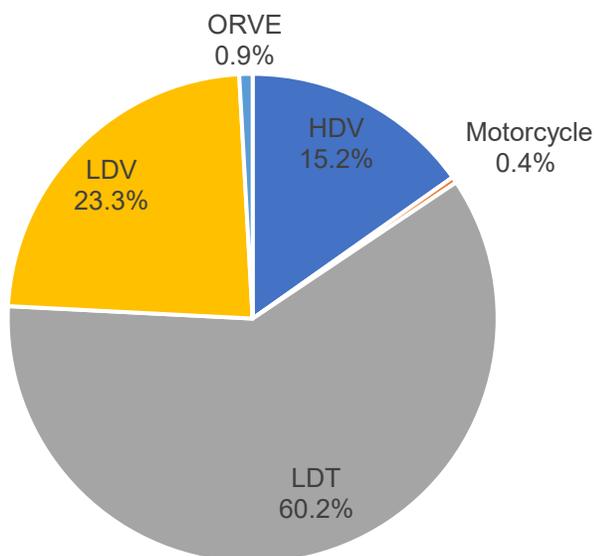


Figure 7 Breakdown of On-Road GHG Emissions by Vehicle Type

Table 39 summarizes the aviation, waterborne, and off-road transportation energy and emissions by fuel type. These GHG emissions contribute to 17% of the total transportation GHG emissions and 9% to the total inventory (Figure 8).

CAPITAL REGIONAL DISTRICT 2022 GPC BASIC+ COMMUNITY GREENHOUSE GAS (GHG) EMISSIONS INVENTORY REPORT

2022 GHG Reporting Year Results
September 14, 2023

Table 39 2022 Aviation, Waterborne, and Off-Road Transportation Energy and Emissions by Fuel Type

Fuel Type	Total	Units	Energy (GJ)	GHG Emissions (tCO ₂ e)
Marine Gasoline	7,610	Liters (L)	264	17
Marine Diesel	17,090,167	Liters (L)	661,048	51,990
Marine Natural Gas	1,252,662	Liters (L)	48,666	3,099
Aviation Jet Fuel	6,105,118	Liters (L)	211,848	15,746
Other Off-Road Transportation Diesel	31,586,453	Liters (L)	1,221,764	87,673
Total	N/A	N/A	2,143,589	158,527

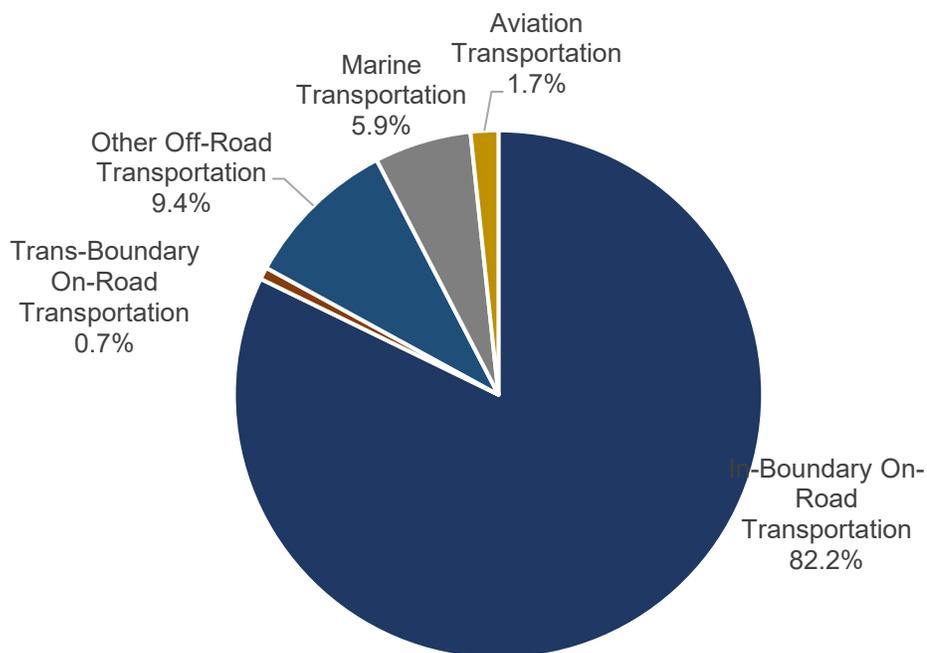


Figure 8 Summary of Transportation GHG Emissions by Sub-Sector

5.3.3 Waste

Communities produce solid waste, compost, and wastewater. Waste does not directly consume energy, but when deposited into landfills, or left exposed to the atmosphere, it decomposes and releases methane (CH₄) gas which is a potent GHG. The GHG emissions from the solid waste, composting, and wastewater facilities for the reporting year is summarized in the following table. For the 2022 reporting

CAPITAL REGIONAL DISTRICT 2022 GPC BASIC+ COMMUNITY GREENHOUSE GAS (GHG) EMISSIONS INVENTORY REPORT

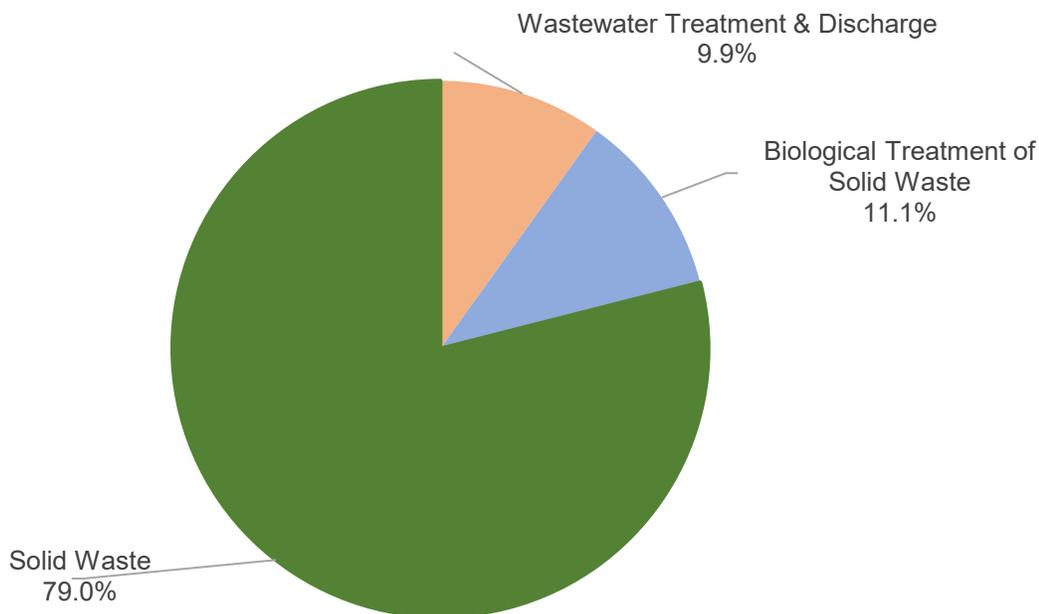
2022 GHG Reporting Year Results
September 14, 2023

year, waste emissions contributed 3% to the GHG inventory. A breakdown of the Waste Sub-Sector GHG emissions is presented in Table 40.

Table 40 Summary of Waste Sub-Sector GHG Emissions

Sector	2022 GHG Emissions (tCO ₂ e)	GHG Emissions Per Capita (tCO ₂ e / Capita)	Change from Base Year (2007)
Wastewater Treatment And Discharge	4,975	0.01	-73.8%
Biological Treatment of Solid Waste	5,601	0.01	7556%
Solid Waste	39,699	0.09	-64.3%
Total	50,274	0.12	-61.4%

For the 2022 reporting year, in scope GHG emissions from waste have decreased by 61% compared to the 2007 base year. Fluctuations in waste will occur over the reporting periods as waste is driven by both the population, as well as economic prosperity in the region. The Solid Waste Sub-Sector contributes more than 79% of total waste GHG emissions (Figure 9). To reduce the amount of waste landfilled, and thus GHG emissions, the CRD and its members are making a significant effort to reduce waste going to landfills through organics diversion and recycling.



CAPITAL REGIONAL DISTRICT 2022 GPC BASIC+ COMMUNITY GREENHOUSE GAS (GHG) EMISSIONS INVENTORY REPORT

2022 GHG Reporting Year Results
September 14, 2023

Figure 9 2022 GHG Emissions from Waste (tCO₂e)

5.3.4 Industrial Processes and Product Use (IPPU)

Reporting on IPPU GHG emissions are required for BASIC+ reporting only. Industrial GHG emissions are produced from a wide variety of non-energy related industrial activities which are typically releases from industrial processes that chemically or physically transform materials. During these processes, many different GHGs can be produced. It is not clear if there are industrial GHG emissions occurring within the CRD's boundaries and thus a "Not Estimated" notation is used in the GPC tables.

Also included in the IPPU Sector is Product Use GHG emissions. Certain products used by industry and end-consumers, such as refrigerants, foams or aerosol cans, also contain GHGs which can be released during use and disposal and thus, as with best-practice, must be accounted for. For the reporting year, only the emissions estimated were production and consumption of halocarbons, SF₆ and NF₃ were estimated for the CRD on the basis that other GHG emissions sources identified in the NIR are not likely to be occurring in the CRD. The sources of these GHG emissions are typically fridges, heat pumps, and air conditioners. To estimate Product Use GHG emissions for the CRD, a per capita estimate was developed using the Provincial emissions data from the 2023 NIR, and BC's NIR reporting year population from Statistics Canada. This value was applied to the 2022 reporting year population to estimate the total Product Use emissions for the CRD.

Between the 2007 and 2022 reporting years, IPPU GHG emissions have increased 92%. The reason for the increase is attributed to Environment and Climate Change Canada having better data available to make the estimate, than the actual GHG emissions increasing such an amount.

Table 41 Product Use GHG Emissions for the 2007 and 2022 Reporting Years

Sub-Sector	2007 GHG Emissions (tCO ₂ e)	2022 GHG Emissions (tCO ₂ e)	Change
Product Use Emissions	70,418	135,461	92.4%

5.3.5 Agriculture, Forestry, and Other Land Use

The AFOLU Sector includes GHG emissions from livestock, land use, and all other agricultural activities occurring within the CRD's boundaries.

The following information is provided for disclosure purposes only. Using remotely sensed imagery, land cover data was used to estimate land use changes between the reporting years. In 2022, the CRD's greenspace is estimated to have sequestered and stored 401,842 tCO₂e (Table 42), released 89,610 tCO₂e for a net effect of 312,232 tCO₂e. Upon review, the result was deemed to contradict expectations relative known trends of development in the region. Therefore, it was excluded from the total inventory calculations.

CAPITAL REGIONAL DISTRICT 2022 GPC BASIC+ COMMUNITY GREENHOUSE GAS (GHG) EMISSIONS INVENTORY REPORT

2022 GHG Reporting Year Results
September 14, 2023

Table 42 Summary of Land-Use Change in 2022

Land Type	Total Hectares (Ha)	GHG Emissions Sequestered (tCO _{2e})	GHG Emissions Released (tCO _{2e})
Forest Land	171,008.8	(312,121.9)	-
Cropland	6,347.2	(2,714.9)	-
Grassland	15,864.1	(43,300.6)	-
Wetlands	12,511.1	(43,704.2)	-
Settlements	11,821.8	-	46,066.8
Other Land	13,439.6	-	43,542.9
Total	230,992.6	(401,841.6)	89,609.7

5.3.5.1 Livestock and Other Agriculture

In addition to land use change, GHG emissions from the AFOLU Sector are produced through a variety of non-land use pathways, including livestock (enteric fermentation and manure management), and aggregate sources and non-CO₂ emission sources on land (e.g., fertilizer application). Under this Sector, the CRD is reporting on GHG emissions from the following sources, and Sub-Sectors:

- Scope 1 GHG Emissions:
 - Livestock:
 - o Methane (CH₄) Emissions from Enteric Fermentation
 - o Methane (CH₄) Emissions from Manure Management
 - o Direct Nitrous Oxide (N₂O) GHG Emissions
 - Aggregate Sources and Non-CO₂ Emissions Sources on Land
 - o Direct Nitrous Oxide (N₂O) Emissions from Agricultural Soil Management
 - o Indirect Nitrous Oxide (N₂O) Emissions from Applied Nitrogen

Table 43 summarizes these other land-use GHG emissions for the 2022 reporting year. Compared to the 2007 base year, these GHG emissions have increased 79%.

Table 43 Total AFOLU GHG Emissions for 2022

AFOLU Sub-Sector	GHG Emissions (tCO _{2e})
Livestock	12,431
Aggregate Sources And Non-CO ₂ Emissions Sources On Land	1,406
Total	13,837

CAPITAL REGIONAL DISTRICT 2022 GPC BASIC+ COMMUNITY GREENHOUSE GAS (GHG) EMISSIONS INVENTORY REPORT

Quality Assurance And Quality Control
September 14, 2023

6.0 QUALITY ASSURANCE AND QUALITY CONTROL

Quality Assurance and Quality Control (QA/QC) procedures are applied to add confidence that all measurements and calculations have been made correctly and to reduce uncertainty in data. Examples include:

- Checking the validity of all data before it is processed, including emission factors
- Performing recalculations to reduce the possibility of mathematical errors
- Recording and explaining any adjustments made to the raw data
- Documenting quantification methods, assumptions, emission factors and data quality

With respect to the GHG inventory, the data was subject to various quality assurance and quality control checks throughout the collection, analysis, and reporting phases. Specifically, the following procedures were followed:

- Upon receipt of data from the CRD, the data was checked for completeness (e.g., all months of data are present), relevancy (e.g., the correct calendar year is presented), and reasonableness (e.g., comparing similar transportation data sets). Incorrect or incomplete datasets were queried directly with the data provider.
- Where estimates were used (e.g., fuel oil consumption), all possible data sources were considered for their accuracy and relevance to the community before a final method and data source was selected.
- All manual data transfers were double-checked for data transfer accuracy.
- The inventory was compared to other third party inventories (e.g. CEEI) to assess for reasonableness of the estimates.
- The inventory underwent internal CRD reviews to confirm assumptions, data and reasonableness of the estimates.

CAPITAL REGIONAL DISTRICT 2022 GPC BASIC+ COMMUNITY GREENHOUSE GAS (GHG) EMISSIONS INVENTORY REPORT

Recommendations
September 14, 2023

7.0 RECOMMENDATIONS

To remain accurate and reflective of the current community conditions, the CRD should revise and improve its GHG emissions inventory either annually or in line with capital planning cycles (i.e., every 3-4 years), to which there are the following aspects should be focused on:

- Improving activity data collection and management, including Sector and Sub-Sector allocations.
- Performing recalculations, where applicable, and tracking GHG emissions over time.
- Reviewing methodologies and data to assess for opportunities to improve the estimates.
- Assessing changes to boundaries, methodologies, assumptions or data that may be material and require a base year restatement.

The next section provides a summary of specific GHG inventory improvement recommendations.

7.1 INVENTORY ASSUMPTIONS, ASSESSMENT, AND RECOMMENDATIONS

In the preparation of the 2022 GHG emissions inventory, there are several assumptions were made in the analysis that will have some influence on accuracy of the CRD's estimate of GHG emissions. Most emission sources have been calculated with a high level of confidence, due to the presence of utility records, and direct energy and emissions data being provided by stakeholders. Data sources and assumptions with medium to high uncertainty are presented in Table 44 which summarizes the main assumptions, possible impacts on the data, and recommended improvement. It is recommended that the CRD prioritize improvements for that are likely to have a material (>5%) influence on the GHG inventory estimate.

Table 44 Summary of GHG Inventory Assumptions, Estimated Impacts, and Recommended Improvements

Sector	Assumption	Possible Impact on The GHG Inventory	Recommended Improvements
Stationary Energy	The energy utility providers provide energy in lump sum amounts for: residential, commercial, and industrial. As such, other sectors, like agricultural buildings, could not be split out. A related accuracy issue is the assignment of mixed-use buildings without separate metering.	No impact on the GHG inventory. The change would only happen between emission sub-sectors.	Work with the utility provider to get a more detailed breakdown of energy use by sub-sector.

CAPITAL REGIONAL DISTRICT 2022 GPC BASIC+ COMMUNITY GREENHOUSE GAS (GHG) EMISSIONS INVENTORY REPORT

Recommendations
September 14, 2023

Table 44 Summary of GHG Inventory Assumptions, Estimated Impacts, and Recommended Improvements

Sector	Assumption	Possible Impact on The GHG Inventory	Recommended Improvements
Stationary Energy	Propane and wood GHG emissions were estimated based on a 2005 study, 2007-2019 CEEIs and HDD data. It is assumed that the consumption patterns have remained consistent since the 2005 study.	Immaterial impact on the GHG inventory (<5%)	Consider completing a residential energy labelling program. With such a program, an energy and fuel profile for buildings could be developed so that a reasonable estimate of other fuel use be determined. Work with the Province on developing a methodology to estimate wood fuel use.
Stationary Energy	The CRD estimated heating oil consumption for the member municipalities (except for Saanich and Victoria) using real-estate sales data and an estimated consumption factor.	Immaterial impact on the GHG inventory (<5%)	Consider completing a residential energy labelling program. With such a program, an energy and fuel profile for buildings could be developed so that a reasonable estimate of other fuel use be determined.
Stationary Energy	FortisBC provided a total estimate of fugitive emissions for the CRD region for 2022; however, this did not include upstream fugitive emissions as suggested as best practice by the GPC Protocol.	Immaterial impact on the GHG inventory (<1%)	Work with FortisBC to refine this estimate.
Transportation	Taxable fuel volumes only represent about 67% of taxable fuel sales (a value that fluctuates yearly). Without more detailed information, a fuel allocation amount could not be allocated to the CRD. As such, the CRD had to rely on vehicle registration data from ICBC and estimated vehicle kilometers travelled (VKT).	Possibly material (>10%) impact to the GHG inventory. Using the estimated VKT data, it is likely that the CRD is over-estimating the GHG emissions from transportation (fuel consumption volumes would include other-off-road consumption). This is the most conservative approach available to the CRD at this point.	If the CRD can get complete fuel sales data for the Region, a more robust estimate of fuel use and GHG emissions, using vehicle registration data, can be determined.

CAPITAL REGIONAL DISTRICT 2022 GPC BASIC+ COMMUNITY GREENHOUSE GAS (GHG) EMISSIONS INVENTORY REPORT

Recommendations
September 14, 2023

Table 44 Summary of GHG Inventory Assumptions, Estimated Impacts, and Recommended Improvements

Sector	Assumption	Possible Impact on The GHG Inventory	Recommended Improvements
Transportation	The CRD is relying on ECCC data and models applied at a Provincial level to estimate off-road fuel consumption (e.g., construction, etc.). These emissions are assigned on a per capita basis. It is likely that this approach is over-estimating and possibly double counting GHG emissions.	Possibly material (>10%) impact to the GHG inventory.	Work with member municipalities to estimate infrastructure and building construction GHG emissions for different project types. Use this information with building and infrastructure construction data to estimate these GHG emissions.
Transportation	The Victoria International Airport does not report on GHG emissions from tenants or aircraft. Keeping in line with the GPC Protocol, only the aircraft GHG emissions were estimated using NAV Canada airplane movement statistics, estimated taxi times, and estimated fuel use. The fuel use only accounts for departing and arriving planes up to 3,000ft to avoid double counting with other cities.	Immaterial impact on the GHG inventory (<5%)	The Victoria International Airport will not be collecting or reporting on GHG emissions from tenants or aircraft. This is the best available data at this point.
Transportation	The GHG emissions from recreational watercraft and US/Can ferries were estimated based on a publicly available year 2000 study for the Victoria, Vancouver, and Washington harbors.	Immaterial impact on the GHG inventory (<5%)	Work with the Victoria Harbor Master as they begin to deploy a database tracking the types and number of boats entering the Victoria harbor.
Transportation	The GHG emissions from marine aviation are estimated based on Victoria Harbor NAV Canada air traffic movements and an estimate of fuel consumption for a typical plane.	Immaterial impact on the GHG inventory (<5%)	Work with Harbour Air and other marine aircraft companies to provide fuel consumption volumes.
Transportation	The GHG inventory does not include refrigerant losses from vehicles. Derive a	Immaterial impact on the GHG inventory (<5%)	Develop a method to estimate these GHG emissions.

CAPITAL REGIONAL DISTRICT 2022 GPC BASIC+ COMMUNITY GREENHOUSE GAS (GHG) EMISSIONS INVENTORY REPORT

Recommendations
September 14, 2023

Table 44 Summary of GHG Inventory Assumptions, Estimated Impacts, and Recommended Improvements

Sector	Assumption	Possible Impact on The GHG Inventory	Recommended Improvements
	method to estimate these GHG emissions.		
Waste	There is tracking to the origin of solid waste but is based on reported origin which may or may not be accurate. For example, some haulers will identify that they are hauling waste from Victoria when in fact the waste is originating from Saanich.	There is no impact to the GHG Inventory for the CRD but will have impacts to the CRD member inventories.	Work with waste haulers to devise a better system to track waste origination.
Waste	The inventory does not estimate the fugitive emissions from septic tanks.	Immaterial impact on the GHG inventory (<1%)	Work with member municipalities to inventory the number of homes on septic systems so that an estimate can be derived.
Waste	The inventory does estimate open burning GHG emissions.	Immaterial impact on the GHG inventory (<1%)	Work with member municipalities to estimate the likely occurrence of open burning in their jurisdictions so that an estimate can be derived.
IPPU	Product use emissions were estimated on a per capita basis using the 2023 NIR estimates. The product use emissions were estimated by the NIR using an IPCC Tier 1 approach and thus will have high uncertainty. There are many emission sources in this category, but the largest one is likely from building air conditioner and heat pump units.	Immaterial impact on the GHG inventory (<5%)	Explore the use of using LIDAR to estimate the number of air conditioners on buildings, and other means to collection information on how many residential buildings have heat pumps and air conditioners. Use this information to estimate refrigerant losses.
AFOLU	GHG estimates for land use change are based on a period of years (2011-2019) and thus were averaged for each period. As there was no current data, land use change for the reporting year was estimated using the	Immaterial impact on the GHG inventory (<5%)	Work with the planning department to track land-use change annually so that a more refined estimate can be made.

CAPITAL REGIONAL DISTRICT 2022 GPC BASIC+ COMMUNITY GREENHOUSE GAS (GHG) EMISSIONS INVENTORY REPORT

Recommendations
September 14, 2023

Table 44 Summary of GHG Inventory Assumptions, Estimated Impacts, and Recommended Improvements

Sector	Assumption	Possible Impact on The GHG Inventory	Recommended Improvements
	average value between the data years.		
AFOLU	The land-use sequestration and storage GHG emission factors are taken from the literature, for BC ecozones, and may not reflect the productivity, or lack thereof, of land uses in the CRD. The land-change emission factors for changes between land types were derived by the Province. These are average values by ecozone and are based on a 20-year horizon. Since land-use change in the CRD is typically related to development, it was assumed that the loss of emissions is immediate which may overestimate GHG emission losses. In both emission factor applications, the use of non-site emission factors may result in an over or underestimate of GHG emissions.	Possibly a material impact on the GHG inventory (>10%)	Work with the Province and the post-secondary institutions to derive refined sequestration emission factors.

CAPITAL REGIONAL DISTRICT 2022 GPC BASIC+ COMMUNITY GREENHOUSE GAS (GHG) EMISSIONS INVENTORY REPORT

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September 14, 2023

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**CAPITAL REGIONAL DISTRICT 2022 GPC BASIC+ COMMUNITY GREENHOUSE GAS (GHG)
EMISSIONS INVENTORY REPORT**

September 14, 2023

Capital Region District – Municipalities and Electoral Areas
**2007 Base Year and 2022 Reporting Year Energy & GHG
Emissions Inventory**

Prepared for:

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TABLE OF CONTENTS

Summary	5
1 Introduction	7
1.1 GHG Emissions & Climate Change	7
1.2 GPC Protocol	8
1.3 Variance from Community Energy and Emissions Inventories (CEEI)	8
1.4 Purpose of Document	9
2 Inventory Scope	10
2.1 GPC BASIC+ Inventory Scope	10
2.2 GHG Emissions Boundary	11
2.3 Assumptions & Disclosures	11
3 Capital Regional District Energy & GHG Emissions	14
3.1 Base Year (2007) Energy & GHG Emissions	14
3.2 CRD GHG Reduction Target	17
3.3 Reporting Year (2022) Energy & GHG Emissions	17
3.4 Energy & GHG Emissions Trends	21
4 District of Central Saanich	25
4.1 2022 Profile	25
4.2 Energy & GHG Emissions	25
5 City of Colwood	28
5.1 2022 Profile	28
5.2 Energy & GHG Emissions	28
6 Township of Esquimalt	31
6.1 2022 Profile	31
6.2 Energy & GHG Emissions	31
7 District of Highlands	34
7.1 2022 Profile	34
7.2 Energy & GHG Emissions	34
8 Juan de Fuca Electoral Area	37
8.1 2022 Profile	37
8.2 Energy & GHG Emissions	37
9 City of Langford	40

9.1	2022 Profile	40
9.2	Energy & GHG Emissions	40
10	District of Metchosin	43
10.1	2022 Profile	43
10.2	Energy & GHG Emissions	43
11	District of North Saanich	46
11.1	2022 Profile	46
11.2	Energy & GHG Emissions	46
12	District of Oak Bay	49
12.1	2022 Profile	49
12.2	Energy & GHG Emissions	49
13	The District of Saanich	52
13.1	2022 Profile	52
13.2	Energy & GHG Emissions	52
14	Salt Spring Electoral Area	55
14.1	2022 Profile	55
14.2	Energy & GHG Emissions	55
15	Town of Sidney	58
15.1	2022 Profile	58
15.2	Energy & GHG Emissions	58
16	District of Sooke	61
16.1	2022 Profile	61
16.2	Energy & GHG Emissions	61
17	City of Victoria	64
17.1	2022 Profile	64
17.2	Energy & GHG Emissions	64
18	Town of View Royal	67
18.1	2022 Profile	67
18.2	Energy & GHG Emissions	67
19	Southern Gulf Islands Electoral Area	70
19.1	2022 Profile	70
19.2	Energy & GHG Emissions	70

SUMMARY

Climate change has emerged as the next unprecedented social, economic, and environmental challenge facing society today. It poses a serious threat to quality of life, jobs, and physical and natural assets. Scientists believe that the human-production of greenhouse gas (GHG) emissions since pre-industrial times have already surpassed the Earth's "carrying capacity" of natural systems and pose significant future risks to human well-being.

Recognizing the role that Capital Regional District (CRD) plays in achieving a significant and immediate reduction in global GHG emissions, the CRD set a regional GHG reduction target of 61% (from 2007 levels) by 2038. In February 2019, the CRD declared a climate emergency and committed to regional carbon neutrality. Local governments across the region have also set similar ambitious GHG reduction targets and commitments.

To meet these climate commitments, the CRD seeks a better understanding of the energy and GHG emissions at the regional level, as well as at the local government level which includes 13 municipalities and 3 electoral areas. The following document presents a summary of energy and GHG emissions at both the CRD and local government level for the 2007 and 2022 reporting years. This document compliments a 2022 inventory report which describes the methodologies and data sources applied to derive the estimate of GHG emissions for the CRD and local governments. A summary of the 2007 and 2022 GHG emissions and energy by local government is presented in **Table 1** and **Table 2**, respectively.

Table 1. Summary of GHG Emissions By CRD Local Government

Local Government	2007 GHG Emissions (tCO ₂ e)	2022 GHG Emissions (tCO ₂ e)	Change (%)
District of Central Saanich	100,771	111,246	10.4%
City of Colwood	84,132	84,570	0.5%
Township of Esquimalt	96,206	74,246	-22.8%
District of Highlands	11,901	15,019	26.2%
Juan de Fuca Electoral Area	63,610	32,598	-48.8%
City of Langford	137,319	202,749	47.6%
District of Metchosin	28,165	26,425	-6.2%
District of North Saanich	65,819	63,971	-2.8%
District of Oak Bay	90,308	74,984	-17.0%
District of Saanich	593,359	507,791	-14.4%
Salt Spring Island Electoral Area	50,023	50,992	1.9%
Town of Sidney	64,104	55,426	-13.5%
District of Sooke	52,539	64,405	22.6%
City of Victoria	483,269	407,082	-15.8%
Town of View Royal	51,087	51,486	0.8%
Southern Gulf Islands Electoral Area	32,015	35,335	10.4%

Table 2. Summary of Energy Use By CRD Local Government

Local Government	2007 Energy (GJ)	2022 Energy (GJ)	Change (%)
District of Central Saanich	1,899,678	2,167,736	14.1%
City of Colwood	1,564,731	1,682,007	7.5%
Township of Esquimalt	1,790,634	1,597,949	-10.8%
District of Highlands	224,145	300,539	34.1%
Juan de Fuca Electoral Area	1,293,256	937,656	-27.5%
City of Langford	2,642,187	4,139,276	56.7%
District of Metchosin	525,440	535,995	2.0%
District of North Saanich	1,345,969	1,436,531	6.7%
District of Oak Bay	1,671,340	1,520,022	-9.1%
District of Saanich	11,256,692	10,288,081	-8.6%
Salt Spring Island Electoral Area	1,079,295	1,181,612	9.5%
Town of Sidney	1,258,133	1,195,902	-4.9%
District of Sooke	983,346	1,302,000	32.4%
City of Victoria	9,876,133	9,193,993	-6.9%
Town of View Royal	982,469	1,069,552	8.9%
Southern Gulf Islands Electoral Area	766,699	848,020	10.6%

1 INTRODUCTION

1.1 GHG Emissions & Climate Change

There is overwhelming evidence that global climate change resulting from emissions of carbon dioxide and other greenhouse gases (GHGs) is having a significant impact on the ecology of the planet. In addition, climate change is expected to have serious negative impacts on global economic growth and development. In 2005, the UK government commissioned an independent economic review called the Stern Review, which states that the “costs of stabilizing the climate are significant but manageable; delay would be dangerous and much more costly”.

Beyond the costs associated with delayed action, there are cost savings to be realized through efforts to conserve energy and to use it more efficiently, and economic opportunities available to communities that develop local energy supply and infrastructure. Actions to encourage energy efficiency and conservation and to promote implementation of renewable energy will assist local governments in developing energy resilient communities, in addition to mitigating climate change. Local governments are at the forefront of global action on climate change, setting both ambitious commitments and targets while going about the difficult task of reducing emissions. Per the latest report from the C40 Cities Climate Leadership Group, ICLEI Local Governments for Sustainability, UN Habitat, and others, most GHG reduction commitments are set for 2030 or 2050 and range from a 10% to 100% reduction (**Figure 1**).

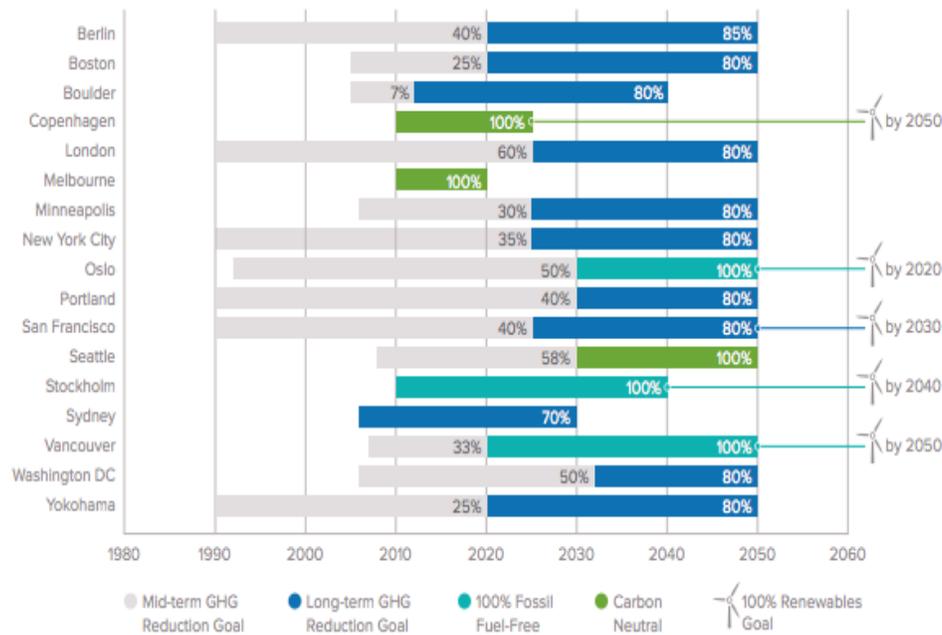


Figure 1. Summary of Long-Term Global GHG Emission Reduction Targets¹

¹ <http://www.c40.org/>

1.2 GPC Protocol

To make informed decisions on reducing energy use and GHG emissions at the regional and local government scale, community managers must have a good understanding of these sources, the activities that drive them, and their relative contribution to the total. This requires the completion of an energy and GHG emissions inventory. To allow for credible and meaningful reporting locally and internationally, the Global Protocol for Community-Scale Greenhouse Gas Emission Inventories (the GPC Protocol) was developed as a partnership between ICLEI-Local Governments for Sustainability, The World Resources Institute (WRI) and C40 Cities Climate Leadership Group (C40), with additional collaboration by the World Bank, United Nations Environment Program (UNEP) and UN-Habitat. The GPC Protocol has now become recognized as the standardized way for local governments to collect and report their actions on climate change. Over 9,000 cities have committed to using the GPC Protocol.

The Protocol has two established levels of reporting: BASIC and BASIC+ which are defined as the following:

- The BASIC level covers scope 1 and scope 2 emissions from stationary energy and in-boundary transportation, as well as scope 1 and scope 3 emissions from waste.
- The BASIC+ level covers the same scopes as BASIC and includes more in-depth and data dependent methodologies. Specifically, it expands the reporting scope to include emissions from industrial process and product use (IPPU), agriculture, forestry and other land-use (AFOLU), and transboundary transportation.

1.3 Variance from Community Energy and Emissions Inventories (CEEI)

The CRD has historically relied on annual Provincial Community Energy and Emissions Inventories (CEEI) to track community GHG emissions. However, there have been some limitations to the CEEI in that it is an in-boundary inventory and the most recent version containing transportation data was published in 2010. Because the most recent (2019) CEEI's do not contain on-road transportation data, the CEEI Protocol does not fully meet the requirements of the GPC Protocol BASIC or BASIC+ reporting requirements which is the required reporting standard for local governments that have committed to the Global Covenant of Mayors (GCoM)—an agreement led by city networks to undertake a transparent and supportive approach to measure GHG emissions community-wide. The minimum GCoM reporting requirement requires quantifying and reporting on building stationary energy, on-road transportation, and waste GHG emissions. A high-level summary of the differences between the CEEI and GPC Protocol inventories are presented in **Table 3**.

Table 3. Summary of GHG Inventory Scope Differences

Reporting Sector	2007-2019 CEEI's	GPC BASIC	GPC BASIC+
Residential Buildings	✓	✓	✓
Commercial And Institutional Buildings And Facilities	✓	✓	✓
Manufacturing Industries And Construction	✓	✓	✓
Energy Industries		✓	✓
Energy Generation Supplied To The Grid		✓	✓

Reporting Sector	2007-2019 CEEI's	GPC BASIC	GPC BASIC+
Agriculture, Forestry And Fishing Activities		✓	✓
Non-Specified Sources		✓	✓
Fugitive Emissions From Mining, Processing, Storage, And Transportation Of Coal		✓	✓
Fugitive Emissions From Oil And Natural Gas Systems		✓	✓
On-Road Transportation		✓	✓
Railways		✓	✓
Waterborne Navigation		✓	✓
Aviation		✓	✓
Off-Road Transportation		✓	✓
Solid Waste	✓	✓	✓
Biological Waste	✓	✓	✓
Incinerated And Burned Waste		✓	✓
Wastewater		✓	✓
Emissions From Industrial Processes			✓
Emissions From Product Use			✓
Emissions From Livestock	✓		✓
Emissions From Land			✓
Emissions From Aggregate Sources And Non-CO ₂ Emission Sources On Land	✓		✓

1.4 Purpose of Document

The purpose of this document is to provide the 2007 and 2022 GPC BASIC+ energy and GHG emissions inventories at the regional and local government level. This document compliments a 2022 inventory report which describes the methodologies and data sources applied to derive the estimate of GHG emissions for the CRD region and local governments.

2 INVENTORY SCOPE

2.1 GPC BASIC+ Inventory Scope

In accordance with the GPC Protocol, the 2007 and 2022 BASIC+ GHG inventories presented herein accounts for GHG emissions from the following Reporting Sectors:

- **Stationary Energy** – These are GHG emissions from fuel combustion, fugitive emissions, and some off-road transportation sources (e.g., construction equipment, residential mowers, etc.). They include the emissions from energy to heat and cool residential, commercial, institutional, and light/heavy industrial buildings, as well as the activities that occur within these residences and facilities.
- **Transportation** – These are GHG emissions from the combustion of fuels as a result of vehicular on-road, off-road, including marine, aviation, and other off-road, and trans-boundary journeys.
- **Waste** – These are GHG emissions from the disposal and management of solid waste, the biological treatment of waste, and wastewater treatment and discharge. Waste does not directly consume energy, but releases GHG emissions because of decomposition, burning, and other management methods.
- **Industrial Process and Product Use (IPPU)** – These are GHG emissions from products such as refrigerants, foams or aerosol cans can release potent GHG emissions, known as product use GHG emissions. There are no known industrial process emissions in the CRD.
- **Agriculture, Forestry and Other Land-Use (AFOLU)** – These are GHG emissions that are captured or released as a result of land-management activities. These activities can range from the preservation of forested lands to the development of crop land. This Sector includes GHG emissions from land-use change, manure management, livestock, and the direct and indirect release of nitrous oxides (N₂O) from soil management, urea application, fertilizer and manure application.

Due to limitations in how to quantify GHG emissions resulting from land use change (e.g., residential development), these GHG emissions have been excluded from the GHG emissions inventories presented herein but have been disclosed.

2.2 GHG Emissions Boundary

The GHG inventories are defined geographically by the capital region of British Columbia, which includes 13 municipalities and 3 electoral areas, as shown in Figure 2.

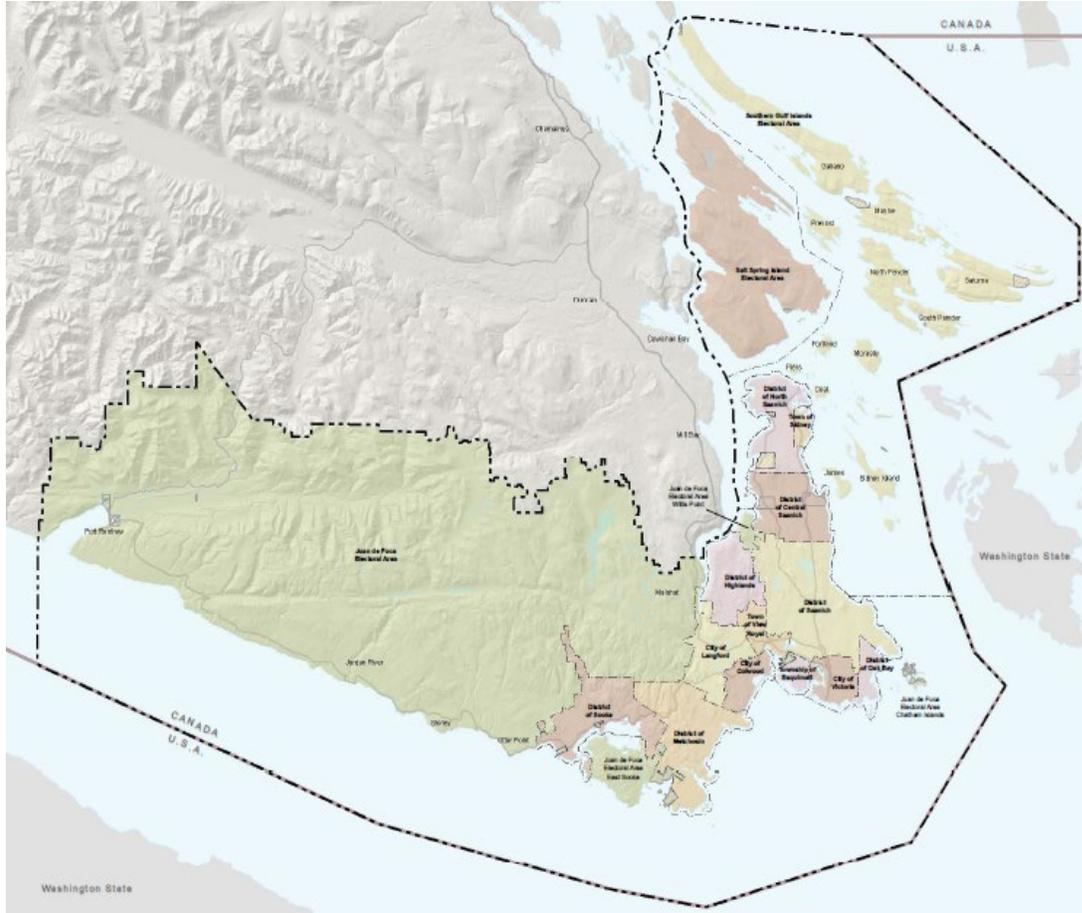


Figure 2 Regional GHG Boundary

2.3 Assumptions & Disclosures

The following inventories covers all GHG emissions for the 2007 and 2022 reporting years. Where data was not available, the most recent year's data have been used, and the timescale noted accordingly. These disclosures are as follows:

- **Global Warming Potentials (GWP).** The BC government has communicated that is adopting GWPs from the fifth IPCC report. On this basis, the CRD is applying GWPs from the fifth IPCC report.
- **Stationary Energy: Residential, Commercial and Institutional Buildings.** Propane, and wood GHG emissions were estimated using linear regression methods. The data used in the estimates included historical propane and wood energy data published in the 2007-2019 CEEIs, and heating degree days (HDD) published by Environment and Climate Change Canada.

- **Stationary Energy: Residential, Commercial and Institutional Buildings.** The CRD used real-estate sales data between 2019 and 2022 to estimate the number of heating oil tanks and average household consumption for the 2020 reporting year. The 2020 heating oil numbers were adjusted using a change in heating degree days between 2020 and 2022. This approach was used to estimate heating oil consumption for all local governments, except the City of Victoria and District of Saanich. For the District of Saanich and the City of Victoria, heating oil GHG emissions were estimated based on the number of known tanks, average heated floor areas and fuel volume intensity.
- **Stationary Energy: Fugitives.** Fortis BC provided total fugitive emissions for the 2020 reporting year at the CRD level. Since no historical numbers were provided, the 2020 value was used to estimate the 2022 emissions.
- **Stationary Energy: Other Off-Road.** The ECCC 2023 NIR prepared for the Province of BC for the 2021 reporting year was used to estimate GHG emissions for:
 - Off-road agriculture and forestry GHG emissions
 - Off-road commercial and institutional GHG emissions
 - Off-road manufacturing, mining and construction GHG emissions
 - Off-road residential GHG emissions

These GHG emissions were assigned to the CRD on a per capita basis.

- **Transportation: On-Road.** The on-road transportation emissions are based on the total estimated fuel sales in the CRD, and the number of registered vehicles. Insurance Corporation of BC (ICBC) compiles data on an April 1 to March 31 basis, and thus the current on-road GHG emission estimate is based on the number of registrations from April 1, 2022 – March 31, 2023.
- **Transportation: Aviation.** 2022 aviation GHG emissions were estimated using 2015 aircraft flight profiles (the last available data), and the total number of aircraft movements reported in 2022.
- **Transportation: Waterborne Recreational Watercraft.** GHG emissions from recreational watercraft and US/Canada ferries were estimated based on a publicly available year 2000 study for the Victoria, Vancouver, and Washington harbors.
- **Transportation: Cruise Ships.** The Greater Victoria Harbour Authority (GVHA) reported on cruise ship emissions for the 2018 reporting year but did not provide an estimate for 2022. As a result, the 2018 GHG emissions estimate and number of cruise ship visits to Ogden Point was used to create a proxy to estimate 2022 cruise ship emissions.
- **Waste: Solid Waste.** To quantify GHG emissions from the Hartland Landfill, the CRD utilized the waste-in-place (WIP) method which is accepted under the GPC Protocol. The WIP assigns landfill emissions based on total waste deposited during that year. It counts GHGs emitted that year, regardless of when the waste was disposed. Except for the City of Victoria, who claims 31% of the CRD's landfill GHG emission, the remaining landfill GHG emissions were allocated to each local government on a per capita basis. Using this allocation method, the CRD members may over, or underestimate associated solid waste GHG emissions as the current year landfill GHG emissions are based upon cumulative waste over time, and each member may have contributed more waste in past years than the current year (and vice versa).
- **AFOLU: Aggregate Sources And Non-CO₂ Emission Sources On Land.** These emissions are based on the 2023 NIR as prepared by ECCC and the total area of

farmland BC in 2021 as reported by Statistics Canada. These GHG emissions were assigned to each local government on a per hectare (ha) of cropland basis.

- **AFOLU: Land-Use.** The land cover change analysis requires a consistent land-use category attribution and spatial data. For parts of the CRD, spatial data was available for the 2007, 2011 and 2019 reporting years. Differences between these data sets in terms of resolution and their timing of collection increase the uncertainty as to the accuracy of the land-use classifications. For example, the 2007 and 2011 land use data was collected at different times of the year and may not accurately reflect tree cover. Furthermore, no land use spatial data was collected the Juan de Fuca, Salt Spring Island and Gulf Islands and thus Annual Crop Inventory (ACI) settlement data collected by Agriculture Canada was used to inform the analysis. The challenge in utilizing this data is that it is provided in a 30m resolution. Furthermore, since annual data is not available, the change between land cover data years (2007-2011, 2011-2019) for all areas was averaged and may not represent actual changes in each year. Since no data was available for 2022, the 2019 estimates were applied.

Due to limitations in how to quantify GHG emissions resulting from land use change (e.g., residential development), these GHG emissions have been excluded from the CRD's GHG emissions inventory, but have been disclosed, until a more robust measurement methodology can be developed.

Details surrounding all GHG emissions sources quantification methods, assumptions, and assessment of uncertainties are contained in a complimentary GHG emissions methodology document and are not presented herein.

3 CAPITAL REGIONAL DISTRICT ENERGY & GHG EMISSIONS

3.1 Base Year (2007) Energy & GHG Emissions

In 2007, the CRD's Regional GHG BASIC+ emissions totaled 2,004,628 tCO₂e. Buildings are the CRD's second largest GHG emissions source at 35%, with 38% of those GHG emissions coming from natural gas for heating and cooling, 20% from heating oil for heating, 16% from electricity use, 7% from wood and propane use for heating and the remainder from other-related off-road activities like residential lawn mowing. On-road transportation GHG emission sources contributed 45% to the GHG inventory, almost all of which came from passenger vehicles, light trucks, and SUVs (83%). Off-road transportation, which includes marine, aviation, and other off-road emission sources contributed 7% to the overall GHG inventory. Solid waste, organic waste treatment methods, and wastewater treatment and discharge accounted for 7% of the total community GHG emissions. IPPU emissions accounted for 4% of total GHG emissions while AFOLU GHG emissions resulted for less than 1% of community GHG emissions.

A summary of the GHG emissions by sector and energy use by source is presented in the Table 4.

Table 4. Base Year (2007) CRD Regional GHG Energy & GHG Emissions by Source

Source	Type	Consumption	Units	Energy (GJ)	GHG Emissions (tCO ₂ e)
Stationary Energy					
Residential Buildings	Electricity	2,102,967	MWh	7,570,620	75,076
	Natural Gas	2,639,980	GJ	2,639,980	131,578
	Fuel Oil	83,335	L	2,147,821	146,807
	Propane	10,747	L	424,600	25,823
	Wood	1,144,369	GJ	1,144,369	29,398
	Diesel	4,760,958	L	184,154	13,574
Commercial & Industrial Buildings	Electricity	1,367,919	MWh	4,924,469	48,835
	Natural Gas	3,352,456	GJ	3,352,456	167,089
	Fuel Oil	6,272	L	161,638	11,048
	Diesel	15,274,984	L	590,836	43,552
Energy Industries	LFG Combustion				418
Agriculture, Forestry And Fishing Activities	Diesel	31,389,167	L	1,214,133	89,497
Natural Gas Fugitive Emissions					1,003
Total				24,355,075	783,698
On-Road Transportation					
Electric Vehicles	Electricity	51,201	MWh	0	0

Source	Type	Consumption	Units	Energy (GJ)	GHG Emissions (tCO ₂ e)
Hydrogen Vehicles	Hydrogen	0	L	0	0
Passenger Vehicles	Gasoline + Diesel	163,062,222	L	5,673,042	381,743
Light Trucks, Vans, SUVs	Gasoline + Diesel	142,617,615	L	5,003,722	340,885
Heavy Duty Vehicles	Gasoline + Diesel	59,156,416	L	2,230,995	150,270
Propane Vehicles	Propane	1,322,222	L	33,756	2,037
Natural Gas Vehicles	Natural Gas	0	kg	0	0
Motorcycles	Gasoline	1,208,124	L	41,874	2,891
Total On-Road Transportation				12,983,390	877,826
Off-Road Transportation					
Marine, Aviation and Other Off-Road Vehicles	Marine Gasoline + Marine Diesel + Jet Fuel	48,137,749	L	1,821,683	134,944
Total Off-Road Transportation				1,821,683	134,944
Waste					
Wastewater					18,998
Composting					73
Solid Waste					110,955
Total Waste					130,026
Agriculture Forestry & Other Land Use (AFOLU)					
Land-Use: Emissions Sequestered (Disclosure Only - Not Included In Total)					-396,487
Land-Use: Emissions Released (Disclosure Only - Not Included In Total)					151,516
Livestock, Aggregate Sources and Non-CO ₂ Emission Sources on Land					7,716
Total AFOLU					7,716
Industrial Process & Product Use (IPPU)					
Process Use Emissions					70,418
Total IPPU					70,418
TOTAL				39,160,148	2,004,628
TOTAL Per Capita				110.1	5.6

Energy consumption and GHG emissions by source are shown in **Figure 3**, **Figure 4** and **Figure 5**. On-road and transboundary transportation (82%) account for most of the energy consumption in the region.

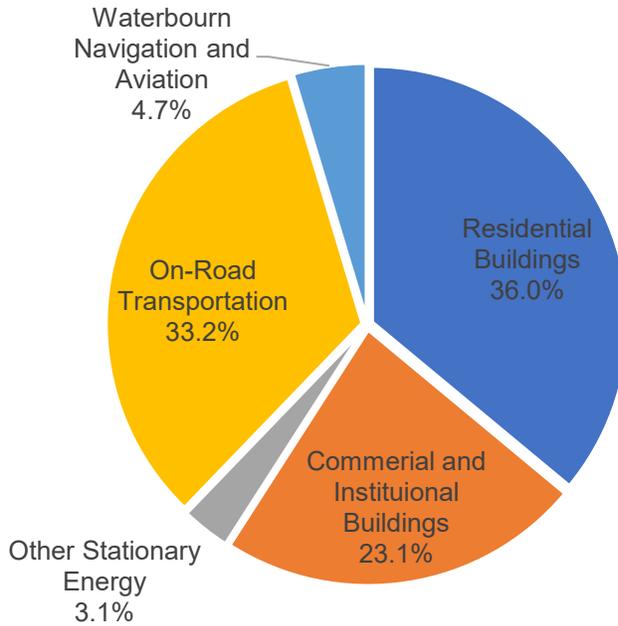


Figure 3. 2007 Regional Energy Consumption By Sector

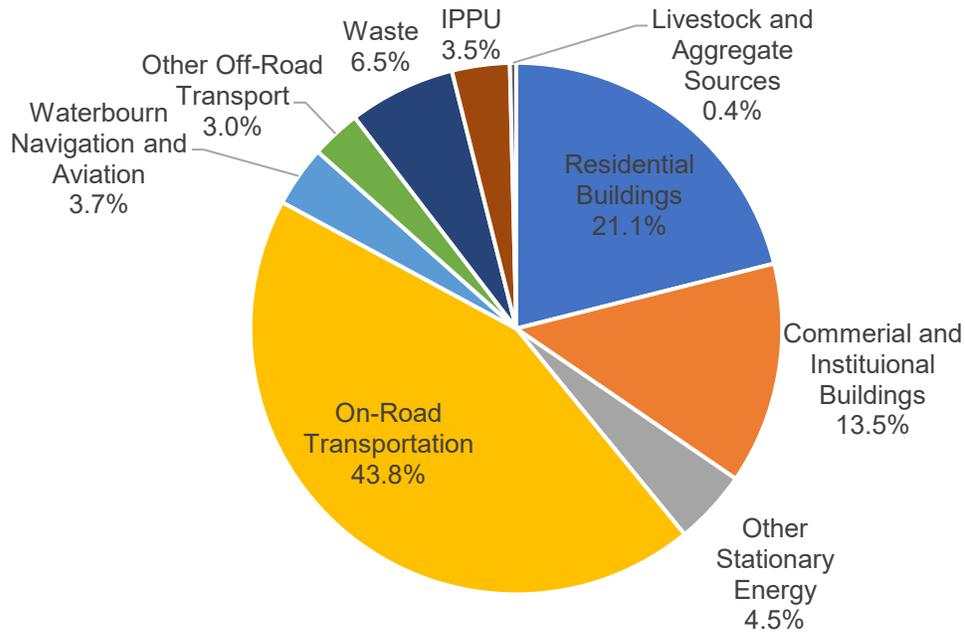


Figure 4. 2007 Regional GHG Emissions By Sector

GHG emissions by fuel type is presented in **Figure 5**.

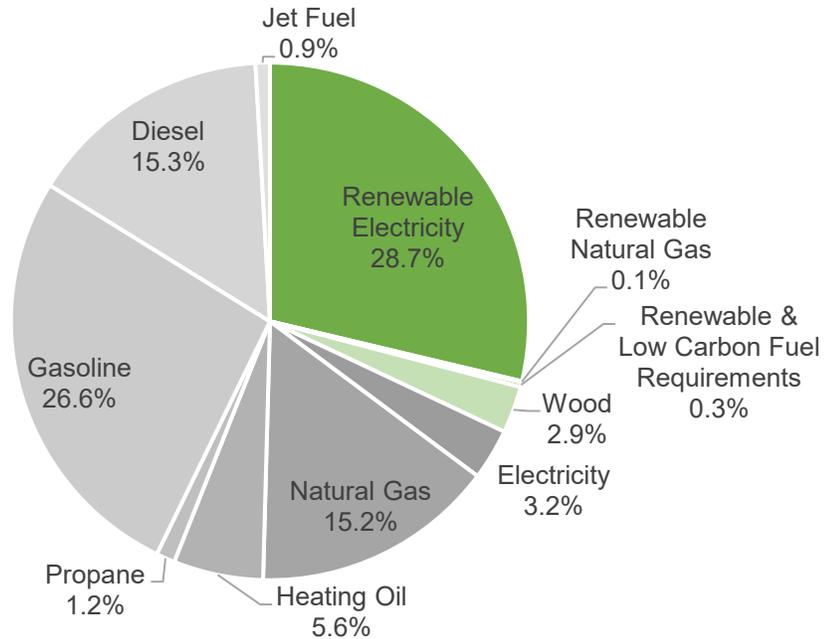


Figure 5. 2007 Regional GHG Emissions By Fuel Type

3.2 CRD GHG Reduction Target

Recognizing the role that the CRD plays in achieving a significant and immediate reduction in global GHG emissions, the CRD has set a regional GHG reduction target of 61% (from 2007 levels) by 2038. With the CRD's 2007 base year GHG emissions being 2,004,628 tCO₂e, a 61% reduction would require a reduction of approximately 1,222,823 tCO₂e. On a per capita basis, this amounts to reducing emissions from approximately 4.3 tCO₂e per person in 2022 to 2.4 tCO₂e per person by 2038.

In February 2019, the CRD declared a climate emergency and committed to regional carbon neutrality.

3.3 Reporting Year (2022) Energy & GHG Emissions

In 2022, the CRD's Regional BASIC+ GHG emissions totaled 1,858,325 tCO₂. On an absolute basis, this is a 7% decline from the 2007 base year GHG emissions and a decline of 25% on a per capita basis.

Similar to the 2007 base year, buildings are the second largest GHG emissions source at 34%, with 52% of those GHG emissions coming from natural gas for heating and cooling, 7% from heating oil for heating, 6% from electricity use, 8% from wood and propane use for heating and the remainder from other-related off-road activities like residential lawn mowing. On-road transportation GHG emission sources contributed 50%, almost all of which came from passenger vehicles, light trucks, and SUVs (84%). Off-road transportation, which includes marine, aviation, and other off-road emission sources contributed 9% to the overall GHG inventory. Solid waste, organic waste treatment methods, and wastewater treatment and discharge accounted for 3% of the total community GHG emissions. IPPU emissions accounted for 7% of total GHG emissions while AFOLU GHG emissions contributed to less than 1% of community GHG emissions.

A summary of the 2022 GHG emissions by sector and energy use by source is presented in the following table and figures.

Table 5. Reporting Year (2022) CRD Regional GHG Energy & GHG Emissions by Sector

Source	Type	Consumption	Units	Energy (GJ)	GHG Emissions (tCO ₂ e)
Stationary Energy					
Residential Buildings	Electricity	2,283,344	MWh	8,219,973	26,258
	Natural Gas	2,781,030	GJ	2,781,030	141,472
	Fuel Oil	23,978	L	617,980	42,240
	Propane	10,662	L	421,254	25,703
	Wood	1,123,230	GJ	1,123,230	28,855
	Diesel	3,788,739	L	146,548	10,516
Commercial & Industrial Buildings	Electricity	1,349,063	MWh	4,856,588	15,514
	Natural Gas	4,628,325	GJ	4,628,325	235,444
	Fuel Oil	5,549	L	143,003	9,775
	Diesel	30,002,730	L	1,160,506	83,278
Energy Industries	LFG Combustion				6,497
Agriculture, Forestry And Fishing Activities	Diesel	36,399,960	L	1,407,950	101,034
Natural Gas Fugitive Emissions					1,510
Total				25,506,387	728,096
On-Road Transportation					
Electric Vehicles	Electricity	128,302	MWh	62	198
Hydrogen Vehicles	Hydrogen	0	L	0	0
Passenger Vehicles	Gasoline + Diesel	79,275,557	L	2,758,167	179,829
Light Trucks, Vans, SUVs	Gasoline + Diesel	200,102,167	L	7,030,899	464,227
Heavy Duty Vehicles	Gasoline + Diesel	51,162,912	L	1,893,194	123,783
Propane Vehicles	Propane	634,856	L	16,208	920
Natural Gas Vehicles	Natural Gas	192,612	kg	10	45
Motorcycles	Gasoline	1,395,105	L	48,354	3,128
Total On-Road Transportation				11,746,895	772,129
Off-Road Transportation					
Marine, Aviation and Other Off-Road Vehicles	Marine Gasoline + Marine Diesel + Jet Fuel	56,042,010	L	2,143,589	158,527
Total Off-Road Transportation				2,143,589	158,527
Waste					
Wastewater					4,975
Composting					5,602

Source	Type	Consumption	Units	Energy (GJ)	GHG Emissions (tCO ₂ e)
Solid Waste					39,699
Total Waste					50,275
Agriculture Forestry & Other Land Use (AFOLU)					
Land-Use: Emissions Sequestered (Disclosure Only - Not Included In Total)					-401,842
Land-Use: Emissions Released (Disclosure Only - Not Included In Total)					89,610
Livestock, Aggregate Sources and Non-CO ₂ Emission Sources on Land					13,837
Total AFOLU					13,837
Industrial Process & Product Use (IPPU)					
Process Use Emissions					135,461
Total IPPU					135,461
TOTAL				39,396,871	1,858,325
TOTAL Per Capita				89.5	4.2

Energy consumption and GHG emissions by source are shown in **Figure 6**, **Figure 7** and **Figure 8**.

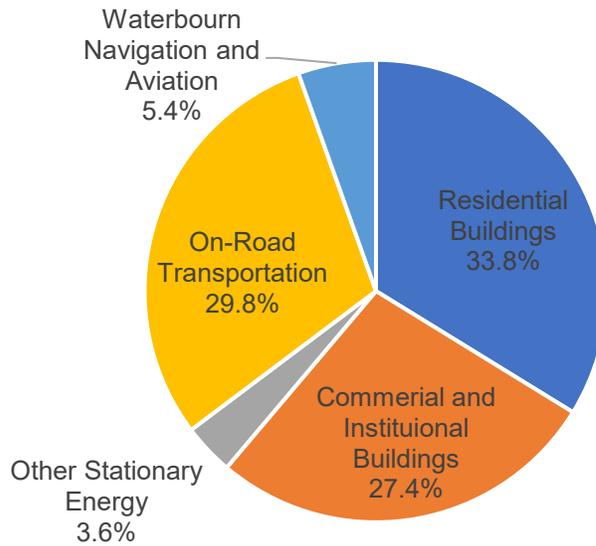


Figure 6. 2022 Regional Energy Consumption By Sector

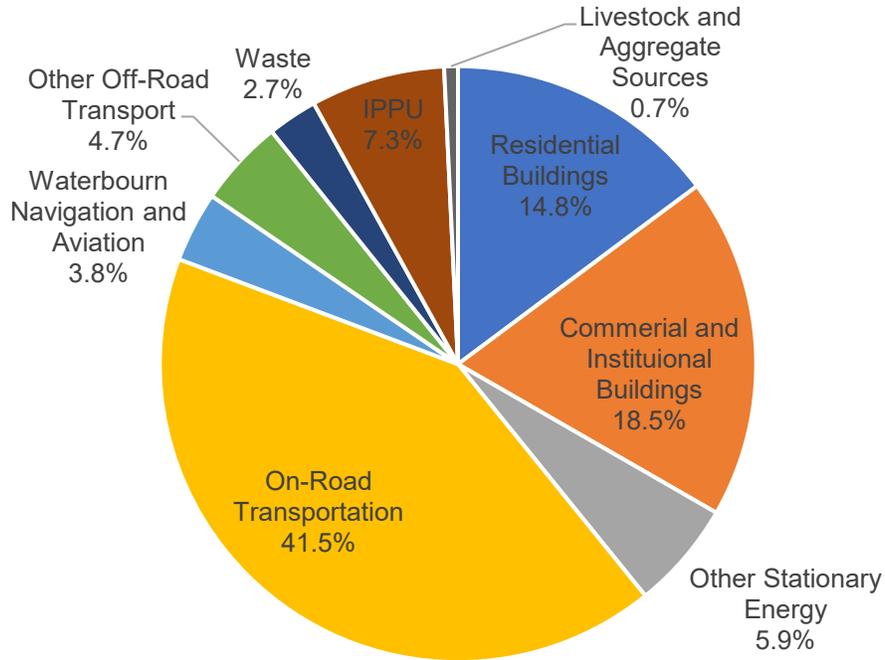


Figure 7. 2022 Regional GHG Emissions By Sector

GHG emissions by fuel type is presented in **Figure 8**.

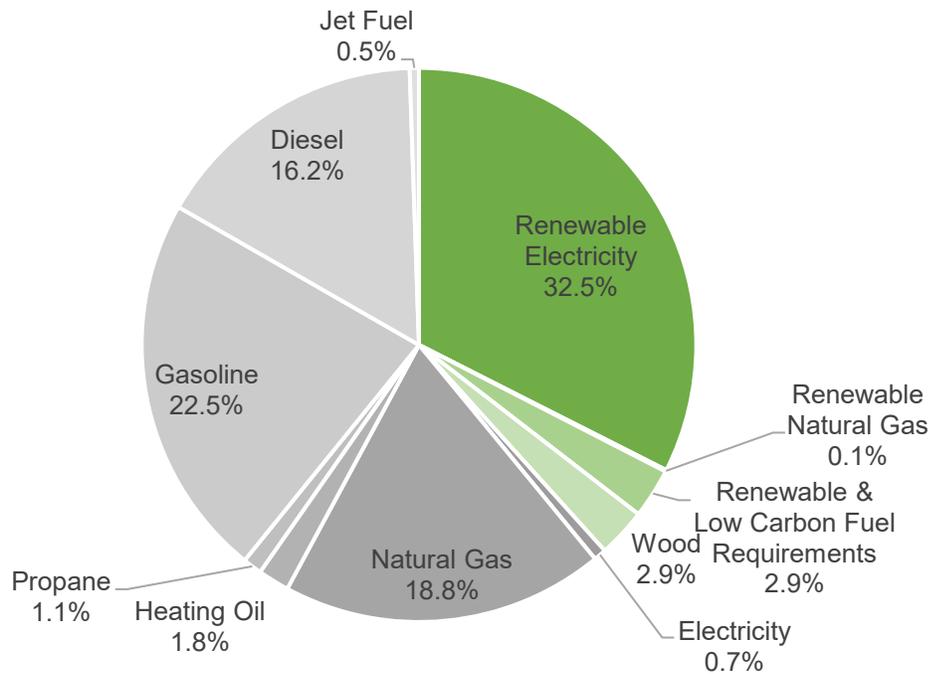


Figure 8. 2022 Regional GHG Emissions By Fuel Type

3.4 Energy & GHG Emissions Trends

Table 6 presents the changes between the 2007 and 2022 reporting years. Compared to the 2007 GHG emissions inventory, the 2022 GHG emissions have declined by 7.3%. Overall, GHG emissions related to buildings and transportation decreased due to lower emission factors (applicable to electricity), commuting behavior changes (people working from home and driving less), improved vehicle fuel efficiency and a shift away from inefficient vehicles towards electric vehicles and other modal shifts.

The table below shows that residential and commercial building energy consumption increased while the related GHG emissions decreased. The change in GHG emissions is related to the greening of the electrical grid and a change in how the province quantifies electricity GHG emissions in BC.² Industry GHG emissions have increased since the 2007 base year which is hidden by the overall reduction in Stationary Energy at the regional district scale.

On-road transportation GHG emissions have decreased despite an increase in vehicle registrations between 2007 and 2022. Origin destination data shows that while the COVID restrictions have been lifted, there are less people commuting to work. Increased uptake of electric vehicles and improved light duty vehicle fuel efficiency have also contributed to this decrease. Off-road aviation and waterborne transportation GHG emissions have increased 17% as compared to 2007 due to an increase in population in the CRD and an increase in overall travel and tourism.

There was a decrease in GHG emissions from solid waste and an increase in composting emissions which is directly related to an increase in population and the CRD and member municipalities efforts to divert organic waste away from the landfill. Increased efforts by the CRD to capture and utilize landfill fugitive gas has also reduced solid waste GHG emissions. Wastewater GHG emissions have also declined as a result of the CRD implementing wastewater treatment systems.

Although not accounted for the totals, the land-use change emissions estimates show a release of ecosystem carbon. A refinement in data and methodological processes is required to identify as to what would be root cause.

Industrial process and product use GHG emissions (e.g., solvent use, refrigerant release from air conditioning systems) have increased between 2007 and 2022. The increase is largely driven by the methodology deployed which relied on assigning these GHG emissions on a per capita basis and more so, the direct result of Environment Canada and Climate Change (ECCC) refining their estimation methodology which resulted in a more than doubling of the estimate.

² The updated methodology measures "net imports" instead of "gross imports" to more accurately reflect the carbon intensity of electricity consumed in BC. [Electricity emission intensity factors for grid-connected entities - Province of British Columbia \(gov.bc.ca\)](https://www2.gov.bc.ca/gov/content/sustainability/energy/2022-emissions-intensity-factors)

Table 6. Change in CRD GHG Energy & GHG Emissions

Source	Type	2007 Energy (GJ)	2022 Energy (GJ)	Change (%)	2007 GHG Emissions (tCO ₂ e)	2022 GHG Emissions (tCO ₂ e)	Change (%)
Stationary Energy							
Residential Buildings	Electricity	7,570,620	8,219,973	8.6%	75,076	26,258	-65.0%
	Natural Gas	2,639,980	2,781,030	5.3%	131,578	141,472	7.5%
	Fuel Oil	2,147,821	617,980	-71.2%	146,807	42,240	-71.2%
	Propane	424,600	421,254	-0.8%	25,823	25,703	-0.5%
	Wood	1,144,369	1,123,230	-1.8%	29,398	28,855	-1.8%
	Diesel	184,154	146,548	-20.4%	13,574	10,516	-22.5%
Commercial & Industrial Buildings	Electricity	4,924,469	4,856,588	-1.4%	48,835	15,514	-68.2%
	Natural Gas	3,352,456	4,628,325	38.1%	167,089	235,444	40.9%
	Fuel Oil	161,638	143,003	-11.5%	11,048	9,775	-11.5%
	Diesel	590,836	1,160,506	96.4%	43,552	83,278	91.2%
Energy Industries	LFG Combustion			-	418	6,497	1454.3%
Agriculture, Forestry And Fishing Activities	Diesel	1,214,133	1,407,950	16.0%	89,497	101,034	12.9%
Natural Gas Fugitive Emissions				-	1,003	1,510	50.6%
Total		24,355,075	25,506,387	4.7%	783,698	728,096	-7.1%
On-Road Transportation							
Electric Vehicles	Electricity	-	62	-	-	198	-
Hydrogen Vehicles	Hydrogen	-	-	-	-	-	-
Passenger Vehicles	Gasoline + Diesel	5,673,042	2,758,167	-51.4%	381,743	179,829	-52.9%
Light Trucks, Vans, SUVs	Gasoline + Diesel	5,003,722	7,030,899	40.5%	340,885	464,227	36.2%
Heavy Duty Vehicles	Gasoline + Diesel	2,230,995	1,893,194	-15.1%	150,270	123,783	-17.6%

Source	Type	2007 Energy (GJ)	2022 Energy (GJ)	Change (%)	2007 GHG Emissions (tCO ₂ e)	2022 GHG Emissions (tCO ₂ e)	Change (%)
Propane Vehicles	Propane	33,756	16,208	-52.0%	2,037	920	-54.8%
Natural Gas Vehicles	Natural Gas	-	10	-	-	45	-
Motorcycles	Gasoline	41,874	48,354	15.5%	2,891	3,128	8.2%
Total On-Road Transportation		12,983,390	11,746,895	-9.5%	877,826	772,129	-12.0%
Off-Road Transportation							
Marine, Aviation and Other Off-Road Vehicles	Gasoline + Diesel + Jet Fuel	1,821,683	2,143,589	17.7%	134,944	158,527	17.5%
Total Off-Road Transportation		1,821,683	2,143,589	17.7%	134,944	158,527	17.5%
Waste							
Wastewater					18,998	4,975	-73.8%
Composting					73	5,602	7557.7%
Solid Waste					110,955	39,699	-64.2%
Total Waste					130,026	50,275	-61.3%
Agriculture Forestry & Other Land Use (AFOLU)							
Land-Use: Emissions Sequestered (Disclosure Only - Not Included In Total)					-396,487	-401,842	1.4%
Land-Use: Emissions Released (Disclosure Only - Not Included In Total)					151,516	89,610	-40.9%
Livestock, Aggregate Sources and Non-CO ₂ Emission Sources on Land					7,716	13,837	79.3%
Total AFOLU					7,716	13,837	79.3%
Industrial Process & Product Use (IPPU)							
Process Use Emissions					70,418	135,461	92.4%
Total IPPU					70,418	135,461	92.4%
TOTAL		39,160,148	39,396,871	0.6%	2,004,628	1,858,325	-7.3%

Table 7 presents the changes between the 2007 and 2022 years for each CRD local government.

Table 7. Change in Member GHG Energy & GHG Emissions

Member	2007 Energy (GJ)	2022 Energy (GJ)	Change (%)	2007 GHG Emissions (tCO ₂ e)	2022 GHG Emissions (tCO ₂ e)	Change (%)
District of Central Saanich	1,899,678	2,167,736	14.1%	100,771	111,246	10.4%
City of Colwood	1,564,731	1,682,007	7.5%	84,132	84,570	0.5%
Township of Esquimalt	1,790,634	1,597,949	-10.8%	96,206	74,246	-22.8%
District of Highlands	224,145	300,539	34.1%	11,901	15,019	26.2%
Juan de Fuca Electoral Area	1,293,256	937,656	-27.5%	63,610	32,598	-48.8%
City of Langford	2,642,187	4,139,276	56.7%	137,319	202,749	47.6%
District of Metchosin	525,440	535,995	2.0%	28,165	26,425	-6.2%
District of North Saanich	1,345,969	1,436,531	6.7%	65,819	63,971	-2.8%
District of Oak Bay	1,671,340	1,520,022	-9.1%	90,308	74,984	-17.0%
District of Saanich	11,256,692	10,288,081	-8.6%	593,359	507,791	-14.4%
Salt Spring Island Electoral Area	1,079,295	1,181,612	9.5%	50,023	50,992	1.9%
Town of Sidney	1,258,133	1,195,902	-4.9%	64,104	55,426	-13.5%
District of Sooke	983,346	1,302,000	32.4%	52,539	64,405	22.6%
City of Victoria	9,876,133	9,193,993	-6.9%	483,269	407,082	-15.8%
Town of View Royal	982,469	1,069,552	8.9%	51,087	51,486	0.8%
Southern Gulf Islands Electoral Area	766,699	848,020	10.6%	32,015	35,335	10.4%

4 DISTRICT OF CENTRAL SAANICH

4.1 2022 Profile

Profile	
Population	19,070
Dwellings	7,933
Registered Vehicles	18,981
Energy (Thousands of GJ)	2,168
GHG Emissions (tCO ₂ e)	111,246

4.2 Energy & GHG Emissions

Table 8 presents a summary comparison of the District of Central Saanich's 2007 and 2022 energy and GHG emissions.

Table 8. Estimated Energy and GHG Emissions By Reporting Source

Source	Type	2007 Energy (GJ)	2022 Energy (GJ)	Change (%)	2007 GHG Emissions (tCO ₂ e)	2022 GHG Emissions (tCO ₂ e)	Change (%)
Stationary Energy							
Residential Buildings	Electricity	400,574	362,855	-9.4%	3,972	1,159	-70.8%
	Natural Gas	101,999	145,249	42.4%	5,084	7,389	45.3%
	Fuel Oil	18,644	15,794	-15.3%	1,274	1,080	-15.3%
	Propane	3,220	3,179	-1.3%	196	194	-0.9%
	Wood	7,150	6,905	-3.4%	184	177	-3.4%
	Diesel	8,496	6,352	-25.2%	626	456	-27.2%
Commercial & Industrial Buildings	Electricity	231,056	270,135	16.9%	2,291	863	-62.3%
	Natural Gas	152,986	176,742	15.5%	7,625	8,991	17.9%

Source	Type	2007 Energy (GJ)	2022 Energy (GJ)	Change (%)	2007 GHG Emissions (tCO ₂ e)	2022 GHG Emissions (tCO ₂ e)	Change (%)
	Fuel Oil	-	-	-	-	-	-
	Diesel	27,258	50,303	84.5%	2,009	3,610	79.7%
Energy Industries	LFG Combustion			-	-	-	-
Agriculture, Forestry And Fishing Activities	Diesel	83,613	88,306	5.6%	6,163	6,337	2.8%
Natural Gas Fugitive Emissions				-	57	81	44.0%
Total		1,034,994	1,125,820	8.8%	29,482	30,337	2.9%
On-Road Transportation							
Electric Vehicles	Electricity	-	4	-	-	13	-
Hydrogen Vehicles	Hydrogen	-	-	-	-	-	-
Passenger Vehicles	Gasoline + Diesel	278,538	156,998	-43.6%	18,746	10,241	-45.4%
Light Trucks, Vans, SUVs	Gasoline + Diesel	324,185	462,004	42.5%	22,087	30,533	38.2%
Heavy Duty Vehicles	Gasoline + Diesel	179,813	338,365	88.2%	12,135	21,990	81.2%
Propane Vehicles	Propane	2,375	1,006	-57.7%	143	57	-60.2%
Natural Gas Vehicles	Natural Gas	-	-	-	-	-	-
Motorcycles	Gasoline	2,245	2,537	13.0%	155	164	5.9%
Total On-Road Transportation		787,157	960,914	22.1%	53,267	62,997	18.3%
Off-Road Transportation							
Marine, Aviation and Other Off-Road Vehicles	Gasoline + Diesel + Jet Fuel	77,527	81,002	4.5%	5,741	5,985	4.3%
Total Off-Road Transportation		77,527	81,002	4.5%	5,741	5,985	4.3%
Waste							
Wastewater					668	189	-71.6%

Source	Type	2007 Energy (GJ)	2022 Energy (GJ)	Change (%)	2007 GHG Emissions (tCO ₂ e)	2022 GHG Emissions (tCO ₂ e)	Change (%)
Composting					0	149	-
Solid Waste					5,119	1,522	-70.3%
Total Waste					5,786	1,860	-67.9%
Agriculture Forestry & Other Land Use (AFOLU)							
Land-Use: Emissions Sequestered (Disclosure Only - Not Included In Total)					-5,014	-4,844	-3.4%
Land-Use: Emissions Released (Disclosure Only - Not Included In Total)					5,925	154	-97.4%
Livestock, Aggregate Sources and Non-CO ₂ Emission Sources on Land					3,246	4,135	27.4%
Total AFOLU					3,246	4,135	27.4%
Industrial Process & Product Use (IPPU)							
Process Use Emissions					3,249	5,932	82.6%
Total IPPU					3,249	5,932	82.6%
TOTAL		1,899,678	2,167,736	14.1%	100,771	111,246	10.4%

5 CITY OF COLWOOD

5.1 2022 Profile

Profile	
Population	21,147
Dwellings	7,672
Registered Vehicles	15,482
Energy (Thousands of GJ)	1,682
GHG Emissions (tCO ₂ e)	84,570

5.2 Energy & GHG Emissions

Table 9 presents a summary comparison of the City of Colwood's 2007 and 2022 energy and GHG emissions.

Table 9. Estimated Energy and GHG Emissions By Reporting Source

Source	Type	2007 Energy (GJ)	2022 Energy (GJ)	Change (%)	2007 GHG Emissions (tCO ₂ e)	2022 GHG Emissions (tCO ₂ e)	Change (%)
Stationary Energy							
Residential Buildings	Electricity	304,680	357,600	17.4%	3,021	1,142	-62.2%
	Natural Gas	100,740	181,279	79.9%	5,021	9,222	83.7%
	Fuel Oil	65,936	27,224	-58.7%	4,507	1,861	-58.7%
	Propane	11,388	11,244	-1.3%	693	686	-0.9%
	Wood	25,284	24,416	-3.4%	650	627	-3.4%
	Diesel	8,131	7,044	-13.4%	599	505	-15.7%
Commercial & Industrial Buildings	Electricity	159,630	135,834	-14.9%	1,583	434	-72.6%
	Natural Gas	94,097	105,119	11.7%	4,690	5,347	14.0%

Source	Type	2007 Energy (GJ)	2022 Energy (GJ)	Change (%)	2007 GHG Emissions (tCO ₂ e)	2022 GHG Emissions (tCO ₂ e)	Change (%)
	Fuel Oil	-	-	-	-	-	-
	Diesel	26,087	55,782	113.8%	1,923	4,003	108.2%
Energy Industries	LFG Combustion			-	-	-	-
Agriculture, Forestry And Fishing Activities	Diesel	80,021	97,924	22.4%	5,899	7,027	19.1%
Natural Gas Fugitive Emissions				-	61	111	82.9%
Total		875,994	1,003,466	14.6%	28,646	30,966	8.1%
On-Road Transportation							
Electric Vehicles	Electricity	-	3	-	-	10	-
Hydrogen Vehicles	Hydrogen	-	-	-	-	-	-
Passenger Vehicles	Gasoline + Diesel	233,329	146,676	-37.1%	15,699	9,563	-39.1%
Light Trucks, Vans, SUVs	Gasoline + Diesel	265,308	371,902	40.2%	18,074	24,562	35.9%
Heavy Duty Vehicles	Gasoline + Diesel	112,318	67,158	-40.2%	7,572	4,390	-42.0%
Propane Vehicles	Propane	1,441	686	-52.4%	87	39	-55.2%
Natural Gas Vehicles	Natural Gas	-	0	-	-	2	-
Motorcycles	Gasoline	2,145	2,293	6.9%	148	148	0.1%
Total On-Road Transportation		614,540	588,717	-4.2%	41,580	38,713	-6.9%
Off-Road Transportation							
Marine, Aviation and Other Off-Road Vehicles	Gasoline + Diesel + Jet Fuel	74,196	89,824	21.1%	5,494	6,637	20.8%
Total Off-Road Transportation		74,196	89,824	21.1%	5,494	6,637	20.8%
Waste							
Wastewater					397	153	-61.5%

Source	Type	2007 Energy (GJ)	2022 Energy (GJ)	Change (%)	2007 GHG Emissions (tCO ₂ e)	2022 GHG Emissions (tCO ₂ e)	Change (%)
Composting					0	57	-
Solid Waste					4,899	1,688	-65.5%
Total Waste					5,296	1,897	-64.2%
Agriculture Forestry & Other Land Use (AFOLU)							
Land-Use: Emissions Sequestered (Disclosure Only - Not Included In Total)					-2,536	-3,254	28.3%
Land-Use: Emissions Released (Disclosure Only - Not Included In Total)					2,482	2,755	11.0%
Livestock, Aggregate Sources and Non-CO ₂ Emission Sources on Land					6	-1	-107.8%
Total AFOLU					6	-1	-107.8%
Industrial Process & Product Use (IPPU)							
Process Use Emissions					3,109	6,357	104.5%
Total IPPU					3,109	6,357	104.5%
TOTAL		1,564,731	1,682,007	7.5%	84,132	84,570	0.5%

6 TOWNSHIP OF ESQUIMALT

6.1 2022 Profile

Profile	
Population	19,536
Dwellings	9,438
Registered Vehicles	11,254
Energy (Thousands of GJ)	1,598
GHG Emissions (tCO ₂ e)	74,246

6.2 Energy & GHG Emissions

Table 10 presents a summary comparison of the Township of Esquimalt's 2007 and 2022 energy and GHG emissions.

Table 10. Estimated Energy and GHG Emissions By Reporting Source

Source	Type	2007 Energy (GJ)	2022 Energy (GJ)	Change (%)	2007 GHG Emissions (tCO ₂ e)	2022 GHG Emissions (tCO ₂ e)	Change (%)
Stationary Energy							
Residential Buildings	Electricity	282,544	290,356	2.8%	2,802	928	-66.9%
	Natural Gas	133,315	94,996	-28.7%	6,644	4,832	-27.3%
	Fuel Oil	116,338	22,923	-80.3%	7,952	1,567	-80.3%
	Propane	20,190	19,934	-1.3%	1,228	1,216	-0.9%
	Wood	44,358	42,835	-3.4%	1,140	1,100	-3.4%
	Diesel	9,121	6,507	-28.7%	672	467	-30.5%
Commercial & Industrial Buildings	Electricity	167,991	214,378	27.6%	1,666	685	-58.9%
	Natural Gas	323,843	349,511	7.9%	16,141	17,780	10.2%

Source	Type	2007 Energy (GJ)	2022 Energy (GJ)	Change (%)	2007 GHG Emissions (tCO ₂ e)	2022 GHG Emissions (tCO ₂ e)	Change (%)
	Fuel Oil	-	-	-	-	-	-
	Diesel	29,264	51,532	76.1%	2,157	3,698	71.4%
Energy Industries	LFG Combustion			-	-	-	-
Agriculture, Forestry And Fishing Activities	Diesel	-	-	-	-	-	-
Natural Gas Fugitive Emissions				-	44	55	23.7%
Total		1,126,964	1,092,973	-3.0%	40,446	32,328	-20.1%
On-Road Transportation							
Electric Vehicles	Electricity	-	2	-	-	7	-
Hydrogen Vehicles	Hydrogen	-	-	-	-	-	-
Passenger Vehicles	Gasoline + Diesel	263,197	125,075	-52.5%	17,709	8,156	-53.9%
Light Trucks, Vans, SUVs	Gasoline + Diesel	215,762	239,116	10.8%	14,699	15,785	7.4%
Heavy Duty Vehicles	Gasoline + Diesel	97,257	54,443	-44.0%	6,543	3,555	-45.7%
Propane Vehicles	Propane	1,908	1,208	-36.7%	115	69	-40.4%
Natural Gas Vehicles	Natural Gas	-	1	-	-	2	-
Motorcycles	Gasoline	2,312	2,151	-7.0%	160	139	-12.9%
Total On-Road Transportation		580,437	421,996	-27.3%	39,226	27,713	-29.4%
Off-Road Transportation							
Marine, Aviation and Other Off-Road Vehicles	Gasoline + Diesel + Jet Fuel	83,234	82,981	-0.3%	6,163	6,131	-0.5%
Total Off-Road Transportation		83,234	82,981	-0.3%	6,163	6,131	-0.5%
Waste							
Wastewater					1,388	356	-74.4%

Source	Type	2007 Energy (GJ)	2022 Energy (GJ)	Change (%)	2007 GHG Emissions (tCO ₂ e)	2022 GHG Emissions (tCO ₂ e)	Change (%)
Composting					0	144	-
Solid Waste					5,496	1,559	-71.6%
Total Waste					6,883	2,059	-70.1%
Agriculture Forestry & Other Land Use (AFOLU)							
Land-Use: Emissions Sequestered (Disclosure Only - Not Included In Total)					-828	-1,178	42.3%
Land-Use: Emissions Released (Disclosure Only - Not Included In Total)					1,155	1,284	11.2%
Livestock, Aggregate Sources and Non-CO ₂ Emission Sources on Land					0	0	-
Total AFOLU					0	0	-
Industrial Process & Product Use (IPPU)							
Process Use Emissions					3,488	6,015	72.5%
Total IPPU					3,488	6,015	72.5%
TOTAL		1,790,634	1,597,949	-10.8%	96,206	74,246	-22.8%

7 DISTRICT OF HIGHLANDS

7.1 2022 Profile

Profile	
Population	2,980
Dwellings	957
Registered Vehicles	3,116
Energy (Thousands of GJ)	301
GHG Emissions (tCO ₂ e)	15,019

7.2 Energy & GHG Emissions

Table 11 presents a summary comparison of the District of Highland's 2007 and 2022 energy and GHG emissions.

Table 11. Estimated Energy and GHG Emissions By Reporting Source

Source	Type	2007 Energy (GJ)	2022 Energy (GJ)	Change (%)	2007 GHG Emissions (tCO ₂ e)	2022 GHG Emissions (tCO ₂ e)	Change (%)
Stationary Energy							
Residential Buildings	Electricity	63,637	74,980	17.8%	631	240	-62.0%
	Natural Gas	69	5,263	7478.3%	3	268	7634.9%
	Fuel Oil	9,468	1,106	-88.3%	647	76	-88.3%
	Propane	1,633	1,612	-1.3%	99	98	-0.9%
	Wood	3,637	3,512	-3.4%	93	90	-3.4%
	Diesel	1,150	993	-13.7%	85	71	-16.0%
Commercial & Industrial Buildings	Electricity	6,447	15,188	135.6%	64	49	-24.1%
	Natural Gas	20,440	20,362	-0.4%	1,019	1,036	1.7%

Source	Type	2007 Energy (GJ)	2022 Energy (GJ)	Change (%)	2007 GHG Emissions (tCO ₂ e)	2022 GHG Emissions (tCO ₂ e)	Change (%)
	Fuel Oil	-	-	-	-	-	-
	Diesel	3,689	7,861	113.1%	272	564	107.4%
Energy Industries	LFG Combustion			-	-	-	-
Agriculture, Forestry And Fishing Activities	Diesel	11,317	13,799	21.9%	834	990	18.7%
Natural Gas Fugitive Emissions				-	0	3	1559.9%
Total		121,486	144,676	19.1%	3,748	3,484	-7.0%
On-Road Transportation							
Electric Vehicles	Electricity	-	1	-	-	2	-
Hydrogen Vehicles	Hydrogen	-	-	-	-	-	-
Passenger Vehicles	Gasoline + Diesel	25,510	23,909	-6.3%	1,718	1,559	-9.2%
Light Trucks, Vans, SUVs	Gasoline + Diesel	43,712	88,140	101.6%	2,979	5,831	95.7%
Heavy Duty Vehicles	Gasoline + Diesel	21,839	30,503	39.7%	1,472	2,009	36.5%
Propane Vehicles	Propane	779	158	-79.7%	47	9	-80.9%
Natural Gas Vehicles	Natural Gas	-	0	-	-	0	-
Motorcycles	Gasoline	327	495	51.2%	23	32	41.7%
Total On-Road Transportation		92,166	143,205	55.4%	6,238	9,442	51.4%
Off-Road Transportation							
Marine, Aviation and Other Off-Road Vehicles	Gasoline + Diesel + Jet Fuel	10,493	12,658	20.6%	777	935	20.4%
Total Off-Road Transportation		10,493	12,658	20.6%	777	935	20.4%
Waste							
Wastewater					0	0	-

Source	Type	2007 Energy (GJ)	2022 Energy (GJ)	Change (%)	2007 GHG Emissions (tCO ₂ e)	2022 GHG Emissions (tCO ₂ e)	Change (%)
Composting					0	0	-
Solid Waste					693	238	-65.7%
Total Waste					693	238	-65.6%
Agriculture Forestry & Other Land Use (AFOLU)							
Land-Use: Emissions Sequestered (Disclosure Only - Not Included In Total)					-7,090	-7,521	6.1%
Land-Use: Emissions Released (Disclosure Only - Not Included In Total)					1,957	3,157	61.4%
Livestock, Aggregate Sources and Non-CO ₂ Emission Sources on Land					6	14	146.3%
Total AFOLU					6	14	146.3%
Industrial Process & Product Use (IPPU)							
Process Use Emissions					440	905	105.9%
Total IPPU					440	905	105.9%
TOTAL		224,145	300,539	34.1%	11,901	15,019	26.2%

8 JUAN DE FUCA ELECTORAL AREA

8.1 2022 Profile

Profile	
Population	6,032
Dwellings	2,281
Registered Vehicles	4,680
Energy (Thousands of GJ)	938
GHG Emissions (tCO ₂ e)	32,598

8.2 Energy & GHG Emissions

Table 12 presents a summary comparison of Juan de Fuca Electoral Area's 2007 and 2022 energy and GHG emissions.

Table 12. Estimated Energy and GHG Emissions By Reporting Source

Source	Type	2007 Energy (GJ)	2022 Energy (GJ)	Change (%)	2007 GHG Emissions (tCO ₂ e)	2022 GHG Emissions (tCO ₂ e)	Change (%)
Stationary Energy							
	Electricity	275,784	315,854	14.5%	2,735	1,009	-63.1%
	Natural Gas	-	-	-	-	-	-
Residential Buildings	Fuel Oil	442,152	6,268	-98.6%	30,222	428	-98.6%
	Propane	82,743	81,694	-1.3%	5,032	4,985	-0.9%
	Wood	184,018	177,700	-3.4%	4,727	4,565	-3.4%
	Diesel	2,380	2,009	-15.6%	175	144	-17.8%
	Commercial & Industrial Buildings	Electricity	47,620	78,692	65.3%	472	251
	Natural Gas	-	-	-	-	-	-

Source	Type	2007 Energy (GJ)	2022 Energy (GJ)	Change (%)	2007 GHG Emissions (tCO ₂ e)	2022 GHG Emissions (tCO ₂ e)	Change (%)
	Fuel Oil	-	-	-	-	-	-
	Diesel	7,636	15,911	108.4%	563	1,142	102.9%
Energy Industries	LFG Combustion			-	-	-	-
Agriculture, Forestry And Fishing Activities	Diesel	23,423	27,932	19.3%	1,727	2,004	16.1%
Natural Gas Fugitive Emissions				-	-	-	-
Total		1,065,755	706,061	-33.8%	45,653	14,529	-68.2%
On-Road Transportation							
Electric Vehicles	Electricity	-	1	-	-	4	-
Hydrogen Vehicles	Hydrogen	-	-	-	-	-	-
Passenger Vehicles	Gasoline + Diesel	7,521	38,446	411.2%	511	2,510	391.1%
Light Trucks, Vans, SUVs	Gasoline + Diesel	119,903	129,711	8.2%	8,172	8,580	5.0%
Heavy Duty Vehicles	Gasoline + Diesel	76,282	36,338	-52.4%	5,177	2,381	-54.0%
Propane Vehicles	Propane	1,830	799	-56.4%	110	45	-58.9%
Natural Gas Vehicles	Natural Gas	-	-	-	-	-	-
Motorcycles	Gasoline	247	678	174.4%	17	44	157.1%
Total On-Road Transportation		205,783	205,973	0.1%	13,987	13,564	-3.0%
Off-Road Transportation							
Marine, Aviation and Other Off-Road Vehicles	Gasoline + Diesel + Jet Fuel	21,718	25,621	18.0%	1,608	1,893	17.7%
Total Off-Road Transportation		21,718	25,621	18.0%	1,608	1,893	17.7%
Waste							
Wastewater					0	0	74.2%

Source	Type	2007 Energy (GJ)	2022 Energy (GJ)	Change (%)	2007 GHG Emissions (tCO ₂ e)	2022 GHG Emissions (tCO ₂ e)	Change (%)
Composting					0	240	-
Solid Waste					1,434	481	-66.4%
Total Waste					1,434	722	-49.6%
Agriculture Forestry & Other Land Use (AFOLU)							
Land-Use: Emissions Sequestered (Disclosure Only - Not Included In Total)					-259,223	-255,713	-1.4%
Land-Use: Emissions Released (Disclosure Only - Not Included In Total)					31,481	706	-97.8%
Livestock, Aggregate Sources and Non-CO ₂ Emission Sources on Land					18	16	-7.5%
Total AFOLU					18	16	-7.5%
Industrial Process & Product Use (IPPU)							
Process Use Emissions					910	1,874	105.9%
Total IPPU					910	1,874	105.9%
TOTAL		1,293,256	937,656	-27.5%	63,610	32,598	-48.8%

9 CITY OF LANGFORD

9.1 2022 Profile

Profile	
Population	49,726
Dwellings	18,405
Registered Vehicles	34,972
Energy (Thousands of GJ)	4,139
GHG Emissions (tCO ₂ e)	202,749

9.2 Energy & GHG Emissions

Table 13 presents a summary comparison of the City of Langford's 2007 and 2022 energy and GHG emissions.

Table 13. Estimated Energy and GHG Emissions By Reporting Source

Source	Type	2007 Energy (GJ)	2022 Energy (GJ)	Change (%)	2007 GHG Emissions (tCO ₂ e)	2022 GHG Emissions (tCO ₂ e)	Change (%)
Stationary Energy							
Residential Buildings	Electricity	514,977	869,447	68.8%	5,107	2,777	-45.6%
	Natural Gas	122,432	282,797	131.0%	6,102	14,386	135.8%
	Fuel Oil	103,002	40,499	-60.7%	7,040	2,768	-60.7%
	Propane	17,793	17,568	-1.3%	1,082	1,072	-0.9%
	Wood	39,489	38,133	-3.4%	1,014	980	-3.4%
	Diesel	12,882	16,564	28.6%	950	1,189	25.2%
Commercial & Industrial Buildings	Electricity	343,772	418,410	21.7%	3,409	1,337	-60.8%
	Natural Gas	186,387	474,339	154.5%	9,290	24,130	159.7%

Source	Type	2007 Energy (GJ)	2022 Energy (GJ)	Change (%)	2007 GHG Emissions (tCO ₂ e)	2022 GHG Emissions (tCO ₂ e)	Change (%)
	Fuel Oil	-	-	-	-	-	-
	Diesel	41,330	131,168	217.4%	3,047	9,413	209.0%
Energy Industries	LFG Combustion			-	-	-	-
Agriculture, Forestry And Fishing Activities	Diesel	126,780	230,263	81.6%	9,345	16,524	76.8%
Natural Gas Fugitive Emissions				-	81	191	137.1%
Total		1,508,845	2,519,187	67.0%	46,467	74,765	60.9%
On-Road Transportation							
Electric Vehicles	Electricity	-	6	-	-	20	-
Hydrogen Vehicles	Hydrogen	-	-	-	-	-	-
Passenger Vehicles	Gasoline + Diesel	364,717	347,442	-4.7%	24,540	22,654	-7.7%
Light Trucks, Vans, SUVs	Gasoline + Diesel	432,627	813,940	88.1%	29,475	53,765	82.4%
Heavy Duty Vehicles	Gasoline + Diesel	211,609	240,223	13.5%	14,287	15,776	10.4%
Propane Vehicles	Propane	3,348	1,888	-43.6%	202	107	-46.9%
Natural Gas Vehicles	Natural Gas	-	7	-	-	32	-
Motorcycles	Gasoline	3,488	5,366	53.8%	241	347	44.1%
Total On-Road Transportation		1,015,791	1,408,873	38.7%	68,746	92,701	34.8%
Off-Road Transportation							
Marine, Aviation and Other Off-Road Vehicles	Gasoline + Diesel + Jet Fuel	117,552	211,216	79.7%	8,705	15,606	79.3%
Total Off-Road Transportation		117,552	211,216	79.7%	8,705	15,606	79.3%
Waste							
Wastewater					621	435	-30.0%

Source	Type	2007 Energy (GJ)	2022 Energy (GJ)	Change (%)	2007 GHG Emissions (tCO ₂ e)	2022 GHG Emissions (tCO ₂ e)	Change (%)
Composting					0	275	-
Solid Waste					7,761	3,969	-48.9%
Total Waste					8,382	4,678	-44.2%
Agriculture Forestry & Other Land Use (AFOLU)							
Land-Use: Emissions Sequestered (Disclosure Only - Not Included In Total)					-6,609	-7,138	8.0%
Land-Use: Emissions Released (Disclosure Only - Not Included In Total)					6,886	8,316	20.8%
Livestock, Aggregate Sources and Non-CO ₂ Emission Sources on Land					93	156	67.0%
Total AFOLU					93	156	67.0%
Industrial Process & Product Use (IPPU)							
Process Use Emissions					4,926	14,843	201.3%
Total IPPU					4,926	14,843	201.3%
TOTAL		2,642,187	4,139,276	56.7%	137,319	202,749	47.6%

10 DISTRICT OF METCHOSIN

10.1 2022 Profile

Profile	
Population	5,523
Dwellings	2,083
Registered Vehicles	4,940
Energy (Thousands of GJ)	536
GHG Emissions (tCO ₂ e)	26,425

10.2 Energy & GHG Emissions

Table 14 presents a summary comparison of the District of Metchosin's 2007 and 2022 energy and GHG emissions.

Table 14. Estimated Energy and GHG Emissions By Reporting Source

Source	Type	2007 Energy (GJ)	2022 Energy (GJ)	Change (%)	2007 GHG Emissions (tCO ₂ e)	2022 GHG Emissions (tCO ₂ e)	Change (%)
Stationary Energy							
Residential Buildings	Electricity	136,893	128,782	-5.9%	1,358	411	-69.7%
	Natural Gas	8,173	11,258	37.8%	407	573	40.6%
	Fuel Oil	9,003	12,598	39.9%	615	861	39.9%
	Propane	1,553	1,534	-1.3%	94	94	-0.9%
	Wood	3,457	3,338	-3.4%	89	86	-3.4%
	Diesel	2,643	1,840	-30.4%	195	132	-32.2%
Commercial & Industrial Buildings	Electricity	38,037	58,579	54.0%	377	187	-50.4%
	Natural Gas	33,858	23,250	-31.3%	1,688	1,183	-29.9%

Source	Type	2007 Energy (GJ)	2022 Energy (GJ)	Change (%)	2007 GHG Emissions (tCO ₂ e)	2022 GHG Emissions (tCO ₂ e)	Change (%)
	Fuel Oil	-	-	-	-	-	-
	Diesel	8,481	14,569	71.8%	625	1,045	67.2%
Energy Industries	LFG Combustion			-	-	-	-
Agriculture, Forestry And Fishing Activities	Diesel	26,016	25,575	-1.7%	1,918	1,835	-4.3%
Natural Gas Fugitive Emissions				-	4	4	14.6%
Total		268,114	281,322	4.9%	7,370	6,412	-13.0%
On-Road Transportation							
Electric Vehicles	Electricity	-	1	-	-	4	-
Hydrogen Vehicles	Hydrogen	-	-	-	-	-	-
Passenger Vehicles	Gasoline + Diesel	80,035	36,147	-54.8%	5,388	2,360	-56.2%
Light Trucks, Vans, SUVs	Gasoline + Diesel	110,966	144,179	29.9%	7,562	9,541	26.2%
Heavy Duty Vehicles	Gasoline + Diesel	40,483	50,060	23.7%	2,728	3,283	20.3%
Propane Vehicles	Propane	1,051	237	-77.5%	63	13	-78.8%
Natural Gas Vehicles	Natural Gas	-	-	-	-	-	-
Motorcycles	Gasoline	668	590	-11.7%	46	38	-17.3%
Total On-Road Transportation		233,204	231,214	-0.9%	15,787	15,239	-3.5%
Off-Road Transportation							
Marine, Aviation and Other Off-Road Vehicles	Gasoline + Diesel + Jet Fuel	24,123	23,459	-2.7%	1,786	1,733	-3.0%
Total Off-Road Transportation		24,123	23,459	-2.7%	1,786	1,733	-3.0%
Waste							
Wastewater					0	0	-

Source	Type	2007 Energy (GJ)	2022 Energy (GJ)	Change (%)	2007 GHG Emissions (tCO _{2e})	2022 GHG Emissions (tCO _{2e})	Change (%)
Composting					0	4	-
Solid Waste					1,593	441	-72.3%
Total Waste					1,593	445	-72.0%
Agriculture Forestry & Other Land Use (AFOLU)							
Land-Use: Emissions Sequestered (Disclosure Only - Not Included In Total)					-12,139	-13,009	7.2%
Land-Use: Emissions Released (Disclosure Only - Not Included In Total)					4,011	4,030	0.5%
Livestock, Aggregate Sources and Non-CO ₂ Emission Sources on Land					618	880	42.4%
Total AFOLU					618	880	42.4%
Industrial Process & Product Use (IPPU)							
Process Use Emissions					1,011	1,716	69.8%
Total IPPU					1,011	1,716	69.8%
TOTAL		525,440	535,995	2.0%	28,165	26,425	-6.2%

11 DISTRICT OF NORTH SAANICH

11.1 2022 Profile

Profile	
Population	13,052
Dwellings	5,195
Registered Vehicles	11,310
Energy (Thousands of GJ)	1,437
GHG Emissions (tCO ₂ e)	63,971

11.2 Energy & GHG Emissions

Table 15 presents a summary comparison of the District of North Saanich's 2007 and 2022 energy and GHG emissions.

Table 15. Estimated Energy and GHG Emissions By Reporting Source

Source	Type	2007 Energy (GJ)	2022 Energy (GJ)	Change (%)	2007 GHG Emissions (tCO ₂ e)	2022 GHG Emissions (tCO ₂ e)	Change (%)
Stationary Energy							
Residential Buildings	Electricity	375,413	364,490	-2.9%	3,723	1,164	-68.7%
	Natural Gas	41,591	91,354	119.6%	2,073	4,647	124.2%
	Fuel Oil	5,953	16,285	173.6%	407	1,113	173.6%
	Propane	1,027	1,014	-1.3%	62	62	-0.9%
	Wood	2,286	2,208	-3.4%	59	57	-3.4%
	Diesel	5,806	4,348	-25.1%	428	312	-27.1%
Commercial & Industrial Buildings	Electricity	156,437	202,840	29.7%	1,551	648	-58.2%
	Natural Gas	99,927	127,891	28.0%	4,980	6,506	30.6%

Source	Type	2007 Energy (GJ)	2022 Energy (GJ)	Change (%)	2007 GHG Emissions (tCO ₂ e)	2022 GHG Emissions (tCO ₂ e)	Change (%)
	Fuel Oil	-	-	-	-	-	-
	Diesel	18,627	34,429	84.8%	1,373	2,471	79.9%
Energy Industries	LFG Combustion			-	-	-	-
Agriculture, Forestry And Fishing Activities	Diesel	57,138	60,439	5.8%	4,212	4,337	3.0%
Natural Gas Fugitive Emissions				-	21	41	96.2%
Total		764,204	905,298	18.5%	18,889	21,358	13.1%
On-Road Transportation							
Electric Vehicles	Electricity	-	4	-	-	12	-
Hydrogen Vehicles	Hydrogen	-	-	-	-	-	-
Passenger Vehicles	Gasoline + Diesel	208,096	99,382	-52.2%	14,009	6,486	-53.7%
Light Trucks, Vans, SUVs	Gasoline + Diesel	227,960	295,735	29.7%	15,531	19,553	25.9%
Heavy Duty Vehicles	Gasoline + Diesel	90,034	78,160	-13.2%	6,040	5,121	-15.2%
Propane Vehicles	Propane	1,012	715	-29.4%	61	41	-33.6%
Natural Gas Vehicles	Natural Gas	-	0	-	-	1	-
Motorcycles	Gasoline	1,684	1,798	6.8%	116	116	0.0%
Total On-Road Transportation		528,786	475,793	-10.0%	35,757	31,330	-12.4%
Off-Road Transportation							
Marine, Aviation and Other Off-Road Vehicles	Gasoline + Diesel + Jet Fuel	52,979	55,440	4.6%	3,923	4,096	4.4%
Total Off-Road Transportation		52,979	55,440	4.6%	3,923	4,096	4.4%
Waste							
Wastewater					196	75	-61.9%

Source	Type	2007 Energy (GJ)	2022 Energy (GJ)	Change (%)	2007 GHG Emissions (tCO ₂ e)	2022 GHG Emissions (tCO ₂ e)	Change (%)
Composting					0	30	-
Solid Waste					3,498	1,042	-70.2%
Total Waste					3,694	1,147	-69.0%
Agriculture Forestry & Other Land Use (AFOLU)							
Land-Use: Emissions Sequestered (Disclosure Only - Not Included In Total)					-5,055	-5,121	1.3%
Land-Use: Emissions Released (Disclosure Only - Not Included In Total)					4,758	5,160	8.5%
Livestock, Aggregate Sources and Non-CO ₂ Emission Sources on Land					1,335	2,022	51.4%
Total AFOLU					1,335	2,022	51.4%
Industrial Process & Product Use (IPPU)							
Process Use Emissions					2,220	4,017	81.0%
Total IPPU					2,220	4,017	81.0%
TOTAL		1,345,969	1,436,531	6.7%	65,819	63,971	-2.8%

12 DISTRICT OF OAK BAY

12.1 2022 Profile

Profile	
Population	19,592
Dwellings	8,059
Registered Vehicles	12,101
Energy (Thousands of GJ)	1,520
GHG Emissions (tCO ₂ e)	74,984

12.2 Energy & GHG Emissions

Table 16 presents a summary comparison of the District of Oak Bay's 2007 and 2022 energy and GHG emissions.

Table 16. Estimated Energy and GHG Emissions By Reporting Source

Source	Type	2007 Energy (GJ)	2022 Energy (GJ)	Change (%)	2007 GHG Emissions (tCO ₂ e)	2022 GHG Emissions (tCO ₂ e)	Change (%)
Stationary Energy							
Residential Buildings	Electricity	370,574	346,497	-6.5%	3,675	1,107	-69.9%
	Natural Gas	276,642	313,923	13.5%	13,788	15,969	15.8%
	Fuel Oil	66,466	41,113	-38.1%	4,543	2,810	-38.1%
	Propane	11,487	11,341	-1.3%	699	692	-0.9%
	Wood	25,469	24,594	-3.4%	654	632	-3.4%
	Diesel	9,649	6,526	-32.4%	711	468	-34.2%
Commercial & Industrial Buildings	Electricity	106,747	78,134	-26.8%	1,059	250	-76.4%
	Natural Gas	83,140	131,482	58.1%	4,144	6,689	61.4%

Source	Type	2007 Energy (GJ)	2022 Energy (GJ)	Change (%)	2007 GHG Emissions (tCO ₂ e)	2022 GHG Emissions (tCO ₂ e)	Change (%)
	Fuel Oil	-	-	-	-	-	-
	Diesel	30,957	51,680	66.9%	2,282	3,709	62.5%
Energy Industries	LFG Combustion			-	-	-	-
Agriculture, Forestry And Fishing Activities	Diesel	-	-	-	-	-	-
Natural Gas Fugitive Emissions				-	83	114	37.3%
Total		981,129	1,005,291	2.5%	31,637	32,439	2.5%
On-Road Transportation							
Electric Vehicles	Electricity	-	4	-	-	14	-
Hydrogen Vehicles	Hydrogen	-	-	-	-	-	-
Passenger Vehicles	Gasoline + Diesel	322,115	131,858	-59.1%	21,677	8,597	-60.3%
Light Trucks, Vans, SUVs	Gasoline + Diesel	199,128	253,538	27.3%	13,563	16,737	23.4%
Heavy Duty Vehicles	Gasoline + Diesel	78,292	44,175	-43.6%	5,265	2,870	-45.5%
Propane Vehicles	Propane	857	207	-75.8%	52	12	-77.2%
Natural Gas Vehicles	Natural Gas	-	0	-	-	1	-
Motorcycles	Gasoline	1,771	1,730	-2.3%	122	112	-8.5%
Total On-Road Transportation		602,163	431,512	-28.3%	40,679	28,343	-30.3%
Off-Road Transportation							
Marine, Aviation and Other Off-Road Vehicles	Gasoline + Diesel + Jet Fuel	88,048	83,219	-5.5%	6,520	6,149	-5.7%
Total Off-Road Transportation		88,048	83,219	-5.5%	6,520	6,149	-5.7%
Waste							
Wastewater					1,968	399	-79.7%

Source	Type	2007 Energy (GJ)	2022 Energy (GJ)	Change (%)	2007 GHG Emissions (tCO ₂ e)	2022 GHG Emissions (tCO ₂ e)	Change (%)
Composting					0	1	-
Solid Waste					5,813	1,564	-73.1%
Total Waste					7,782	1,964	-74.8%
Agriculture Forestry & Other Land Use (AFOLU)							
Land-Use: Emissions Sequestered (Disclosure Only - Not Included In Total)					-1,461	-1,871	28.0%
Land-Use: Emissions Released (Disclosure Only - Not Included In Total)					1,731	1,898	9.6%
Livestock, Aggregate Sources and Non-CO ₂ Emission Sources on Land					0	0	133.0%
Total AFOLU					0	0	133.0%
Industrial Process & Product Use (IPPU)							
Process Use Emissions					3,690	6,089	65.0%
Total IPPU					3,690	6,089	65.0%
TOTAL		1,671,340	1,520,022	-9.1%	90,308	74,984	-17.0%

13 THE DISTRICT OF SAANICH

13.1 2022 Profile

Profile	
Population	126,234
Dwellings	50,443
Registered Vehicles	82,995
Energy (Thousands of GJ)	10,288
GHG Emissions (tCO ₂ e)	507,791

13.2 Energy & GHG Emissions

Table 17 presents a summary comparison of the District of Saanich's 2007 and 2022 energy and GHG emissions.

Table 17. Estimated Energy and GHG Emissions By Reporting Source

Source	Type	2007 Energy (GJ)	2022 Energy (GJ)	Change (%)	2007 GHG Emissions (tCO ₂ e)	2022 GHG Emissions (tCO ₂ e)	Change (%)
Stationary Energy							
	Electricity	2,358,702	2,261,336	-4.1%	23,391	7,224	-69.1%
	Natural Gas	743,960	917,866	23.4%	37,079	46,692	25.9%
Residential Buildings	Fuel Oil	518,953	245,284	-52.7%	35,471	16,766	-52.7%
	Propane	97,519	96,737	-0.8%	5,931	5,902	-0.5%
	Wood	216,161	211,769	-2.0%	5,553	5,440	-2.0%
	Diesel	57,644	42,049	-27.1%	4,249	3,017	-29.0%
Commercial & Industrial Buildings	Electricity	1,176,089	1,043,614	-11.3%	11,663	3,334	-71.4%
	Natural Gas	759,454	894,838	17.8%	37,852	45,521	20.3%

Source	Type	2007 Energy (GJ)	2022 Energy (GJ)	Change (%)	2007 GHG Emissions (tCO _{2e})	2022 GHG Emissions (tCO _{2e})	Change (%)
	Fuel Oil	38,936	20,302	-47.9%	2,661	1,388	-47.9%
	Diesel	184,944	332,982	80.0%	13,633	23,895	75.3%
Energy Industries	LFG Combustion			-	418	6,497	1454.3%
Agriculture, Forestry And Fishing Activities	Diesel	567,313	584,544	3.0%	41,818	41,947	0.3%
Natural Gas Fugitive Emissions				-	314	462	47.0%
Total		6,719,676	6,651,319	-1.0%	220,033	208,084	-5.4%
On-Road Transportation							
Electric Vehicles	Electricity	-	15	-	-	46	-
Hydrogen Vehicles	Hydrogen	-	-	-	-	-	-
Passenger Vehicles	Gasoline + Diesel	1,877,530	776,827	-58.6%	126,328	50,639	-59.9%
Light Trucks, Vans, SUVs	Gasoline + Diesel	1,549,388	1,973,500	27.4%	105,548	130,220	23.4%
Heavy Duty Vehicles	Gasoline + Diesel	564,100	329,218	-41.6%	37,966	21,579	-43.2%
Propane Vehicles	Propane	8,605	3,199	-62.8%	519	182	-65.0%
Natural Gas Vehicles	Natural Gas	-	1	-	-	3	-
Motorcycles	Gasoline	11,374	17,812	56.6%	785	1,152	46.7%
Total On-Road Transportation		4,010,996	3,100,571	-22.7%	271,147	203,821	-24.8%
Off-Road Transportation							
Marine, Aviation and Other Off-Road Vehicles	Gasoline + Diesel + Jet Fuel	526,020	536,191	1.9%	38,951	39,618	1.7%
Total Off-Road Transportation		526,020	536,191	1.9%	38,951	39,618	1.7%
Waste							
Wastewater					4,989	1,337	-73.2%

Source	Type	2007 Energy (GJ)	2022 Energy (GJ)	Change (%)	2007 GHG Emissions (tCO ₂ e)	2022 GHG Emissions (tCO ₂ e)	Change (%)
Composting					0	3,468	-
Solid Waste					34,731	10,076	-71.0%
Total Waste					39,720	14,881	-62.5%
Agriculture Forestry & Other Land Use (AFOLU)							
Land-Use: Emissions Sequestered (Disclosure Only - Not Included In Total)					-15,421	-17,123	11.0%
Land-Use: Emissions Released (Disclosure Only - Not Included In Total)					22,453	13,619	-39.3%
Livestock, Aggregate Sources and Non-CO ₂ Emission Sources on Land					1,465	1,883	28.5%
Total AFOLU					1,465	1,883	28.5%
Industrial Process & Product Use (IPPU)							
Process Use Emissions					22,042	39,504	79.2%
Total IPPU					22,042	39,504	79.2%
TOTAL		11,256,692	10,288,081	-8.6%	593,359	507,791	-14.4%

14 SALT SPRING ELECTORAL AREA

14.1 2022 Profile

Profile	
Population	12,209
Dwellings	5,270
Registered Vehicles	10,174
Energy (Thousands of GJ)	1,182
GHG Emissions (tCO ₂ e)	50,992

14.2 Energy & GHG Emissions

Table 18 presents a summary comparison of Salt Spring Island Electoral Area's 2007 and 2022 energy and GHG emissions.

Table 18. Estimated Energy and GHG Emissions By Reporting Source

Source	Type	2007 Energy (GJ)	2022 Energy (GJ)	Change (%)	2007 GHG Emissions (tCO ₂ e)	2022 GHG Emissions (tCO ₂ e)	Change (%)
Stationary Energy							
Residential Buildings	Electricity	360,697	385,852	7.0%	3,577	1,233	-65.5%
	Natural Gas	-	-	-	-	-	-
	Fuel Oil	9,967	7,006	-29.7%	681	479	-29.7%
	Propane	9,006	9,167	1.8%	548	559	2.1%
	Wood	75,133	74,798	-0.4%	1,930	1,921	-0.4%
	Diesel	5,252	4,067	-22.6%	387	292	-24.6%
Commercial & Industrial Buildings	Electricity	91,954	126,373	37.4%	912	404	-55.7%
	Natural Gas	-	-	-	-	-	-

Source	Type	2007 Energy (GJ)	2022 Energy (GJ)	Change (%)	2007 GHG Emissions (tCO ₂ e)	2022 GHG Emissions (tCO ₂ e)	Change (%)
	Fuel Oil	-	-	-	-	-	-
	Diesel	16,851	32,205	91.1%	1,242	2,311	86.1%
Energy Industries	LFG Combustion			-	-	-	-
Agriculture, Forestry And Fishing Activities	Diesel	51,691	56,535	9.4%	3,810	4,057	6.5%
Natural Gas Fugitive Emissions				-	-	-	-
Total		620,552	696,003	12.2%	13,087	11,256	-14.0%
On-Road Transportation							
Electric Vehicles	Electricity	-	4	-	-	11	-
Hydrogen Vehicles	Hydrogen	-	-	-	-	-	-
Passenger Vehicles	Gasoline + Diesel	166,502	75,332	-54.8%	11,207	4,915	-56.1%
Light Trucks, Vans, SUVs	Gasoline + Diesel	191,257	271,076	41.7%	13,028	17,912	37.5%
Heavy Duty Vehicles	Gasoline + Diesel	50,460	84,654	67.8%	3,350	5,529	65.0%
Propane Vehicles	Propane	857	1,356	58.3%	52	77	48.9%
Natural Gas Vehicles	Natural Gas	-	-	-	-	-	-
Motorcycles	Gasoline	1,737	1,330	-23.5%	120	86	-28.3%
Total On-Road Transportation		410,814	433,750	5.6%	27,758	28,531	2.8%
Off-Road Transportation							
Marine, Aviation and Other Off-Road Vehicles	Gasoline + Diesel + Jet Fuel	47,929	51,859	8.2%	3,549	3,832	8.0%
Total Off-Road Transportation		47,929	51,859	8.2%	3,549	3,832	8.0%
Waste							
Wastewater					49	9	-81.3%

Source	Type	2007 Energy (GJ)	2022 Energy (GJ)	Change (%)	2007 GHG Emissions (tCO _{2e})	2022 GHG Emissions (tCO _{2e})	Change (%)
Composting					0	0	-
Solid Waste					3,165	975	-69.2%
Total Waste					3,213	984	-69.4%
Agriculture Forestry & Other Land Use (AFOLU)							
Land-Use: Emissions Sequestered (Disclosure Only - Not Included In Total)					-33,060	-34,295	3.7%
Land-Use: Emissions Released (Disclosure Only - Not Included In Total)					32,083	12,143	-62.2%
Livestock, Aggregate Sources and Non-CO ₂ Emission Sources on Land					407	2,563	529.2%
Total AFOLU					407	2,563	529.2%
Industrial Process & Product Use (IPPU)							
Process Use Emissions					2,008	3,827	90.5%
Total IPPU					2,008	3,827	90.5%
TOTAL		1,079,295	1,181,612	9.5%	50,023	50,992	1.9%

15 TOWN OF SIDNEY

15.1 2022 Profile

Profile	
Population	12,950
Dwellings	6,349
Registered Vehicles	9,582
Energy (Thousands of GJ)	1,196
GHG Emissions (tCO ₂ e)	55,426

15.2 Energy & GHG Emissions

Table 19 presents a summary comparison of the Town Sidney's 2007 and 2022 energy and GHG emissions.

Table 19. Estimated Energy and GHG Emissions By Reporting Source

Source	Type	2007 Energy (GJ)	2022 Energy (GJ)	Change (%)	2007 GHG Emissions (tCO ₂ e)	2022 GHG Emissions (tCO ₂ e)	Change (%)
Stationary Energy							
Residential Buildings	Electricity	242,453	247,660	2.1%	2,404	791	-67.1%
	Natural Gas	70,155	96,432	37.5%	3,497	4,906	40.3%
	Fuel Oil	58,189	9,648	-83.4%	3,977	659	-83.4%
	Propane	10,069	9,942	-1.3%	612	607	-0.9%
	Wood	22,263	21,499	-3.4%	572	552	-3.4%
	Diesel	6,040	4,314	-28.6%	445	310	-30.5%
Commercial & Industrial Buildings	Electricity	187,401	165,750	-11.6%	1,858	529	-71.5%
	Natural Gas	80,240	106,080	32.2%	3,999	5,396	34.9%

Source	Type	2007 Energy (GJ)	2022 Energy (GJ)	Change (%)	2007 GHG Emissions (tCO ₂ e)	2022 GHG Emissions (tCO ₂ e)	Change (%)
	Fuel Oil	-	-	-	-	-	-
	Diesel	19,378	34,160	76.3%	1,428	2,451	71.6%
Energy Industries	LFG Combustion			-	-	-	-
Agriculture, Forestry And Fishing Activities	Diesel	59,441	59,967	0.9%	4,382	4,303	-1.8%
Natural Gas Fugitive Emissions				-	47	71	48.8%
Total		755,630	755,451	0.0%	23,223	20,576	-11.4%
On-Road Transportation							
Electric Vehicles	Electricity	-	2	-	-	6	-
Hydrogen Vehicles	Hydrogen	-	-	-	-	-	-
Passenger Vehicles	Gasoline + Diesel	199,863	102,924	-48.5%	13,448	6,710	-50.1%
Light Trucks, Vans, SUVs	Gasoline + Diesel	162,604	211,267	29.9%	11,077	13,952	26.0%
Heavy Duty Vehicles	Gasoline + Diesel	82,673	69,148	-16.4%	5,563	4,523	-18.7%
Propane Vehicles	Propane	973	557	-42.8%	59	32	-46.2%
Natural Gas Vehicles	Natural Gas	-	0	-	-	0	-
Motorcycles	Gasoline	1,276	1,547	21.2%	88	100	13.5%
Total On-Road Transportation		447,389	385,444	-13.8%	30,234	25,323	-16.2%
Off-Road Transportation							
Marine, Aviation and Other Off-Road Vehicles	Gasoline + Diesel + Jet Fuel	55,114	55,006	-0.2%	4,081	4,064	-0.4%
Total Off-Road Transportation		55,114	55,006	-0.2%	4,081	4,064	-0.4%
Waste							
Wastewater					612	175	-71.4%

Source	Type	2007 Energy (GJ)	2022 Energy (GJ)	Change (%)	2007 GHG Emissions (tCO ₂ e)	2022 GHG Emissions (tCO ₂ e)	Change (%)
Composting					0	201	-
Solid Waste					3,639	1,034	-71.6%
Total Waste					4,251	1,410	-66.8%
Agriculture Forestry & Other Land Use (AFOLU)							
Land-Use: Emissions Sequestered (Disclosure Only - Not Included In Total)					-543	-506	-6.8%
Land-Use: Emissions Released (Disclosure Only - Not Included In Total)					823	1,251	52.1%
Livestock, Aggregate Sources and Non-CO ₂ Emission Sources on Land					4	87	1915.6%
Total AFOLU					4	87	1915.6%
Industrial Process & Product Use (IPPU)							
Process Use Emissions					2,310	3,967	71.7%
Total IPPU					2,310	3,967	71.7%
TOTAL		1,258,133	1,195,902	-4.9%	64,104	55,426	-13.5%

16 DISTRICT OF SOOKE

16.1 2022 Profile

Profile	
Population	16,372
Dwellings	6,379
Registered Vehicles	12,589
Energy (Thousands of GJ)	1,302
GHG Emissions (tCO ₂ e)	64,405

16.2 Energy & GHG Emissions

Table 20 presents a summary comparison of the District of Sooke's 2007 and 2022 energy and GHG emissions.

Table 20. Estimated Energy and GHG Emissions By Reporting Source

Source	Type	2007 Energy (GJ)	2022 Energy (GJ)	Change (%)	2007 GHG Emissions (tCO ₂ e)	2022 GHG Emissions (tCO ₂ e)	Change (%)
Stationary Energy							
Residential Buildings	Electricity	257,364	343,855	33.6%	2,552	1,098	-57.0%
	Natural Gas	13,108	70,631	438.8%	653	3,593	450.0%
	Fuel Oil	56,455	9,956	-82.4%	3,859	680	-82.4%
	Propane	9,744	9,620	-1.3%	593	587	-0.9%
	Wood	21,667	20,923	-3.4%	557	537	-3.4%
	Diesel	5,454	5,454	0.0%	402	391	-2.7%
Commercial & Industrial Buildings	Electricity	68,790	87,332	27.0%	682	279	-59.1%
	Natural Gas	16,506	35,468	114.9%	823	1,804	119.3%

Source	Type	2007 Energy (GJ)	2022 Energy (GJ)	Change (%)	2007 GHG Emissions (tCO ₂ e)	2022 GHG Emissions (tCO ₂ e)	Change (%)
	Fuel Oil	-	-	-	-	-	-
	Diesel	17,499	43,186	146.8%	1,290	3,099	140.3%
Energy Industries	LFG Combustion			-	-	-	-
Agriculture, Forestry And Fishing Activities	Diesel	53,678	75,813	41.2%	3,957	5,440	37.5%
Natural Gas Fugitive Emissions				-	13	53	314.1%
Total		520,266	702,237	35.0%	15,380	17,564	14.2%
On-Road Transportation							
Electric Vehicles	Electricity	-	3	-	-	9	-
Hydrogen Vehicles	Hydrogen	-	-	-	-	-	-
Passenger Vehicles	Gasoline + Diesel	141,887	113,978	-19.7%	9,552	7,437	-22.1%
Light Trucks, Vans, SUVs	Gasoline + Diesel	187,290	324,163	73.1%	12,761	21,428	67.9%
Heavy Duty Vehicles	Gasoline + Diesel	80,655	89,791	11.3%	5,440	5,874	8.0%
Propane Vehicles	Propane	1,986	286	-85.6%	120	16	-86.4%
Natural Gas Vehicles	Natural Gas	-	0	-	-	1	-
Motorcycles	Gasoline	1,490	2,001	34.3%	103	129	25.8%
Total On-Road Transportation		413,309	530,222	28.3%	27,976	34,895	24.7%
Off-Road Transportation							
Marine, Aviation and Other Off-Road Vehicles	Gasoline + Diesel + Jet Fuel	49,771	69,542	39.7%	3,686	5,138	39.4%
Total Off-Road Transportation		49,771	69,542	39.7%	3,686	5,138	39.4%
Waste							
Wastewater					0	0	-

Source	Type	2007 Energy (GJ)	2022 Energy (GJ)	Change (%)	2007 GHG Emissions (tCO ₂ e)	2022 GHG Emissions (tCO ₂ e)	Change (%)
Composting					0	41	-
Solid Waste					3,286	1,307	-60.2%
Total Waste					3,286	1,348	-59.0%
Agriculture Forestry & Other Land Use (AFOLU)							
Land-Use: Emissions Sequestered (Disclosure Only - Not Included In Total)					-9,952	-11,266	13.2%
Land-Use: Emissions Released (Disclosure Only - Not Included In Total)					6,213	5,442	-12.4%
Livestock, Aggregate Sources and Non-CO ₂ Emission Sources on Land					126	517	309.5%
Total AFOLU					126	517	309.5%
Industrial Process & Product Use (IPPU)							
Process Use Emissions					2,086	4,943	137.0%
Total IPPU					2,086	4,943	137.0%
TOTAL		983,346	1,302,000	32.4%	52,539	64,405	22.6%

17 CITY OF VICTORIA

17.1 2022 Profile

Profile	
Population	96,771
Dwellings	53,590
Registered Vehicles	54,547
Energy (Thousands of GJ)	9,194
GHG Emissions (tCO ₂ e)	407,082

17.2 Energy & GHG Emissions

Table 21 presents a summary comparison of the City of Victoria's 2007 and 2022 energy and GHG emissions.

Table 21. Estimated Energy and GHG Emissions By Reporting Source

Source	Type	2007 Energy (GJ)	2022 Energy (GJ)	Change (%)	2007 GHG Emissions (tCO ₂ e)	2022 GHG Emissions (tCO ₂ e)	Change (%)
Stationary Energy							
Residential Buildings	Electricity	1,235,156	1,440,845	16.7%	12,249	4,603	-62.4%
	Natural Gas	952,641	477,565	-49.9%	47,480	24,294	-48.8%
	Fuel Oil	617,245	101,625	-83.5%	42,190	6,946	-83.5%
	Propane	118,617	117,666	-0.8%	7,214	7,179	-0.5%
	Wood	259,255	257,078	-0.8%	6,660	6,604	-0.8%
	Diesel	42,018	32,235	-23.3%	3,097	2,313	-25.3%
Commercial & Industrial Buildings	Electricity	1,983,621	1,791,569	-9.7%	19,671	5,723	-70.9%
	Natural Gas	1,377,709	2,026,818	47.1%	68,666	103,105	50.2%

Source	Type	2007 Energy (GJ)	2022 Energy (GJ)	Change (%)	2007 GHG Emissions (tCO ₂ e)	2022 GHG Emissions (tCO ₂ e)	Change (%)
	Fuel Oil	122,702	122,702	0.0%	8,387	8,387	0.0%
	Diesel	134,809	255,264	89.4%	9,937	18,318	84.3%
Energy Industries	LFG Combustion			-	-	-	-
Agriculture, Forestry And Fishing Activities	Diesel	-	-	-	-	-	-
Natural Gas Fugitive Emissions				-	240	272	13.0%
Total		6,843,772	6,623,367	-3.2%	225,791	187,744	-16.9%
On-Road Transportation							
Electric Vehicles	Electricity	-	9	-	-	29	-
Hydrogen Vehicles	Hydrogen	-	-	-	-	-	-
Passenger Vehicles	Gasoline + Diesel	1,250,314	462,162	-63.0%	84,131	30,110	-64.2%
Light Trucks, Vans, SUVs	Gasoline + Diesel	774,818	1,120,119	44.6%	52,783	73,864	39.9%
Heavy Duty Vehicles	Gasoline + Diesel	467,779	293,864	-37.2%	31,539	19,210	-39.1%
Propane Vehicles	Propane	5,840	2,667	-54.3%	352	151	-57.0%
Natural Gas Vehicles	Natural Gas	-	0	-	-	2	-
Motorcycles	Gasoline	8,968	5,902	-34.2%	619	382	-38.3%
Total On-Road Transportation		2,507,720	1,884,723	-24.8%	169,424	123,748	-27.0%
Off-Road Transportation							
Marine, Aviation and Other Off-Road Vehicles	Gasoline + Diesel + Jet Fuel	524,642	685,904	30.7%	38,899	50,820	30.6%
Total Off-Road Transportation		524,642	685,904	30.7%	38,899	50,820	30.6%
Waste							
Wastewater					7,699	1,735	-77.5%

Source	Type	2007 Energy (GJ)	2022 Energy (GJ)	Change (%)	2007 GHG Emissions (tCO ₂ e)	2022 GHG Emissions (tCO ₂ e)	Change (%)
Composting					73	902	1133.5%
Solid Waste					25,316	12,307	-51.4%
Total Waste					33,088	14,944	-54.8%
Agriculture Forestry & Other Land Use (AFOLU)							
Land-Use: Emissions Sequestered (Disclosure Only - Not Included In Total)					-1,798	-1,939	7.8%
Land-Use: Emissions Released (Disclosure Only - Not Included In Total)					3,725	3,744	0.5%
Livestock, Aggregate Sources and Non-CO ₂ Emission Sources on Land					0	0	-
Total AFOLU					0	0	-
Industrial Process & Product Use (IPPU)							
Process Use Emissions					16,067	29,825	85.6%
Total IPPU					16,067	29,825	85.6%
TOTAL		9,876,133	9,193,993	-6.9%	483,269	407,082	-15.8%

18 TOWN OF VIEW ROYAL

18.1 2022 Profile

Profile	
Population	12,987
Dwellings	5,115
Registered Vehicles	8,417
Energy (Thousands of GJ)	1,070
GHG Emissions (tCO ₂ e)	51,486

18.2 Energy & GHG Emissions

Table 22 presents a summary comparison of the Town of View Royal's 2007 and 2022 energy and GHG emissions.

Table 22. Estimated Energy and GHG Emissions By Reporting Source

Source	Type	2007 Energy (GJ)	2022 Energy (GJ)	Change (%)	2007 GHG Emissions (tCO ₂ e)	2022 GHG Emissions (tCO ₂ e)	Change (%)
Stationary Energy							
Residential Buildings	Electricity	185,833	214,630	15.5%	1,843	686	-62.8%
	Natural Gas	75,155	92,417	23.0%	3,746	4,701	25.5%
	Fuel Oil	22,724	4,855	-78.6%	1,553	332	-78.6%
	Propane	3,926	3,876	-1.3%	239	237	-0.9%
	Wood	8,710	8,411	-3.4%	224	216	-3.4%
	Diesel	4,806	4,326	-10.0%	354	310	-12.4%
Commercial & Industrial Buildings	Electricity	113,772	121,413	6.7%	1,128	388	-65.6%
	Natural Gas	123,868	156,425	26.3%	6,174	7,957	28.9%

Source	Type	2007 Energy (GJ)	2022 Energy (GJ)	Change (%)	2007 GHG Emissions (tCO ₂ e)	2022 GHG Emissions (tCO ₂ e)	Change (%)
	Fuel Oil	-	-	-	-	-	-
	Diesel	15,419	34,257	122.2%	1,137	2,458	116.3%
Energy Industries	LFG Combustion			-	-	-	-
Agriculture, Forestry And Fishing Activities	Diesel	47,299	60,138	27.1%	3,487	4,315	23.8%
Natural Gas Fugitive Emissions				-	38	52	36.7%
Total		601,514	700,749	16.5%	19,922	21,653	8.7%
On-Road Transportation							
Electric Vehicles	Electricity	-	2	-	-	6	-
Hydrogen Vehicles	Hydrogen	-	-	-	-	-	-
Passenger Vehicles	Gasoline + Diesel	138,335	87,713	-36.6%	9,308	5,719	-38.6%
Light Trucks, Vans, SUVs	Gasoline + Diesel	135,581	188,803	39.3%	9,236	12,468	35.0%
Heavy Duty Vehicles	Gasoline + Diesel	61,064	35,124	-42.5%	4,112	2,290	-44.3%
Propane Vehicles	Propane	895	606	-32.3%	54	34	-36.3%
Natural Gas Vehicles	Natural Gas	-	-	-	-	-	-
Motorcycles	Gasoline	1,223	1,391	13.7%	84	90	6.5%
Total On-Road Transportation		337,099	313,639	-7.0%	22,795	20,608	-9.6%
Off-Road Transportation							
Marine, Aviation and Other Off-Road Vehicles	Gasoline + Diesel + Jet Fuel	43,856	55,164	25.8%	3,248	4,076	25.5%
Total Off-Road Transportation		43,856	55,164	25.8%	3,248	4,076	25.5%
Waste							
Wastewater					386	107	-72.4%

Source	Type	2007 Energy (GJ)	2022 Energy (GJ)	Change (%)	2007 GHG Emissions (tCO ₂ e)	2022 GHG Emissions (tCO ₂ e)	Change (%)
Composting					0	88	-
Solid Waste					2,896	1,037	-64.2%
Total Waste					3,282	1,232	-62.5%
Agriculture Forestry & Other Land Use (AFOLU)							
Land-Use: Emissions Sequestered (Disclosure Only - Not Included In Total)					-2,585	-2,740	6.0%
Land-Use: Emissions Released (Disclosure Only - Not Included In Total)					1,738	1,807	4.0%
Livestock, Aggregate Sources and Non-CO ₂ Emission Sources on Land					4	22	502.5%
Total AFOLU					4	22	502.5%
Industrial Process & Product Use (IPPU)							
Process Use Emissions					1,838	3,895	112.0%
Total IPPU					1,838	3,895	112.0%
TOTAL		982,469	1,069,552	8.9%	51,087	51,486	0.8%

19 SOUTHERN GULF ISLANDS ELECTORAL AREA

19.1 2022 Profile

The Southern Gulf Islands Electoral Area consists of: Galiano, Mayne, North Pender, Saturna and South Pender.

Profile	
Population	5,769
Dwellings	2,323
Registered Vehicles	5,105
Energy (Thousands of GJ)	848
GHG Emissions (tCO _{2e})	35,335

19.2 Energy & GHG Emissions

Table 23 presents a summary comparison of the Southern Gulf Islands Electoral Area 2007 and 2022 energy and GHG emissions.

Table 23. Estimated Energy and GHG Emissions By Reporting Source

Source	Type	2007 Energy (GJ)	2022 Energy (GJ)	Change (%)	2007 GHG Emissions (tCO _{2e})	2022 GHG Emissions (tCO _{2e})	Change (%)
Stationary Energy							
	Electricity	205,339	214,933	4.7%	2,036	687	-66.3%
	Natural Gas	-	-	-	-	-	-
Residential Buildings	Fuel Oil	27,326	55,796	104.2%	1,868	3,814	104.2%
	Propane	24,684	25,126	1.8%	1,501	1,533	2.1%
	Wood	206,032	205,113	-0.4%	5,293	5,269	-0.4%
	Diesel	2,683	1,922	-28.4%	198	138	-30.3%

Source	Type	2007 Energy (GJ)	2022 Energy (GJ)	Change (%)	2007 GHG Emissions (tCO ₂ e)	2022 GHG Emissions (tCO ₂ e)	Change (%)
Commercial & Industrial Buildings	Electricity	45,106	48,348	7.2%	447	154	-65.5%
	Natural Gas	-	-	-	-	-	-
	Fuel Oil	-	-	-	-	-	-
	Diesel	8,608	15,218	76.8%	634	1,092	72.1%
Energy Industries	LFG Combustion			-	-	-	-
Agriculture, Forestry And Fishing Activities	Diesel	26,403	26,714	1.2%	1,946	1,917	-1.5%
Natural Gas Fugitive Emissions				-	-	-	-
Total		546,181	593,168	8.6%	13,924	14,604	4.9%
On-Road Transportation							
Electric Vehicles	Electricity	-	1	-	-	4	-
Hydrogen Vehicles	Hydrogen	-	-	-	-	-	-
Passenger Vehicles	Gasoline + Diesel	115,551	33,298	-71.2%	7,772	2,172	-72.0%
Light Trucks, Vans, SUVs	Gasoline + Diesel	63,232	143,707	127.3%	4,308	9,497	120.4%
Heavy Duty Vehicles	Gasoline + Diesel	16,337	51,972	218.1%	1,082	3,403	214.5%
Propane Vehicles	Propane	-	636	-	-	36	-
Natural Gas Vehicles	Natural Gas	-	-	-	-	-	-
Motorcycles	Gasoline	916	733	-20.0%	63	47	-25.0%
Total On-Road Transportation		196,036	230,347	17.5%	13,225	15,159	14.6%
Off-Road Transportation							
Marine, Aviation and Other Off-Road Vehicles	Gasoline + Diesel + Jet Fuel	24,482	24,504	0.1%	1,813	1,811	-0.1%
Total Off-Road Transportation		24,482	24,504	0.1%	1,813	1,811	-0.1%
Waste							

Source	Type	2007 Energy (GJ)	2022 Energy (GJ)	Change (%)	2007 GHG Emissions (tCO _{2e})	2022 GHG Emissions (tCO _{2e})	Change (%)
Wastewater					24	5	-77.8%
Composting					0	0	-
Solid Waste					1,616	460	-71.5%
Total Waste					1,641	466	-71.6%
Agriculture Forestry & Other Land Use (AFOLU)							
Land-Use: Emissions Sequestered (Disclosure Only - Not Included In Total)					-33,172	-34,324	3.5%
Land-Use: Emissions Released (Disclosure Only - Not Included In Total)					24,093	24,143	0.2%
Livestock, Aggregate Sources and Non-CO ₂ Emission Sources on Land					387	1,542	298.6%
Total AFOLU					387	1,542	298.6%
Industrial Process & Product Use (IPPU)							
Process Use Emissions					1,026	1,753	70.9%
Total IPPU					1,026	1,753	70.9%
TOTAL		766,699	848,020	10.6%	32,015	35,335	10.4%

Capital Region CO_{2e} Emissions Per Capita

September 2023

Capital Region CO _{2e} (tonnes) Emissions Per Capita		
	2007	2022
Capital Region	5.7	4.2
Central Saanich	6.2	5.8
Colwood	5.4	4.0
Esquimalt	5.5	3.8
Highlands	5.9	5.0
Juan De Fuca Electoral Area	14.6	5.4
Langford	5.6	4.1
Metchosin	5.7	4.8
North Saanich	6.0	4.9
Oak Bay	4.9	3.8
Saanich	5.3	4.0
Salt Spring Island Electoral Area	5.0	4.2
Sidney	4.9	4.3
Sooke	5.1	3.9
Victoria	6.0	4.2
View Royal	5.6	4.0
Southern Gulf Islands Electoral Area	6.4	6.1



Making a difference...together

**REPORT TO HOSPITALS AND HOUSING COMMITTEE
MEETING OF WEDNESDAY, OCTOBER 04, 2023**

SUBJECT Alliance to End Homelessness in the Capital Region – Funding Increase

ISSUE SUMMARY

To detail implications of the Alliance to End Homelessness in the Capital Region's (the "Alliance") request for increased annual core funding from the Capital Regional District (CRD) from \$225,000 to \$345,000, with an annual inflation increase.

BACKGROUND

The Alliance started in 2008 as the Greater Victoria Coalition to End Homelessness with a mission to end homelessness in the capital region and consists of local housing, health and social service providers, non-profit organizations, all levels of government, businesses, post-secondary institutions, the faith community, people with lived and living experiences of homelessness, and members of the public. The Alliance is a non-profit society and registered charity. Past Alliance efforts included the publication of the Creating Homes, Enhancing Communities report, which supported the early development of the Regional Housing First Program, work related to process mapping, eviction prevention, a Speakers' Bureau, youth homelessness prevention, engagement of people with lived experience and efforts through the COVID-19 pandemic to directly support individuals experiencing homelessness.

On August 21, 2023, the Alliance sent a letter to the CRD Board requesting an increase of \$120,000 in annual core funding (Appendix A). The Alliance attached their 2022 draft audited financial statement to support the letter (see Appendix B) and presented their funding request to the Hospitals and Housing Committee on September 6, 2023 (see Appendix C). Staff were then directed to return with a report detailing the implications associated with the requested funding increase.

Since 2008, the CRD has supported the core operations of the Alliance. This contribution was increased from \$150,000 to \$225,000 in 2010 and has remained consistent through to the 2023 final CRD budget. The CRD's initial commitment to the Alliance was for 10 years, but this was revised in 2018 to be ongoing.

In September 2023, the Alliance informed the Hospitals and Housing Committee that without an increase in funding, the organization would not be viable in 2025. A review of the accompanying 2022 draft audited financial statements indicate solvency and going concern for the long-term operations and viability of the Alliance.

Each year, the CRD negotiates and monitors an annual Service Agreement with the Alliance that sets out the scope of work, deliverables, and relevant roles and responsibilities expected of the Alliance. The Alliance submits an annual report to the CRD on their specific deliverables (see Appendix D).

ALTERNATIVES

Alternative 1

The Hospitals and Housing Committee recommends to the Capital Regional District Board:

1. That staff be directed to negotiate a one-time increase of \$120,000 from \$225,000 to \$345,000 in 2024;
2. That staff be directed to amend the 2024 Financial Plan to reflect the increase in funding; and
3. That staff work through the 2025 service planning cycle to revisit the allocation of resources between the Alliance and those dedicated directly to advancing the CRD Board and Corporate priorities.

Alternative 2

The Hospitals and Housing Committee recommends to the Capital Regional District Board:

1. That staff be directed to maintain the core service level of \$225,000 in the 2024 Financial Plan; and
2. That staff work through the 2025 service planning cycle to revisit the allocation of resources between the Alliance and those dedicated directly to advancing the CRD Board and Corporate priorities.

Alternative 3

The Hospitals and Housing Committee recommends to the Capital Regional District Board:

1. That staff be directed to negotiate an ongoing increase of \$120,000 from \$225,000 to \$345,000 starting in 2024;
2. That staff be directed to amend the 2024 Financial Plan to reflect the increase in funding; and
3. That staff index funding to the Alliance to CRD guidelines and include this adjusted amount as a core service level going forward.

Alternative 4

That the Alliance to End Homelessness in the Capital Region – Funding Increase report be referred to staff for additional information based on the Hospitals and Housing Committee direction.

IMPLICATIONS

Alignment with CRD Plans and Strategies

The Alliance activities support several objectives in the 2023 – 2026 Corporate Plan and the Regional Housing Affordability Strategy, 2018. The alignment with various CRD plans and strategies is provided in Appendix E. Much of the focus in Alliance work is related to engagement and facilitation in support of CRD Corporate Plan activities related to a regional approach or data collection and guidance/recommendations on the use of Reaching Home Program (RHP) funds through the development of a Community Plan and the Alliance's participation on the RHP Community Advisory Board (CAB). The Alliance is also active in prevention through facilitation of a youth homelessness task force.

Service Delivery Implications

Currently, funding for the Alliance is requisitioned through Community Health with the day-to-day aspects of managing the Service Agreement supported through Regional Housing. This is in alignment with the authority as established under Land Banking and Housing and, more specifically, the Terms and Conditions of the RHP.

In March 2019, the CRD entered into a Contribution Agreement with the Government of Canada

to fill the role of Community Entity (CE) under the RHP. Though there are numerous aspects of the RHP implementation that include community engagement and plan development, grant administration, contract monitoring, etc., there are two key components that the CRD is obligated to advance under the terms of the Contribution Agreement, including a Coordinated Assessment and Access (CAA) process and a Homelessness Management Information System (HMIS). An overview of both initiatives is provided in greater detail in Appendix F, Part 1.

The current RHP Contribution Agreement runs until March 31, 2024, though staff are expecting to receive a Service Agreement amendment or a new Service Agreement that extends the RHP for up to five years. As related to the CRD's role in implementing the RHP, the Alliance is tasked with a range of activities that are outlined in Appendix F, Part 2.

Within the context of the 2023-2026 CRD Board and Corporate priorities, the obligations under the 2019-2024 RHP and the role of the Alliance, there is an increasing degree of overlap between the strategic and policy direction as provided by the CRD Board and the historic role of the Alliance in supporting a range of homelessness engagement, research, data collection and planning work.

Alternative 1

Proposes a one-year increase in funding and will support the considerable community engagement and planning work required as the CRD prepares to transition into a renewed RHP. Staff will then revisit the funding level starting in 2025.

Alternative 2

Retains the existing level of funding to the Alliance, which will result in the CRD taking on an increased role in advancing the work required to support engagement efforts related to CAA and HMIS and the transition toward a renewed RHP and will further direct the work through a 2024 Service Agreement with the Alliance. Staff will then revisit the funding level starting in 2025.

Alternative 3

Proposes that the CRD provide the Alliance with an ongoing increase in core operational funding. This alternative would provide the organization with the highest level of operational support and an ongoing commitment from the CRD. In terms of alignment between the Alliance activities and the obligations of the CRD under the RHP, staff increasingly direct the content of the Alliance Service Agreement as the CRD would continue to rely on a third-party to play a vital role in ensuring the CRD's RHP obligations are met.

Financial Implications

The CRD has provided the Alliance with a total of \$3,535,000 in funding through its Community Health service from 2008 to 2023. In addition, the CRD has administered a total of \$700,000 on behalf of the City of Victoria bringing the total funds provided through Alliance Service Agreements to \$4,235,000 over 15 years. In addition, the Alliance is eligible to receive funds through the RHP and has received a total of \$466,627 in support of Sector Capacity Building through Creation of Free Micro Credentials (\$186,067) and Construction and Furnishing of Seven Tiny Home Village Units (\$280,560). An overview of the three Alternatives is attached as Appendix G.

Alternative 1

Proposes a one-year increase in funding to the Alliance from \$225,000 to \$345,000. This alternative also directs staff to review the balance of requisition resources between the activities of a third party operating under agreement and those the CRD uses to directly fund its operational activities in 2025. Potentially reducing funding to the Alliance will be increasingly important as staff begin to scope out and seek the resources required to advance a coordinated, regional, and collaborative response to homelessness and data collection and research analysis capacity

dedicated to housing data while working to mitigate potential requisition increases.

Alternative 2

Proposes that the CRD maintains the existing level of funding to the Alliance of \$225,000 per year. It is important to note, however, that this alternative also directs staff to review the funding level in 2025 in conjunction with the CRD’s service planning process to ensure resources continue to be utilized in direct support of advancing CRD Board and Corporate priorities. The Alliance informed the Hospitals and Housing Committee in September 2023 that without an increase in funding, the organization would not be viable in 2025. This alternative would likely result in the Alliance either significantly scaling back activities and/or winding down operations.

Alternative 3

Proposes the Alliance be provided with an ongoing increase in core operational funding to \$345,000 per year and that this increase be ongoing and indexed to the CRD guidelines related to inflation. This inflationary increase would see the core funding go from \$345,000 in 2024 to \$358,938 in 2026 and would continue increasing at 2% annually in-line with CRD guidelines.

Both Alternative 1 and Alternative 2 provide the direction to staff to review CRD activities identified through the CRD service planning process and to consider those activities through assessing the value of either direct delivery through the CRD or through a third-party starting in 2025. To constrain potential requisition impact as the CRD may look to increase service levels in support of CRD Board and Corporate priorities starting in 2025, staff have recommended this step to provide greater flexibility to the CRD Board in considering how it can both deliver an enhanced level of service while also mitigating the risk of significant requisition increases. Alternative 3, however, is intended to provide the CRD Board with a clear option that includes a lift to the core funding level to the Alliance that is intended to be ongoing.

CONCLUSION

Over the last 15 years, the CRD has supported the operations of the Alliance through Service Agreements that total \$4,235,000. In addition, the Alliance has received \$466,627 through the RHP, administered by the CRD. However, as the role of the CRD has shifted over time, due in part to the obligations under the RHP as well as the strategic and policy direction provided by the CRD Board in 2023, it is increasingly important to revisit how the CRD continues to drive action on achieving outcomes through either engaging third parties or an increase in service levels.

RECOMMENDATION

The Hospitals and Housing Committee recommends to the Capital Regional District Board:

1. That staff be directed to negotiate a one-time increase of \$120,000 from \$225,000 to \$345,000 in 2024;
2. That staff be directed to amend the 2024 Financial Plan to reflect the increase in funding; and
3. That staff work through the 2025 service planning cycle to revisit the allocation of resources between the Alliance and those dedicated directly to advancing the CRD Board and Corporate priorities.

Submitted by:	Don Elliott, MUP, BA, Senior Manager, Regional Housing
Concurrence:	Kevin Lorette, P. Eng., MBA, General Manager, Planning & Protective Services
Concurrence:	Nelson Chan, MBA, FCPA, FCMA, Chief Financial Officer
Concurrence:	Ted Robbins, B. Sc., C. Tech., Chief Administrative Officer

ATTACHMENTS

- Appendix A: Alliance Funding Request Letter, Submitted August 21, 2023
- Appendix B: Alliance Draft Financial Statement
- Appendix C: Alliance Funding Request Presentation – September 6, 2023
- Appendix D: Alliance 2022-23 Service Agreement – Annual Report
- Appendix E: Alignment with CRD Plans & Strategies
- Appendix F: Reaching Home Projects & Alliance Activities
- Appendix G: Funding Alternatives



Mr. Colin Plant
Chair - Capital Regional District Board
625 Fisgard Street, Victoria, BC V8W 1R7

SENT VIA EMAIL

Re: AEHCR Core Funding Request

Dear Chair Plant,

On behalf of the Alliance to End Homelessness in the Capital Region (AEHCR) (legally known as the Greater Victoria Coalition to End Homelessness), we wish to sincerely thank the Capital Regional District (CRD) for sustaining our collective work to end homelessness in the region.

We are writing to you today to request an increase in the funding provided by the CRD to the Alliance. The AEHCR wishes to formally request an annual increase of \$120,000 (from \$225,000 to \$345,000). The AEHCR also requests an annual cost of living indexation. Attachment A presents the audited financial statements for the last fiscal year.

The CRD has been and continues to be a crucial partner supporting the activities of the AEHCR and its member societies since 2008. As of December 2022, the AEHCR is honoured to have 28 local and regional organization members who primarily provide services in the homelessness sector as well as 26 individual members. In addition to the CRD, the AEHCR's partners include Island Health and BC Housing. Attachment B shows current member organizations and Attachment C shows our current Board of Directors and AEHCR Staff Positions.

The CRD was integral in launching the Alliance with core funding of \$150,000 per year for 3 years from 2008 to 2010. The CRD core funding was increased to \$225,000 in 2011 and has continued at that amount for 13 years. AEHCR has had two other core funders since its inception. The City of Victoria and Island Health have each provided \$100,000 annually for many years.

Each year the AEHCR enters into separate Service Agreements with the CRD and Island Health which include specific AEHCR deliverables. The AEHCR submits a report on the deliverables achieved to CRD staff each year prior to the next Service Agreement.

The AEHCR Board has approved making requests for increased funding to each of our 3 core funding partners and we are seeking a total increase of \$170,000 in annual core funding for 2024. Our recent request has been declined by Island Health and we have a request to the City of Victoria concurrent with this request to the CRD.

The rationale for an increase in core funding is that while the challenges in addressing Homelessness have increased over the past 13 years and the deliverables in our service agreements with the CRD and Island Health have increased, core funding to the AEHCR has not increased over the past 13 years, non-staff operating costs have risen, and AEHCR staff salaries have not seen an increase since 2012. The requested increase is necessary to retain and recruit excellent staff, achieve the deliverables in our Service Agreements, and meet the expectations of our member organizations and community at large.

It should be noted that while the AEHCR has annual core funding, it also applies and receives grants for varying time periods to conduct programs or projects. An example in 2023, is the AEHCR received \$157,000 of funds from the Federal Reaching Home Program, which is administered by the Community Entity held by the CRD in our region as well as other project granting sources such as UBCM, the Victoria Foundation, the Donnelly Foundation and many individual donors.

The work of the AEHCR is made possible thanks to this ongoing investment into the community by the CRD. The positive impact of initiatives we have launched together focused on ending and preventing homelessness cannot be understated. Our collaborative work plays a critical role in transforming the homelessness-serving system in the region and continues to reinforce the importance of the partnership between the AEHCR and the CRD. Now, more than ever, the CRD's support is needed to achieve our shared vision.

The 2018 Regional Housing Affordability Strategy approved by the CRD Board of Directors as well as the 2019-2024 Community Plan to End Homelessness in the Capital Region, inform this AEHCR, ongoing work and as such, the AEHCR takes a whole-government approach to advocating for increasing appropriate housing supply, establishes housing targets and eviction interventions specific to chronic homelessness while also contributing to the development of broader targets around housing affordability. The AEHCR also plays an important role in bringing a wide range of partners together to explore and create synergies and opportunities for partnerships and system-wide transformation.

The AEHCR serves its members through its role as a 'backbone' organization responsible for guiding vision and facilitating strategic planning, developing sector-wide advocacy initiatives, supporting aligned activities, establishing shared best practices, building public awareness, advancing policy changes, working to mobilize and distribute funding and more. The AEHCR staff complement has incrementally increased over the past number of years to support the work of the Sector, while the work that is carried out is exponential in nature and scope.

Efforts continue to focus on addressing the needs of those experiencing chronic homelessness and in preventing homelessness experience for those who are at-imminent-risk, with particular emphasis on preventing youth homelessness. Central to this work, the AEHCR continues to support the development of two crucial regional initiatives: a Coordinated Access and Assessment system for housing, and a broader Homelessness Management Information System for coordinating housing and supports for people experiencing, at risk of, or with a recent experience of homelessness. When complete, these two systems will ensure enhanced service efficacy, better resource efficiencies, and that those in need are being rapidly connected to the housing and services that best suit their needs.

In collaboration with the CRD and community partners, the AEHCR authors and publishes the Community Plan, which is focused on improvements to the housing and homelessness response system and identifies housing supply needs specific to addressing chronic homelessness while projecting future

need. The AEHCR also contributes to the development of plans that are indirectly connected to homelessness such as the Regional Housing Affordability Strategy as well as aligning our work with the BC government's Homelessness Strategy and other relevant initiatives.

The AEHCR collects data related to its mission and partners with others to conduct complex research initiatives related to housing, homelessness, prevention and system transformation. The AEHCR Board of Directors passed a Motion at their February 22nd meeting as follows: The GVCEH Board indicate to the CRD and CAA Working Group that it wishes to be the lead organization for the holder of data and the creation of the By Name List. This Motion, and development of a Regional Data Dashboard are key to supporting the development of a baseline to measure both the progress toward Functional Zero homelessness in the Region, and also support evidence-based decisions regarding resource allocation and re-allocation.

The AEHCR convenes and facilitates working groups and supports and participates with community groups on collaborative advocacy and solutions to homelessness. The AEHCR partners and staff are embedded in an increasing number of community tables, and the AEHCR continues to work with partners to develop and distribute information tools and strategies to enhance the effectiveness of collective efforts.

Homelessness is a complex issue with all orders of government supporting individual-level solutions while also exerting control over different and sometime overlapping aspects of the response. This means that much of the work related to significant coordination and integration of systems happens at the community level and in alignment with the CRD's Regional Housing Affordability Strategy. With the recent announcements by Minister Eby and the BC's government investments to prevent and continue the work to end homelessness, the AEHCR, is now, more than ever, in a position to build on the collaborative work in the Region and continue to provide backbone services to our members to achieve these goals.

AEHCR staff bring together leaders and decision-makers at the regional, provincial and national scale through a unique partnership that continues to make significant inroads in housing, health care, prevention and research around homelessness and its root causes. This request for an increase in core funding will help support the operations of the AEHCR and will also help offset increasing costs.

Any opportunity to increase annual funding will support operations related to:

- Continue Critical Work to Prevent Youth Homelessness – The AEHCR's Youth Task Force (YTF), started in 2017, is significantly shifting the youth homelessness landscape in the region. As we know 55.8% of those experiencing homelessness had their first experience of homelessness before their 25th birthday. The YTF is both working to address the estimated 259 individuals under the age of 25 currently experiencing some form of homelessness and is collaborating to prevent youth homelessness with the BC Coalition to End Youth Homelessness and other social services agencies for further strengthen our collective reach.
- Offset Increasing Costs – In early 2019 the GVCEH moved into market rental office space for the first time in its ten-year history. While this move provided considerably better opportunities to support community in ending homelessness, it also came with the corresponding increase in operational costs.

In 2023, we are required to move, once again, and the costs associated with relocation have also increased due to a very strong commercial rental market.

Although we continue to make significant advances, homelessness persists as a challenge for this community, across BC and across the country. As the community continues to emerge from the heights of the COVID crisis, the economic crisis, labour shortages and increased inflation, continue to be felt in the region and we are looking to CRD to support the AEHCR's sector-wide advocacy and communication, collaboration, research, and engagement, to achieve collective impact on our common goals.

It is important to also note that, in addition to the AEHCR requesting an increase in core funding from the CRD, it has requested a similar increase from Island Health and will be presenting to the City of Victoria in September as well and will be seeking other sources of funding through Trust Based Philanthropy and potentially fundraising, as we believe in the importance of funders and the community collaborating on this important regional work.

Thank you so much for your continued support of the AEHCR and the organizations dedicated to a vision of a region, a province and a nation without homelessness and we look forward to your response.

Respectfully,



Jeff Bray
Community Co-Chair



Sylvia Ceacero
Executive Director



Financial Statements

Greater Victoria Coalition to End Homelessness
Society (dba Alliance to End Homelessness in the
Capital Region)

March 31, 2023

DRAFT

Contents

	Page
Independent Auditors' Report	1-2
Statement of Financial Position	3
Statement of Changes in Net Assets	4
Statement of Operations	5
Statement of Cash Flows	6
Notes to the Financial Statements	7-11

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Independent Auditors' Report

Grant Thornton LLP

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To the members of Greater Victoria Coalition to End Homelessness Society

Opinion

We have audited the accompanying financial statements of Greater Victoria Coalition to End Homelessness Society ("the Society"), which comprise the statement of financial position as at March 31, 2023, and the statements of operations, changes in net assets and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly in all material respects, the financial position of Greater Victoria Coalition to End Homelessness Society as at March 31, 2023, and its results of operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of the Society in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Society's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Society or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Society's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Society's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Society's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Society to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Report on other legal and regulatory requirements

As required by the Societies Act of British Columbia, we report that, in our opinion, the accounting principles in the Canadian accounting standards for not-for-profit organizations have been applied on a consistent basis.

Victoria, Canada

July XX, 2023

Chartered Professional Accountants

**Greater Victoria Coalition to End Homelessness Society
(dba Alliance to End Homelessness in the Capital Region)
Statement of Financial Position**

March 31 2023 2022

Assets

Current

Cash and cash equivalents (Note 5)	\$	171,903	\$	347,638
Accounts receivable		4,125		3,544
Government remittances receivable		3,120		3,120
Prepaid expenses and deposits		10,078		12,996
Short term investments		26,000		-
		<u>215,226</u>		<u>367,298</u>

Tangible capital assets (Note 3)		<u>194,186</u>		<u>578,680</u>
	\$	<u>409,412</u>	\$	<u>945,978</u>

Liabilities

Current

Payables and accruals	\$	39,367	\$	39,430
Deferred contributions (Note 4)		126,696		223,554
Deferred capital contributions (Note 5)		188,516		565,548
		<u>354,579</u>		<u>828,532</u>

Net Assets

Invested in capital assets		5,670		13,132
Unrestricted		49,163		104,314
		<u>54,833</u>		<u>117,446</u>
	\$	<u>409,412</u>	\$	<u>945,978</u>

Commitments (Note 10)

On behalf of the Board

_____ Director _____ Director

See accompanying notes to the financial statements.

**Greater Victoria Coalition to End Homelessness Society
(dba Alliance to End Homelessness in the Capital Region)
Statement of Changes in Net Assets**

Year ended March 31

2023

2022

	Invested in capital assets	Unrestricted	Total	Total
Balance, beginning of year	\$ 13,132	\$ 104,314	\$ 117,446	\$ 169,308
Deficiency of revenue over expenses	(7,462)	(55,151)	(62,613)	(51,862)
Additions to tangible capital assets less capital contributions received	-	-	-	-
Balance, end of year	\$ <u>5,670</u>	\$ <u>49,163</u>	\$ <u>54,833</u>	\$ <u>117,446</u>

See accompanying notes to the financial statements.

**Greater Victoria Coalition to End Homelessness Society
(dba Alliance to End Homelessness in the Capital Region)
Statement of Operations**

Year ended March 31	2023	2022
Revenue		
Government grants (Note 6)	\$ 1,114,104	\$ 2,035,285
Individual donations	199,728	270,097
Corporate donations	146,939	219,124
Contributions from other registered charities (Note 6)	101,155	70,401
Miscellaneous revenue	2,522	1,286
Membership fees	1,000	725
Interest	978	165
	<u>1,566,426</u>	<u>2,597,083</u>
Expenses		
Amortization	384,494	573,266
Communications and consultation	9,520	13,692
Council and committee meetings	10,104	7,296
General administration	58,461	64,983
Professional fees	25,313	20,724
Program expenses (Note 7)	615,932	1,427,166
Rent	72,495	65,364
Wages and benefits	452,720	476,454
	<u>1,629,039</u>	<u>2,648,945</u>
Deficiency of revenue over expenses	<u>\$ (62,613)</u>	<u>\$ (51,862)</u>

See accompanying notes to the financial statements.

**Greater Victoria Coalition to End Homelessness Society
(dba Alliance to End Homelessness in the Capital Region)
Statement of Cash Flows**

Year ended March 31

2023

2022

Increase (decrease) in cash and cash equivalents

Operating

Deficiency of revenue over expenses	\$ (62,613)	\$ (51,862)
Amortization of deferred capital contributions	(377,032)	(565,548)
Amortization	<u>384,494</u>	<u>573,266</u>
	<u>(55,151)</u>	<u>(44,144)</u>

Change in non-cash operating working capital

Accounts receivable	(581)	(2,109)
Government remittances receivable	-	2,383
Prepaid expenses and deposits	2,918	(4,477)
Payables and accruals	(63)	(389,138)
Deferred contributions	<u>(96,858)</u>	<u>121,359</u>
	<u>(94,584)</u>	<u>(271,982)</u>
	<u>(149,735)</u>	<u>(316,126)</u>

Investing

Purchase of short term investments	(26,000)	-
Purchase of tangible capital assets	<u>-</u>	<u>(748,027)</u>
	<u>(26,000)</u>	<u>(748,027)</u>

Financing

Deferred capital contributions	<u>-</u>	<u>580,918</u>
	<u>-</u>	<u>580,918</u>

Net increase (decrease) in cash and cash equivalents	(175,735)	(483,235)
Cash and cash equivalents, beginning of year	<u>347,638</u>	<u>830,873</u>
Cash and cash equivalents, end of year	<u>\$ 171,903</u>	<u>\$ 347,638</u>

See accompanying notes to the financial statements.

Greater Victoria Coalition to End Homelessness Society (dba Alliance to End Homelessness in the Capital Region) Notes to the Financial Statements

March 31, 2023

1. Purpose of the Society

The Greater Victoria Coalition to End Homelessness Society (the "Society") was incorporated on July 25, 2008 under the Societies Act of British Columbia. In February 2023 the Society changed its operating name to the Alliance to End Homelessness in the Capital Region and continues to do business under this name. The Society's purpose is to engage community organizations, governments and non-governmental agencies to work in partnership with each other and the broader community to lead and drive the commitment to end homelessness in the Capital Regional District of British Columbia. The Society received status as a registered charity effective April 1, 2009.

2. Summary of significant accounting policies

Basis of presentation

The Society has prepared these financial statements in accordance with Canadian accounting standards for not-for-profit organizations.

Revenue recognition

The Society follows the deferral method of accounting for contributions.

Operating grant revenue is recognized in the year for which the grant is awarded. Accordingly, operating grant revenue awarded for periods subsequent to the current year is deferred to the next fiscal year.

Restricted contributions related to general operations are recognized as revenue in the year in which the related expenses are incurred.

Unrestricted contributions are recognized as revenue in the year received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

Cash and cash equivalents

Cash and cash equivalents include cash on hand and balances with banks and highly liquid temporary investments with maturities of three months or less.

Amortization

Rates and bases of amortization applied to write off the cost less estimated salvage value of capital assets over their estimated lives are as follows:

Furniture and equipment	20%, straight-line
Computer equipment	33-1/3%, straight-line
Leasehold improvements	Term of lease
Temporary shelter	Term of lease

Greater Victoria Coalition to End Homelessness Society (dba Alliance to End Homelessness in the Capital Region) Notes to the Financial Statements

March 31, 2023

2. Summary of significant accounting policies (continued)

Use of estimates

In preparing the Society's financial statements, management is required to make estimates and assumptions that affect the reported amounts of assets and liabilities, the disclosure of contingent assets and liabilities at the date of the financial statements and reported amounts of revenue and expenses during the year. The more subjective of such estimates are the collection of accounts receivable, the useful life of tangible capital assets and the accrual of accounts payable and liabilities. Actual results could differ from these estimates.

Financial instruments

The Society's financial instruments consist of cash and cash equivalents, accounts receivable, and payables and accruals.

Financial instruments are recorded at fair value on initial recognition and are subsequently recorded at cost or amortized cost, unless management has elected to carry the instruments at fair value. The Society has not elected to carry any such financial instruments at fair value.

Volunteers

Volunteers contribute an indeterminable number of hours to the Society across its operations. Since no objective basis exists for recording and assigning fair values to donated time, the value of this time has not been reflected in the accompanying financial statements.

Greater Victoria Coalition to End Homelessness Society (dba Alliance to End Homelessness in the Capital Region) Notes to the Financial Statements

March 31, 2023

				2023		2022	
				Net book value	Net book value	Net book value	Net book value
3. Tangible capital assets		Cost	Accumulated amortization	Net book value	Net book value	Net book value	Net book value
Furniture and equipment	\$	12,428	\$ 12,428	\$ -	\$	135	
Computer equipment		66,969	61,216	5,753		11,065	
Leasehold improvements		18,386	17,297	1,089		5,448	
Temporary shelter		1,124,065	936,721	187,344		562,032	
	\$	1,221,848	1,027,662	\$ 194,186	\$	578,680	

4. Deferred contributions

Deferred contributions relate to restricted operating funding received that relate to future years.

	BC Housing	City of Victoria	Island Health Authority	Canadian Mortgage and Housing	Non- Government	Total 2023
Balance, beginning of year	\$ 27,288	132,290	\$ 8,333	\$ 31,718	\$ 23,925	\$ 223,554
Received during the year	10,071	376,553	91,667	-	196,614	674,905
	37,359	508,843	100,000	31,718	220,539	898,459
Less: amounts recognized as revenue	37,359	501,532	100,000	31,718	101,155	771,764
Balance, end of year	\$ -	\$ 7,312	\$ -	\$ -	\$ 119,384	\$ 126,696

5. Deferred capital contributions

Hey Neighbour project: In the previous fiscal years the Society crowd-sourced funding from numerous individuals and local businesses and raised \$1,131,096 toward construction costs. These funds raised are being amortized into revenue over the life of the project. The amount recognized as revenue during the year is \$377,032 (2022: \$565,548).

Greater Victoria Coalition to End Homelessness Society (dba Alliance to End Homelessness in the Capital Region) Notes to the Financial Statements

March 31, 2023

6. Grants

The Society's major funding sources are from contributions received from other registered charities and grants received from government sources as follows:

	2023	2022
Government grants		
City of Victoria	\$ 605,816	\$ 322,896
Capital Regional District	321,311	402,167
Island Health	100,000	100,000
CMHC	49,418	60,902
BC Housing	37,359	1,126,445
Ministry of SDPR	200	22,875
	\$ 1,114,104	\$ 2,035,285
Contributions from other registered charities		
Burnside Gorge Community Association	\$ 36,962	\$ -
Victoria Foundation	29,333	38,526
Second Harvest Food Bank	18,200	-
Social Planning and Research Council	-	18,750
Other	16,660	13,125
	\$ 101,155	\$ 70,401

**Greater Victoria Coalition to End Homelessness Society
(dba Alliance to End Homelessness in the Capital Region)
Notes to the Financial Statements**

March 31, 2023

7. Program expenses	<u>2023</u>	<u>2022</u>
Program expenses consist of the following:		
Peer Housing Support	\$ 338,356	\$ 263,212
Face to Face with Stigma	151,634	80,076
National Housing Solutions	37,359	60,902
Burnside Gorge Neighbourhood Engagement	36,962	4,375
Sector Capacity Building	25,716	-
Inclusion & Collaboration	8,607	41,903
Extreme Weather Response	6,941	42,704
Documentary: 940 Caledonia	6,250	16,111
Youth Hostel Pilot	4,107	886,984
Community Laundry Pilot	-	22,414
Participatory Action Research	-	6,133
Youth Homelessness	-	2,351
	<u>\$ 615,932</u>	<u>\$ 1,427,166</u>

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Greater Victoria Coalition to End Homelessness Society (dba Alliance to End Homelessness in the Capital Region) Notes to the Financial Statements

March 31, 2023

8. Risk management

In the normal course of business, the Society is exposed to liquidity risk. The Society's primary risk management objective is to protect cash flow in order to support its operations. Risks are managed within limits ultimately established by the Society's Board of Directors and implemented by management.

The carrying value of cash and cash equivalents, term deposits, accounts receivable, and payables and accruals approximates fair value due to the relatively short-term maturity of these financial instruments. Unless otherwise noted, it is management's opinion that the Society is not exposed to significant interest, currency or credit risk arising from these financial instruments.

9. Remuneration

Under the new Societies Act, which came into effect November 28, 2016, societies must disclose remuneration paid to directors, and to employees and contractors whose remuneration was at least \$75,000 for the fiscal year. During the year, the Society paid no remuneration to directors.

During the year, one employee met this criterion who was paid total remuneration of \$107,827 (2022: \$88,038).

10. Commitments

The Society has operating leases with future minimum aggregate lease payments as follows:

2024	33,522
2025	18,405
2026	<u>18,405</u>
	<u>\$ 70,332</u>



ALLIANCE TO END **HOMELESSNESS** IN THE CAPITAL REGION

Greater Victoria Coalition to End Homelessness

CRD – Request for funding Increase

Presented by:

Jeff Bray, CEO – Downtown Victoria Business Association
Community Co-Chair

Sylvia Ceacero, MBA, MA, MCRM
Executive Director





Vision

A region, a province, and a country where everyone has a safe place to call home.



Mission

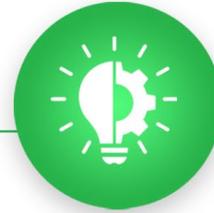
To ensure experiences of homelessness in the Capital Region by 2030 are rare, brief, and non-recurring, and that housing and supports are culturally adaptive, creative, caring, and person-centered.

Guiding Principles



Person-Centered

People come first. We will provide housing and supports in ways that best meet the needs of people experiencing homelessness rather than organizing based on our efficiencies or expertise.



Adaptability & Innovation

People will be supported along their continuum of care, as needed; care and support will be individualized to people's needs, with an emphasis on integration into the community.

We embrace innovation and seek to learn from our actions and share that learning with the community.



Community Engagement

We build a broad range of support for our work and engage all community members in finding and implementing appropriate solutions.



Prevention

Identifying, mitigating, and advocating for systemic change that addresses the root causes of homelessness will be key components of our prevention work.



Our request

The Alliance thanks the CRD for its continued support and partnership over the years.

We are asking for an increase of a \$120,000.00 annually, from \$225,000.00 to \$345,000.00 per year and a yearly built-in negotiated cost of living adjustment.

This increase will provide the leveling required to support our core operations as the backbone organization in the homelessness serving sector.

Core Functions

01

Regional Planning and Coordination

Objective: Ensure plans and initiatives developed and implemented by the Alliance have a region-wide focus and that housing and services are well coordinated and integrated.



02

Ongoing Research

Objective: Conduct research in support of evidence-based strategies and policies to end homelessness, including effective practices used in other jurisdictions.



03

System Monitoring

Objective: Develop and implement a monitoring framework to ensure efforts to address homelessness are effective and are providing necessary outcomes for the region.



04

Communications and Engagement

Objective: Implement community engagement and awareness strategies to ensure the underlying contributing factors of homelessness, the extent of homelessness in the region and solutions to ending homelessness are better understood by interested and affected parties (partners) and the general public.



05

General Administration

Objective: Perform administrative functions required to support the Board and Committee activities, including overall day-to-day operations, annual business planning, and reviews of the long-term Community Plan and strategic plan as needed.



Five Strategic Goals Supporting Community Plan Outcomes



Collective Impact

We align and focus the opportunities that arise from the intersection of our work in community through the development and strengthening of partnerships that result in system transformation, upstream and downstream.

Goal 1



Goal 2



Sector Resiliency

We support our sector's human beings to thrive in the service of our community by developing best-practices approaches that are human capital centric.

Organizational Strength

We continue to develop a GVCEH team that is adequately resourced to augment capacity that aligns and focuses on mission-critical actions that support the evolving needs of the sector.

Goal 5



Goal 3



Research & Data

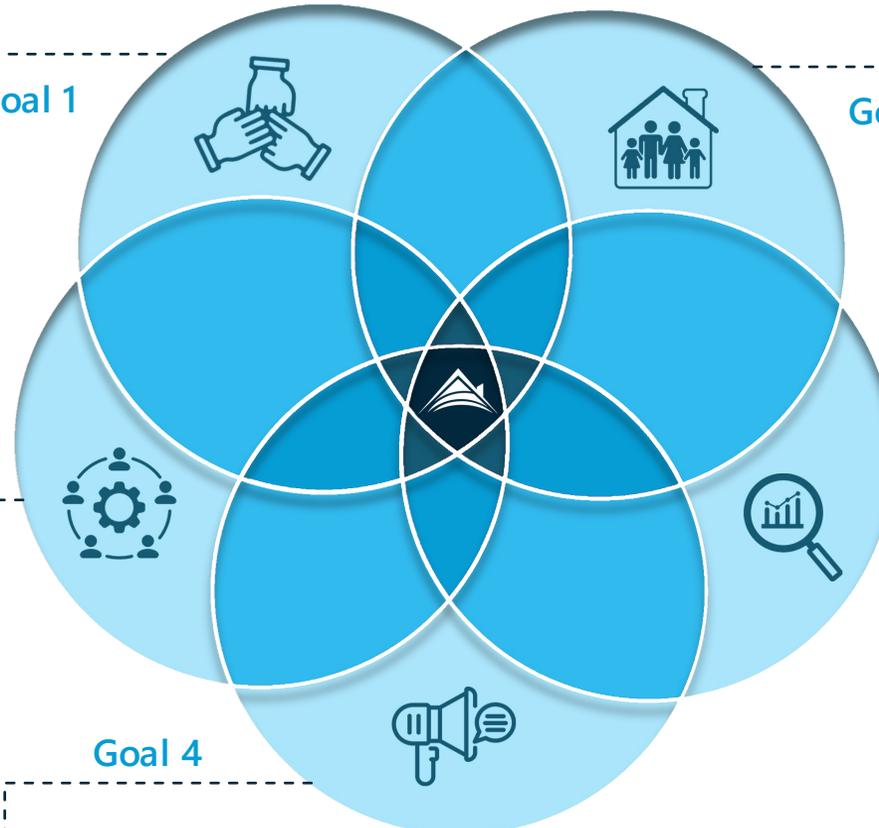
We uphold the highest standards of research and data to support evidence-based decision-making at all levels.

Goal 4



Advocacy & Communications

We amplify the voice of the sector to reach its functional-zero-by-2030 goal through the development and implementation of a sector-wide advocacy and communications plan.



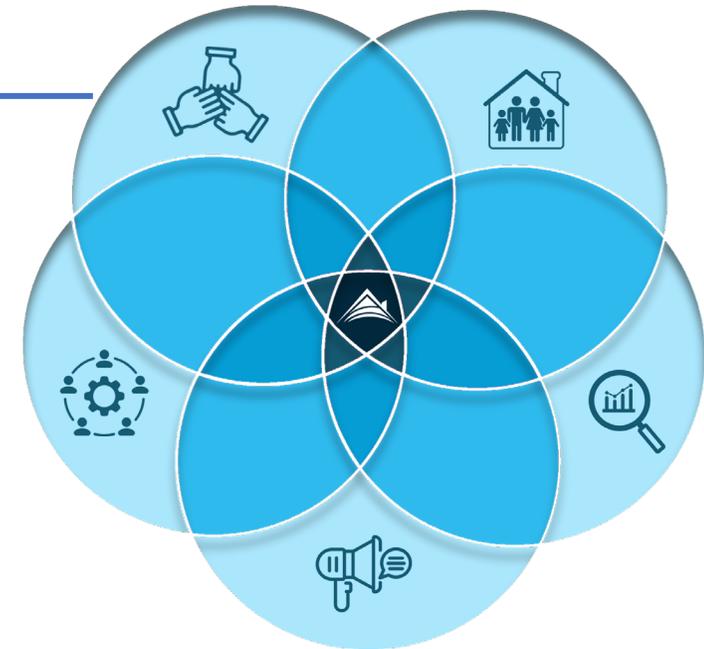
Five Strategic Goals Supporting Community Plan Outcomes

Collective Impact – Regional planning and coordination

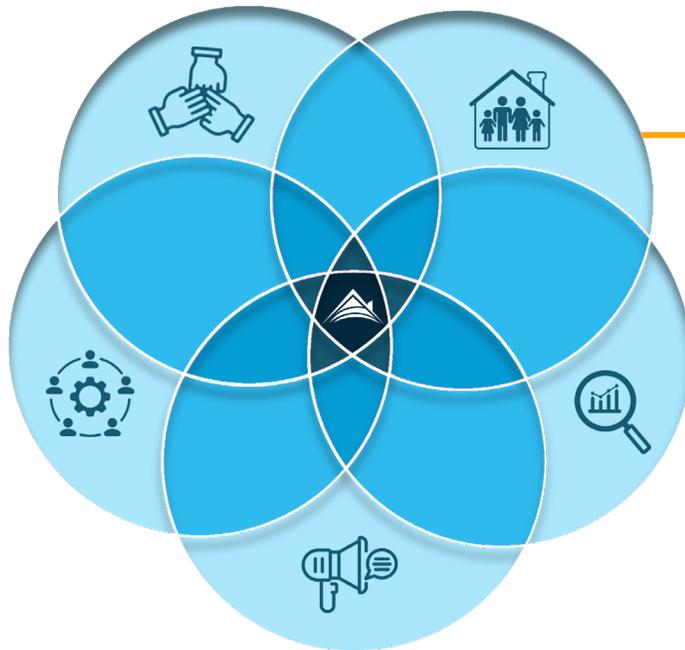
We align and focus the opportunities that arise from the intersection of our work in community through the development and strengthening of partnerships that result in system transformation, upstream and downstream.

Our objective is to ensure plans and initiatives developed and implemented by the Alliance have a region-wide focus and that service providers and partners come to coordinate and integrate their collective resources to reach functional-zero.

Collective engagement is central to the work of the organization. It is critical for the Alliance to continue to engage all partners and to facilitate conversations that will spark better outcomes.



Five Strategic Goals Supporting Community Plan Outcomes

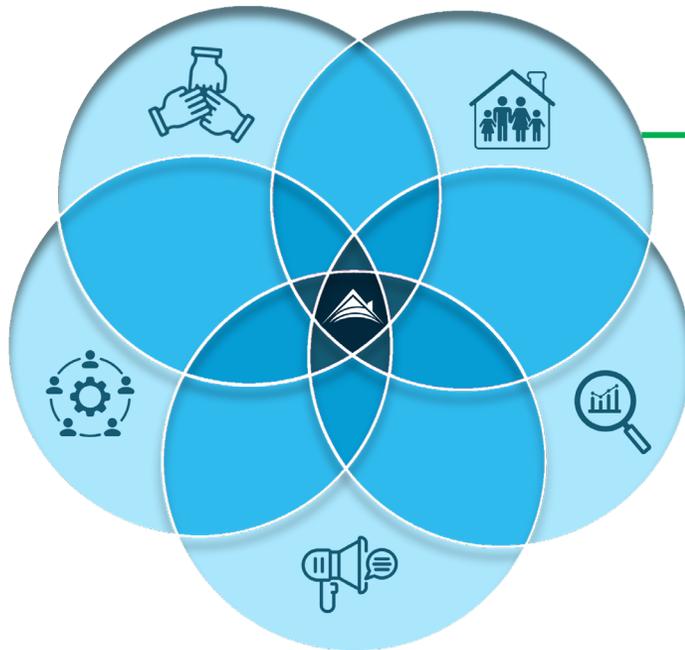


Sector Resilience: Supporting the People

We support our sector's human beings to thrive in the service of our community by developing best-practices approaches that are human capital centric.

The Alliance continues to ensure that the sector is supported with relevant training and with best-practice groups that provide its partners with qualified employees who can make their careers in this sector.

Five Strategic Goals Supporting Community Plan Outcomes



Research and Data

We uphold the highest standards of research and data to support evidence-based decision-making at all levels.

The Alliance develops a Community Data Dashboard and we support the CAA / HIFIS project to ensure we have a community driven information system that is effective and efficient.

We also incubate and support the development of IT based innovative solutions for specific populations.

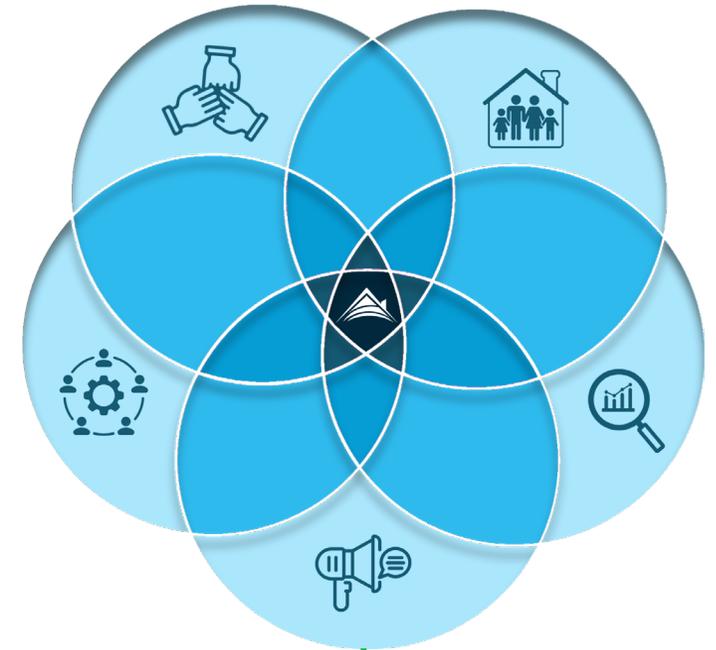
Five Strategic Goals Supporting Community Plan Outcomes

Advocacy and Communications – Unifying our Voices

We amplify the voice of the sector to reach its functional-zero-by-2030 goal through the development and implementation of a sector-wide advocacy and communications plan.

The Alliance supports the work of unifying our partner's message, develop a common vision and advocate for the changes that are required to achieve our collective goals.

We also ensure that the community is informed and educated by providing the tools required to reduce stigma and create inclusion for all.



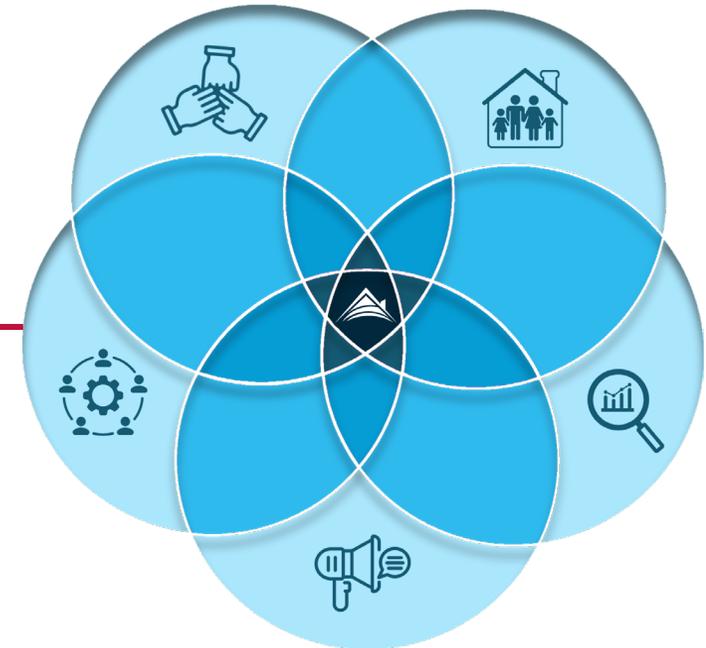
Five Strategic Goals Supporting Community Plan Outcomes

Organizational Strength: Keeping our Core Strong

We continue to develop an Alliance team that is adequately resourced to augment capacity that aligns and focuses on mission-critical actions that support the evolving needs of the sector.

Relational practices with all partners require continuity and are the cornerstone of successfully achieving our collective vision.

Our human resources are at the center of the work we do, and the Alliance must remain competitive and sustainable now and in the future.





Your Support will Afford

Alignment with the vision of functional-zero by 2030.

Continued critical work in prevention – upstream and downstream.

Regional engagement to align the vision for our community.

Ensure funding stability for the core needs of a backbone organization that convenes all partners to create efficient and effective solutions.



QUESTIONS



THANK YOU!



CRD 2023 Schedule A Report

Greater Victoria Coalition to End Homelessness CRD Service Agreement Report 2022/23

2022 – 2023 REPORT

SUBMITTED BY EXECUTIVE DIRECTOR: SYLVIA CEACERO

Table of Contents

2022 – 2023 REPORT SUBMITTED BY EXECUTIVE DIRECTOR: SYLVIA CEACERO	1
Core Functions & Objectives	3
1. Regional Planning and Coordination.....	3
2. Ongoing Research	3
3. System Monitoring.....	3
4. Communications and Engagement	3
5. General Administration.....	3
KPI Implementation Activities	4
1. Regional Planning and Coordination (Collective Impact)	4
2. Ongoing Research and System Monitoring (Research and Data).....	6
3. Communications and Engagement (Advocacy and Communications) (Collective Impact).....	9
4. General Administration (Organizational Strength)	10
Appendices	13
Appendix A: 2022-2024 GVCEH Strategic Plan - Plan of Action	13
Appendix B: AEHCR - Strategic Direction 2022-2024	20
Appendix C: AEHCR - 2022 Successes and 2023-2024 Plan of Action Draft.pdf	28
Appendix D: Burnside Gorge Community Map	43
Appendix E: Tree Poster	44
Appendix E: BGCA Demographics Poster	45
Appendix G: Fundamentals for the Homelessness Sector: A Micro-credential	46
Appendix H: Community Data Dashboard	51
Appendix I: Community Data Dashboard Update	54
Appendix J: Surfacing Our Strengths	65
Appendix K: 2021-2022 Annual Report	114
Appendix L: 2021-2022 Annual General Meeting Minutes.....	151

Core Functions & Objectives

1. Regional Planning and Coordination

Objective: Ensure plans and initiatives developed and implemented by the Greater Victoria Coalition to End Homelessness have a region-wide focus and that housing and services are well coordinated and integrated.

2. Ongoing Research

Objective: Conduct research in support of evidence-based strategies and policies to end homelessness, including effective practices used in other jurisdictions.

3. System Monitoring

Objective: Develop and implement a monitoring framework to ensure efforts to address homelessness are effective and are providing necessary outcomes for the region.

4. Communications and Engagement

Objective: Implement community engagement and awareness strategies to ensure the underlying contributing factors of homelessness, the extent of homelessness in the region and solutions to ending homelessness are better understood by interested and affected parties (partners) and the general public.

5. General Administration

Objective: Perform administrative functions required to support the Board and Committee activities, including overall day-to-day operations, annual business planning, and reviews of the long-term strategic plan as needed.

KPI Implementation Activities

1. Regional Planning and Coordination
(Collective Impact)

Key Performance Indicators

i. Deliver Plan of Action.

1. Strategic Plan developed.
2. Plan of Action developed.
3. Strategic Plan/Plan of Action presented to Board November 29, 2022
Appendix A: 2022-2024 GVCEH Strategic Plan - Plan of Action

ii. Report semi-annually on delivery of Plan of Action.

1. Semi-annual delivery of Plan of Action
 - Progress presentation January 30, 2023
Appendix B: AEHCR - Strategic Direction 2022-2024.pptx
 - Progress Report submitted January 30, 2023
Appendix C: AEHCR - 2022 Successes and 2023-2024 Plan of Action Draft.pdf

iii. Report on the ongoing work of the Health and Housing Steering Committee.

Coordinate and co-chair 6 meetings/year
Coordinate and co-chair the HHSC leadership meetings 6 meetings/year
(ongoing)

1. Health and Housing Steering Committee (Full Committee meetings)
 - 6 meetings
 - April 12, 2022; June 14, 2022; August 09, 2022; October 11, 2022; December 13, 2022; February 14, 2023

iv. Continue supports for the implementation of the Sooke Homelessness Strategic Plan by participating in the Sooke Homelessness Coalition (SHC).

Attend meetings as scheduled by the SHC (ongoing)

1. Attended SHC meetings and offered updates as support for the implementation of the strategic plan.
2. Reviewed Sooke Shelter Society service agreement and provided guidance for content and presentation to Sooke Council

v. Engage with Salt Spring Island, Saanich, and Sidney homelessness-serving sector organizations.

3 meetings/year (ongoing)

1. Continued engagement with SSI and meetings with Saanich and Sidney (ongoing)

vi. Participate in the various BC Housing-led Community Advisory Committees (CACs).

12 meetings/year (ongoing)

1. Attended and supported all BC Housing-led CACs as scheduled/convened. Also convened and facilitated the Tiny Town CAC (monthly).

vii. Support and facilitate the coordination and integration of housing and support services (ongoing).

Downtown core: Victoria

1. Downtown Service Provider Meetings (DSP) 12 meetings/year.
 - Support the DSP Strategic Plan (2019), recommendations which are included in the Homelessness Response System Document Recommendations Review
 - Downtown Service Provider (DSP) meetings
April 26, 2022; June 28, 2022; July 26, 2022; August 30, 2022; September 27, 2022; October 25, 2022; November 29, 2022; December 06, 2022 (Holiday Gathering); January, 24, 2023; February 28, 2023; March 28, 2023 (11 meetings, no May 2022 meeting)
2. Engage with relevant community and neighbourhood associations.
 - Attend meetings as scheduled by the community and neighbourhood associations.
 - BGCA Engagements
 - Engagement 1: April 4, 2022
 - Engagement 2: April 30, 2022
 - Engagement 3: June 13, 2022
 - Engagement 4: September 24, 2022
 - BGCA meetings: July 14, 2022; July 28, 2022, September 29, 2022; October 27, 2022 (4 meetings)

Appendices

* [Appendix D](#): Burnside Gorge Community Map

* [Appendix E](#): Tree Poster

* [Appendix F](#): BGCA Demographics Poster

- Refugee Readiness Team - Vancouver Island

- RRT-VI meetings: August 23, 2022; September 01, 2022; October 03, 2022; January 12, 2023 (4 meetings)
- Collaboration on Questionnaire and Interview Guide development (surveying Landlords and Ukraine Refugees on housing on Vancouver Island)
- o Gender, Sheltering & Safety
 - Meetings: September 08, 2022; January 12, 2023; March 09, 2023 (attended 3 GSS meetings)
 - * collaborating on Peer Support Worker prototype (NHS Solutions), Gender and Sexuality training aligned with UVic/AEHCR micro-credentialling project)

Supporting Works:

- Salt Spring Island support with best practice knowledge regarding integration with CAA model: A number of outreach and conversations have taken place between April 01, 2022 through March 31, 2023 and have led to a May 24, 2023 meeting.
* Key partners: Island Health, BC Housing, IWAV, and Salt Spring Island Community Services
- Branding change New branding launched following approval by members at the 2022 AGM. Legal name remains the GVCEH and the new brand is the Alliance to End Homelessness in the Capital Region (AEHCR); inclusion of 3 regional representatives to ensure regional service accountability.
- Develop Relational Practice standards through micro-credential training.
[Appendix G](#): Fundamentals for the Homelessness Sector: A Micro-credential

2. Ongoing Research and System Monitoring
(Research and Data)

Key Performance Indicators

i. Phase 1: Development of system-wide Data Dashboard housing inventory and monitoring of progress toward quantitative housing unit Functional Zero.

1. Version 1 completed November 30, 2022
[Appendix H](#): Community Data Dashboard

ii. Community Data Dashboard Working Group – convene and chair 7 meetings or more, as needed (ongoing).

1. Community Data Dashboard Working Group (CDD-WG) meetings
 - 7 meetings
 - July 26, 2022; September 21, 2022; October 05, 2022; November 02, 2022; December 07, 2022; January 04, 2023; March 01, 2023

iii. Meet individually with all members of the Community Data Dashboard Working Group to discuss data collection (2022-23).

1. Meetings with Saint Vincent de Paul (October 03, 2022); Anawim House (October 13, 2022); Threshold (October 25, 2022)
2. Will continue with meetings during 2023-2024

iv. Present Community Data Dashboard Version 1 to the HHSC December 2022 (2022-23).

1. Presentation to H&H Steering Committee (Full Committee) December 13, 2022
[Appendix I: Community Data Dashboard Update](#)

v. Support Point in Time Count 2023, as agreed with the partnering agency (2022-23).

1. Member of Point in Time Advisory Group: Meetings August 04, 2022; October 19, 2022; October 26, 2022; November 01, 2022; November 18, 2022
2. Survey Review (outside of PiT meetings): December 05, 2022; December 06, 2022
3. PiT Count Volunteer Training: March 02, 2023
4. PiT Count surveying: March 08, 2023

vi. Engage the community around CAA and HIFIS processes as required.

1. Attending CAA, HIFIS, Built for Zero Webinars: July 28, 2022
2. Attending all CAA WG, HIFIS WG, and CAA/HIFIS/CDD meetings, as convened.

vii. Support CAA Working Group – attend meetings as scheduled by the Community Planner (ongoing/until project completion)

1. Attended CAA WG meetings: April 20, 2022; June 15, 2022; January 09, 2023

viii. Support HIFIS Working Group – attend meetings as scheduled by the Community Planner (ongoing/until project completion)

1. Attended HIFIS WG meetings: October 14, 2022; February 07, 2023
2. Review of BC Housing Project Charter for HIFIS implementation

ix. Quarterly meetings between the director of research and data analysis (GVCEH) and the community planner (ongoing) (HIFIS project)

1. CAA/HIFIS/CDD includes CRD Community Planner and BC Housing representative.
2. Attending CAA/HIFIS/CDD meetings: July 13, 2022; September 23, 2022; October 05, 2022; October 26, 2022; December 01, 2022; January 12, 2023; February 09, 2023; March 09, 2023
3. Attending CAA Engagement meetings: June 29, 2022; February 10, 2023 (included Jody Yurkowsky Pace)

x. Support BC Housing Project HIFIS Lead – attend meetings as scheduled by the Community Planner (ongoing/until project completion)

1. BC Housing Project Lead not identified
2. Currently, working with Community Planner, CAA WG, and HIFIS WG on BC Housing Project Charter for HIFIS Implementation

Supporting Works:

- Establishment of 6 CACs
 - Tiny Homes CAC established.
 - Travel Lodge CAC established.
- Hiring of Inclusion Coordinator completed through Strengthening Communities Grant to support establishing CACs for new Supportive Housing locations.

- Surfacing Our Strengths Final report
[Appendix J: Surfacing Our Strengths](#)

3. Communications and Engagement
(Advocacy and Communications)
(Collective Impact)

Key Performance Indicators

i. Convene and support the work of the Lived Experience Council

6 meetings/year or as scheduled by the LEC (ongoing)

1. Lived and Living Experience Council

- (7 meetings)
 - September 16, 2022; October 14, 2022; November 23, 2022, December 12, 2022; January. 17, 2023; February. 13, 2023; Mar. 22, 2023
 - Community Plan 2025-2030 consultation conducted at the March 22 2023 meeting.

ii. Municipal engagement of the Communications, Education, and Awareness initiative, with an effort to engage all municipalities.

1. SHC volunteer members completed the Sooke Homelessness Awareness & Strategic Plan Presentation to the District of Sooke Council at Committee of the Whole on January 16, 2023.
2. Executive Director attend all the SCEH meetings and is also a member of the SCEH Working group.

iii. Meet with CRD to determine priority municipalities.

1. Identified priority municipalities.
2. Developed community-specific presentations (ongoing)

iv. Present to the Mayor and Council of at least 5 identified priority municipalities. (ongoing)

1. District of Sooke Council: Presented Sooke Homelessness Awareness & Strategic Plan on January 16, 2023
2. Presentation to other municipalities (currently being developed)
3. Meetings with the Mayor of Saanich and regular meetings with the CoV Manager.
4. Meeting in January with the Mayor of Victoria to discuss many ongoing matters, including EWR.

v. Leadership provided to support coordination and implementation of Community Planning Engagement activities informed, in part, by the CRD CAB (ongoing)

Community Planning roadmap presented to the Board of Directors and to the Health and Housing Steering Committee.

Consultations: BoD, PWLEC, HHSC, in the reporting time period. Others upcoming.

1. Changes in the role of Director of Engagement and Impact.

- Recruitment and arrival of new director in March 2023.
- Andrew Holeton onboarding, orientation and community introductions/meetings underway.

Supporting Works:

- Developed Strategic Communications Plan
- Rebranded AEHCR Communications collaterals and platforms (website and social media accounts)
- Sentiment Analysis - Report on social media/news posts on homelessness by tone (positive, neutral, and negative) using relevance and sentiment model.
 - Phase 1 & 2 completed. (Includes Twitter posts)
 - Phase 3 underway – will include Reddit posts
- Conduct a series of Face 2 Face with Stigma (F2F) workshops to educate, inspire empathy, and reduce fear toward people experiencing homelessness and/or substance use disorder. (ongoing)
 - In 2022, F2F delivered 21 workshops with a total of 353 attendees.
 - Since 2018, F2F delivered 65 workshops to more than 1000 attendees from various groups.
- Proposal for consultation and community engagement process for the development of the 2025-2030 Community Plan (ongoing)
- Facilitation of talking circles, resident advisory committees, and other meetings amongst peers and community members who live in supportive housing and people with lived experience of homelessness. (ongoing)

4. General Administration
(Organizational Strength)

Key Performance Indicators

i. Annual Report (ongoing)

1. 2021-2022 Annual Report
 - [Appendix K](#): 2021-2022 Annual Report
2. 2022-2023 Annual Report
 - Production and development of 2022-23 Annual Report is ongoing. Expected date to be finalized: July 30, 2023.

ii. Annual General Meeting (ongoing)

1. 2022 AGM Agenda
 - [Appendix L](#): 2022 Annual General Meeting Minutes
2. 2023 AGM (preparation ongoing)
 - The agenda for the AGM needs to be approved by the Board at the July meeting. The date for the 2023 AGM is September 28, 12:00 – 2:00, and will be held at Norway House, 1110 Hillside Avenue

iii. Convening of quarterly funder meetings with BC Housing, Island Health, CRD & the City of Victoria to update on progress towards shared deliverables. (ongoing)

1. One meeting with the above-mentioned entities in the reporting period.
 - Contract was signed in December 2022 and there was no other opportunity to set up another meeting.

iv. Convening meetings of the Executive to discuss emerging issues– as required (ongoing)

1. The Executive of the AEHCR meets regularly to discuss emerging issues.
 - 6 meetings in the 2022-2023 reporting period

v. Facilitate, chair, or otherwise support Working Groups/ monthly meetings and provide notes or minutes, as appropriate, for the following committees.

1. Health and Housing Steering Committee & Health and Housing Steering Committee Leadership – 12 meetings/year (ongoing)
 - Health and Housing Steering Committee (Leadership meetings)
 - May 12, 2022; July 12, 2022; September 13, 2022; January 10, 2023; March 2023 (5 meetings, November 2022 meeting canceled - met members at CAEH 2022 conference)

- Health and Housing Steering Committee (Full Committee meetings)
 - April 12, 2022; June 14, 2022; August 09, 2022; October 11, 2022; December 13, 2022; February 14, 2023 (6 meetings)
2. System Transformation Working Group: Review all partner tables with efficiency recommendations.
- Adapt terms of reference as required (ongoing)
 - Facilitate 12 meetings/year (ongoing)
 - (9 meetings) April 28, 2022; May 26, 2022; July 28, 2022; August 25, 2022; September 22, 2022; October 27, 2022; November 24, 2022; January 20, 2023; March 23, 2023.
3. Community Engagement & Communications Working Group; facilitate quarterly meetings and establish working groups to address specific initiatives.
- Community Engagement & Communications Working Group
4 meetings/year (ongoing), specific initiatives as required (ongoing)
July 18, 2022, September 28, 2022, November 23, 2022, February 08, 2023
4. Youth Task Force (Prevention of Homelessness) – 6 to 12 meetings/year (ongoing)
- 5 meetings: April 13, 2022; May 11, 2022; June 08, 2022; August 18, 2022; April 12, 2023
5. BC Coalition to End Youth Homelessness – attend meetings as scheduled by the BCCEYH (ongoing)
- The executive director has attended all but one meeting of the BCCYEH and all the meetings of the advocacy and governance working group. Minutes are available through the BCCYEH.

APPENDIX E: Alignment with CRD Plans & Strategies

CRD Board Priorities 2023-2026		COMMENTS
2a	Increase supply of affordable, inclusive, adequate housing in the region.	N/A

CRD 2023-2026 Corporate Plan		COMMENTS
5a-1	Increase supply of affordable, inclusive, adequate housing in the region.	N/A
5a-2	Pursue funding opportunities and matching funds to deliver more housing.	N/A
5b-1	Support continued investment into existing housing stock to preserve and enhance the quality of the buildings and units.	N/A
5b-2	Protect existing market rental housing to preserve affordability.	N/A
5c-1	Support a coordinated, regional, and collaborative response to homelessness.	Alliance is active in this area, though the CRD is increasing service levels and impact through Reaching Home, and through enhanced strategic and policy direction from the CRD Board.
5d-1	Data collection and research analysis capacity dedicated to housing data.	Alliance was working to develop a “Data Dashboard”, but this has been removed from the Service Agreement due to a lack of a coordinated data system. This will become increasingly important for the CRD to deliver as it is related to obligations under Reaching Home while also likely including a much broader scope that may touch on housing supply and construction data elements. This is expected to be scoped out in 2024 with implementation anticipated to begin in 2025/26.

Regional Housing Affordability Strategy (2018)		COMMENTS
4.1	Implement a seamless regional housing and homelessness response system.	Alliance is active in this area through hosting/facilitating a range of working groups. Alliance also extensively engages People with Lived Experience.
4.2	Reduce pathways into homelessness.	Alliance is active in this area through hosting/facilitating a Youth Task Force.
4.3	Reduce the number of people experiencing homelessness.	Supports the CRD’s efforts through advising on plans/strategies and supporting Reaching Home.
4.4	Reduce the proportion of Indigenous people experiencing homelessness.	N/A
4.5	Meet rental housing targets for households living in low income.	N/A

APPENDIX F: Reaching Home Projects & Alliance Activities

PART 1

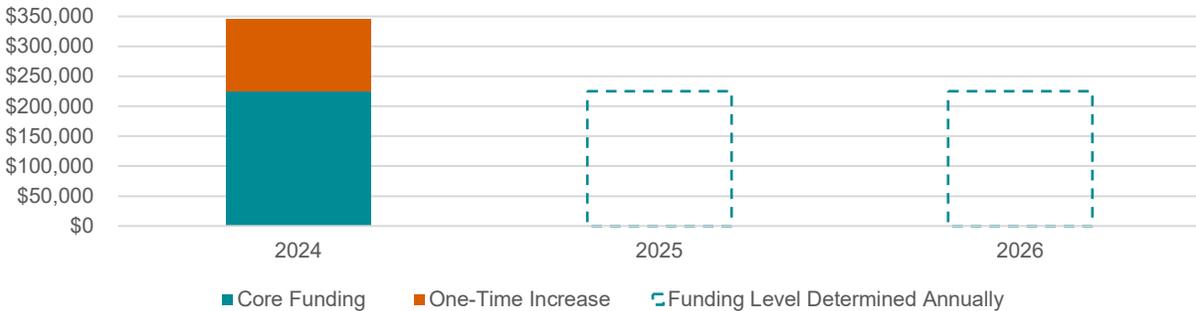
1. Coordinated Assessment and Access (CAA) – The Capital Regional District (CRD) is required to implement a CAA process supported by a by-name list in the community for those agencies receiving Reaching Home Program (RHP) funds. A Community Planner has been funded through the RHP to develop an enhanced process collaboratively with community, and more specifically, with BC Housing and Island Health. Due to the complexity of the service delivery landscape, the development of an effective and outcomes-based CAA process cannot be accomplished through looking only at RHP funded programs and therefore, significant CRD efforts are required to bring the funding and service organizations together to deliver on this work.
2. Homelessness Management Information System (HMIS) – Homeless Individuals and Families Information System (HIFIS) is a specific software product developed by the Government of Canada as a HMIS. HIFIS is critical in the design and implementation of a fully functioning CAA process as the data infrastructure built through HIFIS is needed to enable prioritization, matching and referral activities. BC Housing holds the HIFIS license for the entire province and has deployed HIFIS to support its funded shelter and outreach programs. However, the underlying data architecture was not intended to include non-BC Housing-funded programs, such as those supported through RHP. The current application of HIFIS in BC does not support a community-level by-name list or a collaborative outcomes-based approach across multiple agencies. Therefore, the CRD will require capacity to undertake a process to meet the requirements of the RHP.

PART 2

- Coordinating government agencies, non-profits, health services and community organizations around the delivery of housing and services directed toward efforts to reduce homelessness in the region, and report to the Community Advisory Board (CAB) through the Alliance Executive Director;
- Supporting engagement in the development of a Community Plan that includes outcomes and indicators to be used to guide action and monitor progress toward effectively addressing issues related to homelessness in the capital region;
- Engaging with key community organizations and individuals, including Indigenous, in the community beyond the homeless serving sector and gather all available information related to the community's local homelessness priorities, and develop a coordinated approach to addressing homelessness in the region;
- Receiving and reporting on quantitative and qualitative data that outlines progress toward the achievement of the goals of the regional Community Plan; and
- Providing advice and feedback on any plans or strategies required by the Government of Canada related to the CRD's delivery of the RHP.

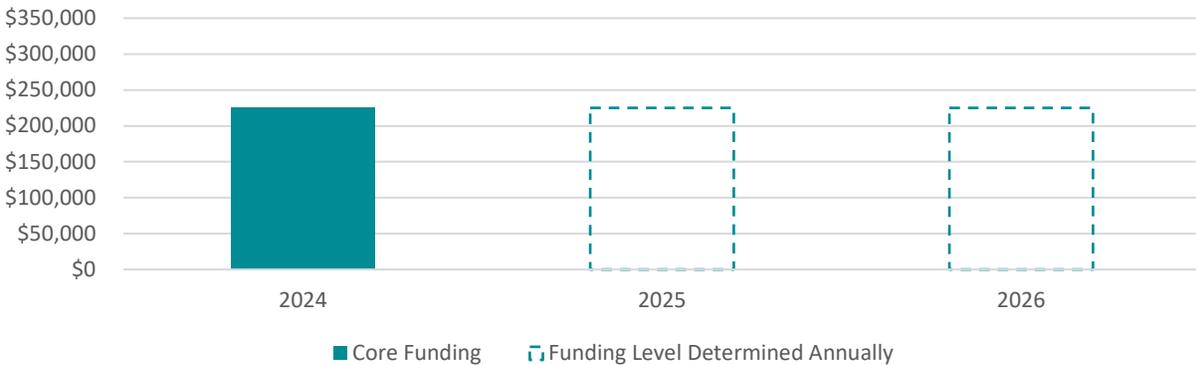
APPENDIX G: Funding Alternatives

Chart 1: Alliance Funding 2024-2026 – Alternative 1



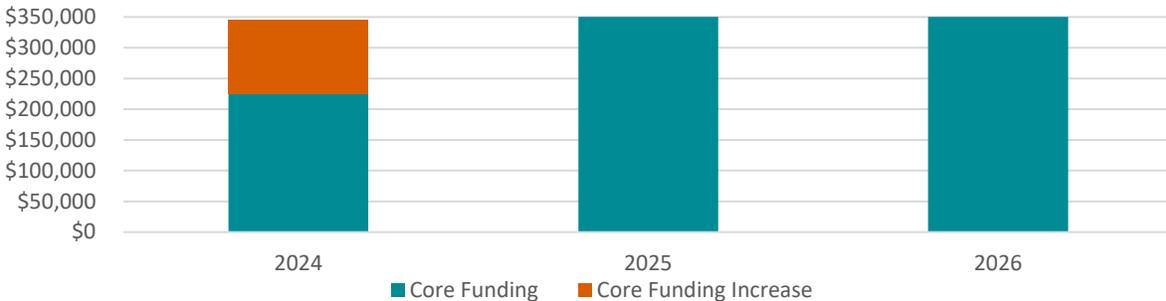
Provides for a one-time increase in operational support for 2024 that is to be revisited for 2025. This is to enable the CRD to balance those activities it wishes to advance directly and those it wishes to retain the support of a third-party while also seeking to manage requisition impact.

Chart 2: Alliance Funding 2024-2026 – Alternative 2



Does not provide for any increase in operational support in 2024. This alternative still allows for the funding commitment to be revisited in 2025.

Chart 3: Alliance Funding 2024-2026 – Alternative 3



Provides for an ongoing increase of operational funding starting in 2024 that is indexed to corporate guidelines assumptions. This funding is intended to be ongoing.



Making a difference...together

REPORT TO HOSPITALS AND HOUSING COMMITTEE MEETING OF WEDNESDAY, OCTOBER 04, 2023

SUBJECT **Aboriginal Coalition to End Homelessness - Funding Extension**

ISSUE SUMMARY

To detail implications of the Aboriginal Coalition to End Homelessness' (ACEH) request for annual funding from the CRD of \$150,000, with an annual cost of living indexation, for five years.

BACKGROUND

Formed in 2016, the ACEH Society is an Indigenous-led non-profit organization, registered charity, and housing provider operating on Lək̓wəŋən territory with a Vancouver Island-wide mandate to provide culturally supportive, affordable housing and services that work to address the disproportionate number of Indigenous Peoples experiencing homelessness.

As the only Indigenous-led organization on Vancouver Island solely focused on ending Indigenous homelessness, the ACEH's approach is unique and plays a vital role in developing, prototyping, and implementing targeted interventions in serving the housing, health, and cultural needs of a chronically underserved and overrepresented population of Indigenous Peoples. Specific to the Capital Regional District (CRD), the ACEH receives funding support through two distinct streams. Operational funding provided through CRD Service 1.224 Community Health and project funding through the Reaching Home Program (RHP). These are distinct processes with the operational funding being at the discretion of the Board and the project funding subject to the terms and conditions of the RHP.

The ACEH was provided three years of seed funding (\$150,000/year) from 2020 – 2022. The ACEH indicated that it would be self-sufficient following the initial three-year investment. However, at the request of the ACEH the CRD Board provided an additional year of funding at \$150,000 in 2023. With the conclusion of four years of funding from the CRD, the ACEH sent a letter to the CRD Board on August 15, 2023, requesting an extension to annual funding for five years (see Appendix A). Also attached to this report is the ACEH's 2022/23 Service Agreement Report (Appendix B), their presentation to the September Hospitals and Housing Committee meeting (Appendix C), and their 2023 Audited Financial Statements (see Appendix D).

At the September 13, 2023, CRD Board meeting, the Board directed staff to return to the October Hospitals and Housing Committee with a staff report detailing implications associated with the ACEH's request for five years of funding (2024 – 2028).

ALTERNATIVES

Alternative 1

The Hospitals and Housing Committee recommends to the Capital Regional District Board:

1. That the Capital Regional District commits to three years of annual funding to support the Aboriginal Coalition to End Homelessness starting at \$155,250 (2024) and increased annually based on the consumer price index for Victoria; and
2. That staff be directed to amend the Financial Plan to reflect the extended Service Agreement funding commencing in 2024.

Alternative 2

That the Hospitals and Housing Committee recommends to the Capital Regional District Board:
That the Capital Regional District not continue providing operational funding to the Aboriginal Coalition to End Homelessness as the commitment to provide seed funding has concluded.

Alternative 3

That the Aboriginal Coalition to End Homelessness - Funding Extension report be referred back to staff for additional information based on the Hospitals and Housing Committee direction.

IMPLICATIONS

Financial Implications

Since 2019, the ACEH has received a total of \$1,295,859 through Service Agreements (\$600,000) and the RHP (\$695,859). The Service Agreements are negotiated annually and the RHP funds are through an open call, which are reviewed by the RHP Community Advisory Board and/or the RHP Indigenous Community Advisory Board, which is supported by the Victoria Native Friendship Centre as the Indigenous Community Entity (Indigenous CE).

Alternative 1

Proposes funding for the ACEH that would start at \$155,250 in 2024, which is an increase of 3.5% from 2023. If approved, the funding would increase annually in alignment with the Consumer Price Index (CPI) for Victoria as reported through BC Stats. Any commitment of funds starting in 2027 would then be at the discretion of the incoming CRD Board and would be considered alongside other initiatives identified as CRD Board/Corporate priorities. This alternative looks to limit the commitment of funds and the requisition implications beyond 2026 and provides flexibility to the incoming CRD Board to balance the resourcing of activities with potential requisition impacts starting in 2027.

Alternative 2

As the initial funding commitment was approved for a total of three years including 2020, 2021, and 2022, an extension was provided as a CRD Board-directed initiative for 2023. This alternative provides the CRD Board with the opportunity to consider its commitment to provide the ACEH with start-up support concluded now that the ACEH has grown significantly and now operates with \$5.5 million (M) per year in annual revenue and expenses.

First Nations Reconciliation

The CRD's Statement of Reconciliation acknowledges that for the CRD to have a positive relationship with First Nations it needs to acknowledge, respect, and complement their Indigenous laws, customs, and systems of governance. The ACEH advances this statement through:

- Directly engaging First Nation governments within the capital region and across Vancouver Island and works to collaborate with and report out to First Nations on intervention and initiative design, delivery, program implementation and outcomes.
- Directly engaging Indigenous Peoples in the design and development of a range of system transformation undertakings while also investing in a society that provides direct intervention of a homelessness episode through a culturally appropriate dual model of care.

Service Delivery Implications

The CRD Board has, through the 2022-2026 Corporate Plan, directed staff to "support a coordinated, regional, and collaborative response to homelessness." The ACEH remains the only Indigenous-led non-profit society on Vancouver Island that is specifically focused on addressing the needs of Indigenous Peoples experiencing or at-risk of homelessness.

The ACEH is positioned to advance the following related to a five-year housing strategy:

- Culturally Supportive Housing for Youth
- Perinatal Transition Home for Intergenerational Healing
- Wellness House (Including pre and post treatment transitions)
- Island-Wide Expansion¹

Appendix E contains a more detailed breakdown of these various initiatives.

The requested funding would support enhanced leadership and operational effectiveness in advancing the ACEH's strategic directions. Specifically, and if approved, the funds will be used to support the ACEH's governance, leadership and operations related to delivering on their Strategic Plan, three-year Operations Plan, and five-year Housing Strategy.

If the CRD Board approves an extension of funding to support ACEH operations, staff will review the ACEH's year-end report which is expected in Q1/Q2 2024 to ensure the existing Service Agreement terms have been met. Provided that all the obligations have been met, CRD staff will then begin negotiating a renewed Service Agreement that will provide funds to the ACEH in line with their April 1 – March 31 fiscal year.

If no extension of funds is approved by the CRD Board, staff will continue to work with the ACEH to consider opportunities to support their activities through the RHP, which is expected to be renewed April 1, 2024. It is also important to note that the ACEH is eligible to receive RHP funds through both the Designated Funding Stream, administered by the CRD and the Indigenous Funding Stream, Administered by the Victoria Native Friendship Center.

Alignment with CRD Plans and Strategies

The identified ACEH priorities support the following CRD Plans and Strategies:

- CRD Board Priority 2a and CRD 2023 – 2026 Corporate Plan 5a-1: Increase supply of affordable, inclusive, adequate housing in the region.
- CRD 2023 – 2026 Corporate Plan 5c-1: Support a coordinated, regional, and collaborative response to homelessness.
- Regional Housing Affordability Strategy (2018) 4.2: Reduce Pathways into homelessness.
- Regional Housing Affordability Strategy (2018) 4.3: Reduce the number of people experiencing homelessness.
- Regional Housing Affordability Strategy (2018) 4.4: Reduce the proportion of Indigenous Peoples Experiencing homelessness.

CONCLUSION

The ACEH plays an important role in supporting the needs of Indigenous Peoples experiencing homelessness that includes running a range of support service and housing programs as well as work associated with system transformation and collaboration. The work of the ACEH is supported through both the CRD's Community Health service and the RHP.

The CRD has provided the ACEH with \$150,000 per year as core funding, starting in 2020. The ACEH has received a total of \$1,295,859 through Service Agreements (\$600,000) and the RHP (\$695,859). Also, since that time, the ACEH has grown as an organization into an organization providing a range of services and reporting a total annual budget of \$5.5M in revenue and expenses.

¹ It is important to note that CRD funds can only be used for those activities taking place within the capital region.

The staff recommendation proposes to provide the ACEH with a three-year funding extension 2024 – 2026 to support the continued efforts to address the disproportionate number of Indigenous Peoples experiencing homelessness. Any further extension of funding starting in 2027 would be at the discretion of the incoming CRD Board and could be considered alongside other priorities identified through corporate planning.

RECOMMENDATION

The Hospitals and Housing Committee recommends to the Capital Regional District Board:

1. That the Capital Regional District commits to three years of annual funding to support the Aboriginal Coalition to End Homelessness starting at \$155,250 (2024) and increased annually based on the consumer price index for Victoria; and
2. That staff be directed to amend the Financial Plan to reflect the extended Service Agreement funding commencing in 2024.

Submitted by:	Don Elliott, MUP, BA, Senior Manager, Regional Housing
Concurrence:	Kevin Lorette, P. Eng., MBA, General Manager, Planning & Protective Services
Concurrence:	Nelson Chan, MBA, FCPA, FCMA, Chief Financial Officer
Concurrence:	Ted Robbins, B. Sc., C. Tech., Chief Administrative Officer

ATTACHMENTS

- Appendix A: ACEH Funding Request Letter, Submitted August 15, 2023
- Appendix B: ACEH Funding Request Presentation – September 6, 2023
- Appendix C: ACEH 2022-23 Service Agreement – Annual Report
- Appendix D: ACEH 2023 Audited Financial Statement
- Appendix E: ACEH Five-Year Housing Strategy Identified Priorities



ABORIGINAL COALITION TO END HOMELESSNESS

500-1312 Blanshard Street
 Victoria, BC V9W 2J1
 778-432-2234
 acehsociety.com

August 15, 2023

CRD Board
 625 Fisgard Street
 Victoria, BC V8W 1R7
 Canada

Re: Request for 5 Years of Operational Funding

Incorporated in 2016, the Aboriginal Coalition to End Homelessness (ACEH) Society is an Indigenous-led non-profit organization, Registered Charity, and housing provider operating on Lək̓ʷəŋən territory with a Vancouver Island-wide mandate *to lovingly provide culturally supportive, affordable housing and services that end Aboriginal homelessness on Vancouver Island.*

Since its inception, the ACEH has experienced substantial growth, gained a breadth of knowledge and understanding of the experiences and needs of the Indigenous Street Family (ISF), expanded its reach to include culturally supportive housing, and developed models of care that will potentially have national impacts for First Nations, Inuit and Metis (FNIM) peoples. The ACEH has consistently followed and delivered on an ambitious Strategic Plan that has driven the continual expansion of the culturally specific services and housing available for FNIM peoples on Vancouver Island. The ACEH's Strategic Plan guides the work of the organization and formalizes the voices of the ISF through the guidance of an Indigenous Advisory Council composed of community leaders, Elders, Knowledge Keepers, Language Speakers, Traditional Healers, Doctors, Chiefs, and Council Members from across Vancouver Island.

The ACEH's mandate and strategic directions align with the Capital Regional District's visionary interests in relation to housing and homelessness. The ACEH provides Indigenous-specific services and is the only culturally supportive housing provider on Vancouver Island. Moreover, the ACEH interfaces with the public, from neighborhood associations to city council, to advocate for the needs of unhoused FNIM peoples. The ACEH's is shifting focus to homelessness prevention, exemplified through its youth department development and Indigenous community-based justice program. The ACEH is also a leader of systemic change for individuals experiencing homelessness on Vancouver Island: it advocates and performs educational outreach across the island, and service providers are increasingly looking to the ACEH for pathways forward to help the city's most vulnerable population.

The ACEH's work also aligns with the principles of 'Housing First.' This principle is in alignment with the values espoused by Canada's National Housing Strategy, the 10 Year First Nations National Housing and Related Infrastructure Strategy, and the Aboriginal Housing Management Association's British Columbia Urban, Rural, and Northern Indigenous Housing Strategy. 'Housing First' and its direct connection to the prevention and reduction of the unhousing process, is fundamental to the ACEH's vision of the future.

The work of the ACEH is directly aligned with the principles of reconciliation. To be successful, reconciliation requires rebuilding self-determined Indigenous structures, programs, leadership,

education, and modalities of being. It requires investing, broadly defined, in FNIM lifeworlds. As such, it is imperative that Indigenous-led initiatives are resourced respectfully and appropriately.

The ACEH's Strategic Plan has four components:

- 1) **Building Our Strength:** Secure core funding and infrastructure for operations and adopt sound business practices for service delivery.
- 2) **Finding Wellness:** Provide Island-wide culturally appropriate housing through the use of leading-practice housing models.
- 3) **Building Community:** Strengthen existing programs and services through an Aboriginal worldview.
- 4) **Bearing Witness:** Advocate for public policy and support for Aboriginal housing and services.

Our Programs & Services

Youth: The ACEH recognizes the importance of investing in homelessness prevention. In response, the ACEH is currently expanding its youth department and providing outreach services to Indigenous youth including weekly circles and opportunities for land-based healing. The ACEH just purchased a 6-bedroom home to prepare to open a culturally supportive housing program for Indigenous youth.

Place of Hope YEK,ÁUTW: With funding from the Department of Justice Canada, the ACEH launched a three-year Indigenous community-based justice program with an overall focus on prevention, diversion, and Gladue aftercare. This program works in collaboration with the Victoria Police Department, the Crown, Courts, BC Corrections, and other local service providers.

Outreach Services: Outreach services include emergency eviction prevention, basic needs assistance, transitional support, cultural support, and more, facilitated through Reaching Home funds.

Culturally Aligned Integrated Support (CAIS) Program: The ACEH launched a 3-year culturally supportive wraparound rent supplements pilot program funded through BC Housing – as part of the provincial integrated support framework in development. The ACEH has a longer-term plan to operate this program island-wide with a mobile wraparound care team.

Recovery Pilot: The ACEH is piloting a decolonized recovery program at Kwum Kwum LeLum (House of Courage). This program supports residents when they are ready and includes access to health, cultural and community support at home, with the support of an Elder, Cultural Mentor, nursing, and counselling.

Indigenous Alcohol Harm Reduction Residence Program (IAHRRP): Started in 2020, the IAHRRP is in its third year of operating, informed by the ACEH's Elders and Knowledge Keepers Advisory. This program provides a culturally responsive milieu of Elder mentorship, ceremony, and staff who are educated in Indigenous traditions and protocols. This year, the IAHRRP shows promising practice with its integration of a cannabis substitution program.

Family Reunification: The Family Reunification Program was developed in response to the ISF's expressed desire to reconnect with their families. This program supports intergenerational reunification and is one of the few such programs offered nationwide. The ACEH provides a 3-bedroom townhouse where family visitations can occur for up to one week, with the program coordinator arranging meetings with social workers and guardians, providing supervision as needed, overseeing the upkeep of the home, and helping to (re)connect ISF to their home communities when possible.

Land-Based Healing Camps: Since 2019, the ACEH has provided land-based healing camps for the ISF, resulting in positive outcomes at both the individual and community level. Participants report that the camps have been a catalyst for holistic change, leading to improved mental wellness and healing. The land-based experience is described as transformative, strengthening their spirit, self-identity, and community connection. The ACEH has done over 25 Camps, reaching approximately 125+ people.

Our Housing

SPAKEN: Is home to 22 Indigenous women+ experiencing homelessness with priority to those fleeing violence. 9% Kwakwaka'wakw, 18% Nuu-chah-nulth, 55% Coast Salish, and 18% Other Nations.

Kwum Kwum LeLum, House of Courage: Is a new home to 43 Family Members - 33% Nuu-chah-nulth, 30% Coash Salish, and 37% Other Nations.

XEXE PAHLATSIS LELUM: is a pilot program supporting Indigenous mothers and babies experiencing housing precarity and substance use upon discharge from hospital.

Where We Are Going

The ACEH is rolling out a 5-Year Housing Strategy which includes 4 main priorities for housing development:

- 1) Homelessness prevention: culturally supportive housing for Indigenous youth;
- 2) Perinatal Transitional Home for Intergenerational Healing;
- 3) a Wellness House in the downtown core (including pre and post treatment transitions, cultural support, employment and training, and transitions to independent housing); and
- 4) Island-wide partnerships and collaborations (with the vision to expand culturally supportive housing initiatives across the island.

Our Ask

Due to the ambitious outcomes of the ACEH, the capacity development necessitates enough office space to house its growing team. The current funding used for ACEH's office space ends March 31, 2023. Since 2017, the ACEH has relied upon core funding from Urban Programming for Indigenous Peoples Organizational Capacity stream to contribute to the Executive Director's salary, the Executive Assistant's salary, and overhead costs. As exemplified above, the ACEH has benefited from this funding, but has yet to establish enough core operational funding through other sources. Therefore, is asking Capital Regional District to contribute \$150,000 annually (plus inflation) for the next five years:

	2024-25	2025-26	2026-27	2027-28	2028-29
Executive Director	65,000	65,000	65,000	65,000	65,000
Executive Assistant	45,000	45,000	45,000	45,000	45,000
Overhead	40,000	40,000	40,000	40,000	40,000
Subtotal	150,000	150,000	150,000	150,000	150,000
Inflation %5	7,500	15,375	23,643	32,325	41,442
Total	\$157,500	\$165,375	\$173,643	\$182,325	\$191,442

The key goal of the ACEH's funding strategy is still to secure long-term, core funding to support its governance, leadership, and operations. Support in these areas will ensure the organization can achieve its Strategic Plan, 3 Year Operations Plan, and 5 Year Housing Strategy.

Sincerely,



Fran Hunt-Jinnouchi
Executive Director, Aboriginal Coalition to End Homelessness Society
director@acehsociety.com
250-886-8857

Our way is to care for all our people, from the youngest to the oldest. We are all one. Some of our people living away from home are suffering, isolated, and homeless. We stand together to end homelessness.





ABORIGINAL COALITION TO END HOMELESSNESS

Scope and Deliverables for 2022-23

Prepared for:





LƏK'wƏNƏN

ESQUIMALT SONGHEES



104 - 736 BROUGHTON STREET



DIRECTOR, COMMUNITY PROGRAMS

OUR MISSION

To *lovingly* provide culturally supportive, affordable housing and services that end Aboriginal homelessness on Vancouver Island.



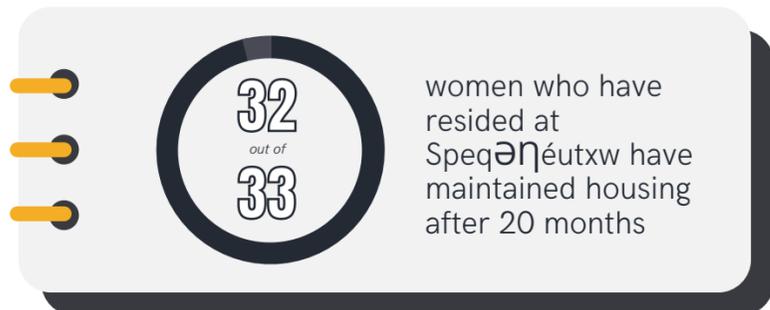
NON-PROFIT

REGISTERED CHARITY

INDIGENOUS-LED



DUAL MODEL OF HOUSING CARE





OUR VISION

Our Way is to care for all our people, from the youngest to the oldest. We are all one. Some of our people living away from home are suffering, isolated and homeless. We stand together to end homelessness.



4 PILLARS

FINDING WELLNESS

Culturally Supportive Housing

BUILDING COMMUNITY

Support Services

BEARING WITNESS

Community Relations

BUILDING OUR STRENGTH

Governance, Policy, Resources



DEVELOP & OPEN KWUM KWUM LELUM



- 44 Units
- Opened March 31st
- Welcomed home Family Members April 10th

- Native Medicine Gardens
- Indigenous Alcohol Harm Reduction Residence Program
- Culturally Supportive Recovery



CULTURALLY SUPPORTIVE RECOVERY



- 14 of 43 units
- Program Model (Island Health)
- Cultural Mentor & Elder

- Year 2 of 3, CIHR Research
- Visited Research Partners in AB
- Introduction of Cannabis Substitution

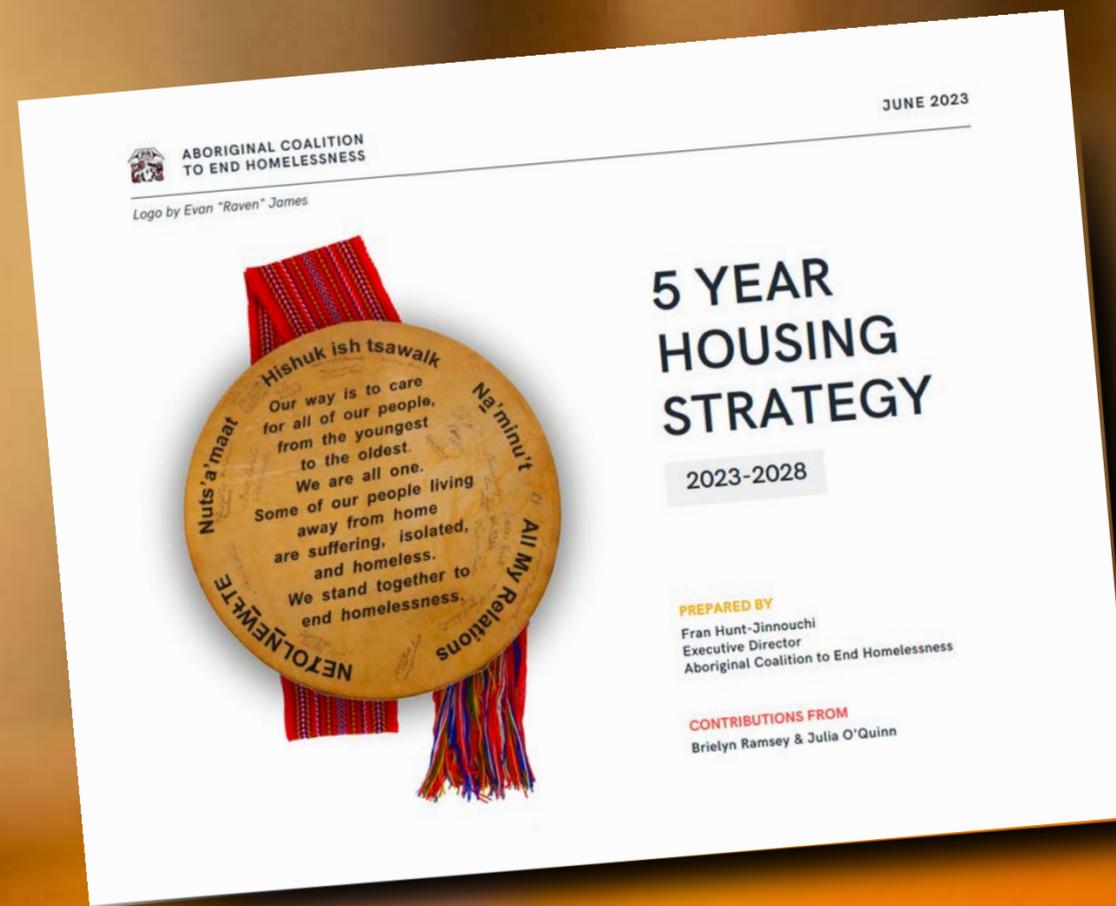


INDIGENOUS SYSTEMS IMPROVEMENT



Collaborative Response Network:

- SOLID
- PEERS
- Cool Aid
- Victoria Native Friendship Centre
- Umbrella Society
- Indigenous Harm Reduction Team
- Pandora Clinic
- Mustard Seed
- Our Place Society
- **John Howard Society**
- **EFRY**
- **TAPS**
- **CLBC**



5-YEAR HOUSING STRATEGY

450 UNITS TO SUPPORT CORE OPERATIONS



- Youth Prevention
 - Care Home underway (SCCFS)
- Family (Re)unification
 - Sacred Cradle House, dedicated units
- Island-Wide Expansion
 - Culturally Aligned Integrated Support
- Housing and Service Transitions
 - Wellness House and RH Update



GENDER-BASED VIOLENCE PROGRAM



- 2 Land-Based Safety Days
- 3 Relationships Building Days with the Victoria Police Department
- Island-Wide Networking
 - Port Hardy, Nanaimo, Campbell River, Port Alberni
- Development of Long-Term Action Plan

CREATING Change





CURRICULUM, HOUSING PROVIDERS



- Indigenous-led training, preparation, and education for Culturally Supportive Housing

- Promising discussion with Vancouver Island University; UVIC also engaged



DECOLONIZED HARM REDUCTION

FRAMEWORK



- Seasonal Land-Based Healing
- Cultural Mentorship
- Elders Advisory 2022

- Youth-Specific Approaches
- Community / Nation Reunification
- Indigenous Justice Program



LOBBYING FOR CORE FUNDING



- Federal Housing Advocate, Marie-Josée Houle
- MP Laurel Collins and MLA Grace Lore
- Ottawa: CMHC, ISC, Office of PM
- First Nation Housing & Infrastructure Council
- Federal Housing Advocate
- \$100,000 | City of Victoria



COMMUNITY REPRESENTATION



- Greater Victoria Coalition to End Homelessness Collaborations
- CAA Advisory & Placement
- Primary Care Networks (VNFC and Coast Salish Nations)
- Indigenous Outreach Workers
- Indigenous Advisory Primary Network Committee
- Downtown Service Provider monthly meetings



INTERNAL UPDATES



- **Application filed for union certification**
 - **Executive Director, Resignation**
 - **Director of Community Relations, Resignation**
 - **Board Member Charlayne Thornton-Joe, Resignation**



ABORIGINAL COALITION TO END HOMELESSNESS QUESTIONS?

Prepared for:





ABORIGINAL COALITION TO END HOMELESSNESS

101-736 Broughton Street
 Victoria BC V8W 1E1
 P: 250-590-8981
www.acehsociety.com

March 15, 2023

Attention: Don Elliott
 Capital Regional District
 625 Fisgard Street
 Victoria, BC V8W 1R7

Re: Final Report on Scope & Deliverables for 2022-23/Capital Regional District

Introduction

Since inception as a housing provider in 2018, the Aboriginal Coalition to End Homelessness (ACEH) Society has experienced remarkable growth. With over 100 employees, the organization currently manages two culturally supportive housing sites, and has just opened a third 44-unit building in April 2023. Additionally, the ACEH operates three office spaces including a downtown storefront that welcomes the Indigenous Street Family. The organization has also expanded its departments, which now include youth, outreach, research, and housing development.

Despite having demonstrated significant results and reached out to multiple provincial ministries and Members of the Legislative Assembly, as well as federal ministers and Members of Parliament, the ACEH has not yet been able to access the core funding it requires.

In order to sustain our efforts and meet the expanding needs around finance, human resources, staff recruitment, retention, and more, we have been forced to submit up to 40 proposals per year simply to keep our doors open. This is an unsustainable pace that cannot be maintained by any Executive Director.

The ACEH would like to express its deep appreciation for the contribution made by the Capital Regional District's (CRD) Hospital and Housing Committee towards critical positions such as the Executive Director and Associate Director, as well as for overhead expenses. This funding is essential in allowing us to continue our important work.

The Executive Director Report on Deliverables 2022-23

Deliverable	Updates
Development and opening of Catherine Street House: development, research, planning, and implementation of 45 unit culturally-supportive house scheduled (delayed) to open in Fall 2022 on Catherine Street in Vic West.	<ul style="list-style-type: none"> House of Courage (Kwum Kwum Lelum) celebrated its opening March 31st, 2023, and welcomes in Family Members (residents) April 10th, 2023.

Development of the Indigenized Alcohol Detox including Indigenized Alcohol Detox program

- 14 units at House of Courage will be reserved for the Indigenous Alcohol Harm Reduction Program and the recovery/detox program. In preparation for the opening, a Recovery Model was completed with rollout/implementation beginning April 1st, 2023. The Indigenous Alcohol Harm Reduction Program has expanded to include cannabis substitution programming and research. Since fiscal 2020-21, in partnership with University of Victoria, University of Alberta, and the Calgary Aboriginal Standing Committee on Housing and Homelessness (ASCHH), the Executive Director has been leading a 3-year research project to co-create and co-design a residence managed alcohol program (MAP) that supports Indigenous peoples living in Calgary and Victoria who struggle with homelessness and severe alcohol use disorder. The research teams meet on an ongoing basis, and the ACEH consults with an Elders and Knowledge Keepers Advisory comprised of representatives from the three island tribal groups, Metis Nation, First Nations Health Authority, doctors, health care providers and traditional healers. In fiscal 2022-23 the ACEH brought Elders & Knowledge Keepers Advisory to Alberta to visit the Calgary research team and Ambrose Place (a managed alcohol program in Edmonton also led by Indigenous peoples).

Lead Phase 2 of the **Indigenous Systems Improvement Map (ISSIM)** research project with a team of researchers. Oversee the continued work of the Collaborative Response Network made up of 10 most-accessed organizations as determined by the ISSIM.

- September 28th, 2022, Collaborative Response Network Meeting
- February 7th, 2023, Collaborative Response Network Meeting
- The Collaborative Response Network continues to meet and as a network are considering growing our membership. A couple of community partners have been identified that were not originally identified by the street family because their service provision is invaluable. An example is the John Howard Society. They offer damage deposits, first month's rent, and support to individuals leaving corrections. There is a considerable amount of overlap with the CRN and the work of the John Howard

	<p>Society. We will continue to review the membership with the lens that members at the table are there to identify and, in some cases, fill the gaps that our street family is experiencing. There is an adaptable and open-hearted membership that is working hard to keep system-change and streamlined system navigation at the forefront of the work that we do as a network.</p>
<p>Development and implementation of the 5-Year Housing Strategy which will include a Youth Housing Strategy. Financial projections point to 250 housing units as a solid baseline towards financial sustainability and security. 250 units will provide the base core funding needed for staffing and operations for the organization.</p>	<p>Where We Are Going: Five Year Housing Strategy – Four Strategic Directions</p> <p>Direction One: YOUTH PREVENTION</p> <ul style="list-style-type: none"> - Homeless Prevention: Youth Care and Healing House - Transitions from incarceration through the ACEH’s Place of Hope program - Program partnerships with experienced youth housing providers to address current precarity. <p>Direction Two: FAMILY (RE)UNIFICATION</p> <ul style="list-style-type: none"> - Transitional Housing for FNIM Moms & Babies - Family reunification units in all new supportive sites and an additional townhouse in Victoria for Family Reunification as part of the Evergreen redevelopment. <p>Direction Three: ISLAND-WIDE EXPANSION</p> <ul style="list-style-type: none"> - Culturally Aligned Integrated Support (CAIS) Program – wrap around supports in private market housing. - Kwakwaka’wakw Housing/CAIS Partnership 2023-24 - Nuuchahnulth Housing Partnership/CAIS 2024-25 - Apply to Requests for Proposals for Supportive Housing and Rent Supplements as they are announced. <p>Direction Four: HOUSING&SERVICE TRANSITIONS</p> <ul style="list-style-type: none"> - Wellness House – pre and post treatment services, cultural support, employment and training, and transition to independent housing. - Land Acquisition to further develop our land-based programming.
<p>Continue leading the operations of the Family Reunification Program</p>	<ul style="list-style-type: none"> - Solidified funding for full-time Family Reunification Program Coordinator for

<p>including management of the Family Townhouse.</p>	<p>2023-24 fiscal year. Expanded programming to include family reunification for all ACEH Family Members living in ACEH housing (appx. 63 individuals and their families to benefit from program).</p>
<p>Leading the Gender-Based Violence research project: Funded by Women and Gender Equality Canada this 3-year project (commenced in fiscal 2021-22) will increase Indigenous women’s safety by honouring their proposed solutions, strengthen relationships with the Victoria Police Department, and engaging an island-wide network of leaders committed to this goal from Port Hardy to Victoria, while also collaborating on 4 webinars.</p>	<ul style="list-style-type: none"> - Island-wide networking with Port Hardy, Campbell River, and Nanaimo. - In 2022, the ACEH and the Victoria Police Department continued their 3-Year project in the spirit of Calls for Justice 9.2 and 9.7, to increase safety for Indigenous women and 2S+ peoples. Three Relationship Building Days were held in the year with Victoria Police Officers, Indigenous women, and ACEH staff, with the goal to gradually (re)build trust, develop stronger relationships, and break down stigma. All were well attended, with Saanich PD taking an interest in the work and joining for the third cultural feast event. The year culminated in a Gathering of leadership, where we planned for longer-term commitments to support Indigenous women in our respective community roles (i.e., hiring practices, cultural competency performance measurement). This day was witnessed and supported by community partners as well as Elders from the surrounding Nations. Other notable outcomes from this year included the Victoria Police Department receiving approval for a Cultural Liaison position, with support from the ACEH based on the voices of the Indigenous Street Family. Also of note, the ACEH received the 2022 Safe Communities Award from the Ministry of Public Safety and Solicitor General in recognition of this project's impact.
<p>Developing a curriculum for Housing Providers: the ACEH began studying the viability of educational and curricular opportunities in partnership with the University of Victoria’s centre for Indigenous Research and Community-Led Engagement, and the University of Victoria’s Faculty of Law Indigenous Initiatives program (along with other willing potential partners). The ACEH wants to find out how to formulate a blend of on-campus, practicum and field work instruction that advances knowledge on the pressing health and social challenges that Indigenous</p>	<ul style="list-style-type: none"> - Tabled until next fiscal year, with the return of Coreen Child who will lead this work. - Meeting scheduled May 16th, 2023 with University of Victoria.

peoples face in Canada, and how we may better serve them in various social sectors, ranging from health care, social work, law and Justice, youth work, and public health. In fiscal 2022-23, the ACEH will meet with various stakeholders to begin this work.

Decolonized Harm Reduction Framework Development and Implementation

- Indigenous healing modalities are being continuously piloted and evaluated as a way for the Indigenous Street Family to heal from harms rooted in colonialism. These include land-based healing, access to Elder Mentors, the Family Reunification Program, and an Indigenous Alcohol Harm Reduction Program, among others. This work is ongoing as the ACEH gathers knowledge and builds relationships with communities Vancouver Island-wide.
- The Decolonized Harm Reduction Framework - SECTIONS:

- Early Lessons Learned*
- Wisdom of the Elders Gathering*
- Land-Based Healing*
- Native Plant and Medicine Garden*
- Indigenous Alcohol Harm Reduction Program*
- Family Reunification Program*
- Youth-Specific Approaches*
- Wellness Services*
- Elders Gathering 2022*
- Indigenous Justice Program*
- Bringing it All Together: 12-Month Land-Based Healing Program*

- Will be completed by May 30, 2023.

Lobbying for core-funding

- Reached out to First Nation Housing & Infrastructure Council

	<ul style="list-style-type: none"> - At the forefront of our work, have consistently brought forward to MP - Laurel Collins and MLA Grace Lore - Received \$100,000 from Victoria City Council
--	------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

Associate Director Deliverables

Represent ACEH at key community tables:

<ul style="list-style-type: none"> • CAA Advisory; CAA Placement Committee (in keeping with the Community Plan and Reaching home directives) 	<ul style="list-style-type: none"> - Associate Director took Educational/Medical Leave - Director of Housing Development and Community Services, and Executive Director share the role of sitting at this table.
<ul style="list-style-type: none"> • CCI working group to ensure a culturally appropriate lens is being applied in the development of a regional systems change processes that address the issue of homelessness 	Incomplete
<ul style="list-style-type: none"> • Downtown Service Provider monthly meetings 	<ul style="list-style-type: none"> - Outreach and Community Relations Manager, Monique Horne at this table until December 2022 - Now the Director of Housing Development and Community Services participates on this table
<ul style="list-style-type: none"> • Indigenous Advisory Primary Network Committee 	<ul style="list-style-type: none"> - Table is idled, will re-engage when Coreen Child returns to ACEH April 2023
<ul style="list-style-type: none"> • Indigenous Networking Circle: Continue ongoing engagement with the Indigenous Networking Circle and ensure a representative from the ACEH attends the meetings. 	
<ul style="list-style-type: none"> • Greater Victoria Coalition to End Homelessness (GVCEH) Collaborations: Monthly participation on the GVCEH Steering Committee (Community Plan, Reaching Home, Systems Improvement, 	<ul style="list-style-type: none"> - Executive Director attends

GVCEH – Memorandum of Understanding, etc.)	
--------------------------------------------	--

Annual Budget

Description	Amount
Chief Executive Officer contribution to salary	\$40,000
Executive Director of Operations contribution to salary	\$50,000
ACEH Overhead related costs	\$60,000
Total	\$150,000

Conclusion

Sincerely,

Fran Hunt-Jinnouchi
 Executive Director, Aboriginal Coalition to End Homelessness Society



Financial Statements

Aboriginal Coalition to End Homelessness
Society

March 31, 2023

Contents

	Page
Independent Auditors' Report	1-2
Statement of Financial Position	3
Statement of Operations and Changes in Net Assets	4
Statement of Cash Flows	5
Notes to the Financial Statements	6-11

Independent Auditors' Report

Grant Thornton LLP

Suite 650
1675 Douglas Street
Victoria, BC
V8W 2G5

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F +1 250 381 4623

To the members of Aboriginal Coalition to End Homelessness Society

Opinion

We have audited the accompanying financial statements of Aboriginal Coalition to End Homelessness Society ("the Society"), which comprise the statement of financial position as at March 31, 2023, and the statements of operations and changes in net assets and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly in all material respects, the financial position of Aboriginal Coalition to End Homelessness Society as at March 31, 2023, and its results of operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of the Society in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Society's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Society or to cease operations, or has no realistic alternative but to do so. Those charged with governance are responsible for overseeing the Society's financial reporting process.

Auditors' Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Society's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Society's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Society to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Report on other legal and regulatory requirements

As required by the Societies Act of British Columbia, we report that, in our opinion, the accounting principles in the Canadian accounting standards for not-for-profit organizations have been applied on a consistent basis.

Victoria, Canada
September 7, 2023



Chartered Professional Accountants

Aboriginal Coalition to End Homelessness Society

Statement of Financial Position

March 31	2023	2022
Assets		
Current		
Cash and cash equivalents	\$ 1,303,740	\$ 983,568
Accounts receivable	606,866	304,338
Government remittances receivable	19,169	29,952
Prepaid expenses and deposits	<u>28,942</u>	<u>22,969</u>
	1,958,717	1,340,827
Tangible capital assets (Note 3)	<u>37,329</u>	<u>52,686</u>
	\$ 1,996,046	\$ 1,393,513
Liabilities		
Current		
Payables and accruals	\$ 344,445	\$ 317,058
Deferred contributions (Note 5)	<u>1,508,877</u>	<u>937,085</u>
	1,853,322	1,254,143
Net assets		
Unrestricted	<u>142,724</u>	<u>139,370</u>
	\$ 1,996,046	\$ 1,393,513

Commitments (Note 9)

On behalf of the Board

 Director

 Director

See accompanying notes to the financial statements.

Aboriginal Coalition to End Homelessness Society Statement of Operations and Changes in Net Assets

Year ended March 31	2023	2022
Revenue		
Government grants (Note 4)	\$ 4,495,639	\$ 3,548,978
Contributions from other registered charities (Note 4)	689,919	394,157
Donations	174,677	93,239
Rental revenues	95,043	118,835
Program revenues	6,329	-
Membership fees	165	120
	<u>5,461,772</u>	<u>4,155,329</u>
	\$	\$
Expenses		
Wages and benefits	\$ 4,137,337	\$ 3,185,153
General administration	481,641	391,751
Program expenses	543,507	446,420
Rent	237,724	98,264
Professional fees	10,613	49,769
Amortization	24,617	18,405
Governance	11,627	521
Insurance	8,498	6,013
Community and ceremonial events	2,854	-
	<u>5,458,418</u>	<u>4,196,297</u>
Excess (deficiency) of revenue over expenses	\$ <u>3,354</u>	\$ <u>(40,968)</u>
Net assets, beginning of year	\$ 139,370	\$ 180,338
Net assets, end of year	<u>\$ 142,724</u>	<u>\$ 139,370</u>

See accompanying notes to the financial statements.

Aboriginal Coalition to End Homelessness Society Statement of Cash Flows

Year ended March 31	2023	2022
Increase (decrease) in cash and cash equivalents		
Operating		
Excess (deficiency) of revenue over expenses	\$ 3,354	\$ (40,969)
Amortization	<u>24,617</u>	<u>18,405</u>
	<u>27,971</u>	<u>(22,564)</u>
Change in non-cash operating working capital		
Accounts receivable	(302,528)	(86,131)
Government remittances receivable	10,783	(19,974)
Prepaid expenses and deposits	(5,973)	(21,469)
Payables and accruals	27,387	217,347
Deferred contributions	<u>571,792</u>	<u>(193,594)</u>
	<u>301,462</u>	<u>(103,821)</u>
	<u>329,433</u>	<u>(126,385)</u>
Investing		
Purchase of tangible capital assets	<u>(9,261)</u>	<u>(32,835)</u>
	<u>(9,261)</u>	<u>(32,835)</u>
Net increase (decrease) in cash and cash equivalents	320,172	(159,220)
Cash and cash equivalents, beginning of year	<u>983,568</u>	<u>1,142,788</u>
Cash and cash equivalents, end of year	<u>\$ 1,303,740</u>	<u>\$ 983,568</u>

See accompanying notes to the financial statements.

Aboriginal Coalition to End Homelessness Society

Notes to the Financial Statements

March 31, 2023

1. Purpose of the Society

The Aboriginal Coalition to End Homelessness Society (the “Society”) is incorporated under the British Columbia Societies Act as a not-for-profit organization and is non-taxable under Section 149 of the Income Tax Act. The Society’s purposes are threefold: to develop, co-ordinate, and implement policies and practices to help provide homeless Aboriginal peoples with culturally appropriate housing and referral services; to construct, provide, maintain, lease, own and or manage affordable, culturally-supportive housing projects for Aboriginal people who are experiencing poverty; and, to educate the public about homelessness as experienced by Aboriginal peoples. The Society received status as a registered charity on April 1, 2017. Its activities are subsidized by the British Columbia Housing Management Commission (“BCHMC”) and other government organizations.

2. Summary of significant accounting policies

Basis of presentation

The Society has prepared these financial statements in accordance with Canadian accounting standards for not-for-profit organizations.

Revenue recognition

The Society follows the deferral method of accounting for contributions.

Operating grant revenue is recognized in the year for which the grant is awarded. Accordingly, operating grant revenue awarded for periods subsequent to the current year is deferred to the next fiscal year.

Restricted contributions related to general operations are recognized as revenue in the year in which the related expenses are incurred.

Unrestricted contributions are recognized as revenue in the year received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

Rent received from tenants is recorded as revenue when housing has been provided for the period recognized.

Cash and cash equivalents

Cash and cash equivalents include cash on hand and balances with banks and highly liquid temporary investments with maturities of three months or less.

Aboriginal Coalition to End Homelessness Society

Notes to the Financial Statements

March 31, 2023

2. Summary of significant accounting policies (continued)

Amortization

Automobiles, computer equipment, furniture and equipment and kitchen equipment are stated at cost. Amortization is provided on the straight-line basis at the following rates:

Automobiles	3 years
Computer equipment	3 years
Furniture and equipment	5 years
Kitchen equipment	5 years

Use of estimates

In preparing the Society's financial statements, management is required to make estimates and assumptions that affect the reported amounts of assets and liabilities, the disclosure of contingent assets and liabilities at the date of the financial statements and reported amounts of revenue and expenses during the year. The more subjective of such estimates are the collection of accounts receivable, the useful life of tangible capital assets and the accrual of accounts payable and liabilities. Actual results could differ from these estimates.

Financial instruments

The Society's financial instruments consist of cash and cash equivalents, accounts receivable, and payables and accruals.

Financial instruments are recorded at fair value on initial recognition and are subsequently recorded at cost or amortized cost, unless management has elected to carry the instruments at fair value. The Society has not elected to carry any such financial instruments at fair value.

Volunteers

Volunteers contribute an indeterminable number of hours to the Society across its operations. Since no objective basis exists for recording and assigning fair values to donated time, the value of this time has not been reflected in the accompanying financial statements.

Aboriginal Coalition to End Homelessness Society

Notes to the Financial Statements

March 31, 2023

3. Tangible capital assets		<u>2023</u>		<u>2022</u>	
	<u>Cost</u>	<u>Accumulated amortization</u>	<u>Net book value</u>		<u>Net book value</u>
Automobiles	\$ 49,490	\$ 31,514	\$ 17,976	\$	32,852
Computer equipment	22,517	10,568	11,949	\$	9,467
Furniture and equipment	7,085	3,543	3,542	\$	4,960
Kitchen equipment	<u>7,724</u>	<u>3,862</u>	<u>3,862</u>	\$	<u>5,407</u>
	<u>\$ 86,816</u>	<u>\$ 49,487</u>	<u>\$ 37,329</u>	\$	<u>52,686</u>

Aboriginal Coalition to End Homelessness Society

Notes to the Financial Statements

March 31, 2023

4. Government grants and contributions from other charities

The Society's major funding sources are from contributions received from other registered charities and grants received from government sources as follows:

	<u>2023</u>	<u>2022</u>
Government grants		
British Columbia Housing Management Commission	\$ 2,874,397	\$ 2,314,032
Union of British Columbia Municipalities	456,066	87,088
Island Health	236,716	149,933
Department of Women and Gender Equity	187,037	-
University of Victoria	180,776	107,252
Capital Regional District	169,788	500,744
First Nations Health Authority	163,633	296,922
City of Victoria	100,000	3,470
Department of Justice	74,670	-
Government of Canada	52,558	74,812
Province of British Columbia	-	14,725
	<u>\$ 4,495,639</u>	<u>\$ 3,548,978</u>
Contributions from other registered charities		
Victoria Foundation	\$ 161,568	\$ 174,906
Victoria Native Friendship Centre	136,929	-
Canadian Women's Foundation	130,738	65,520
Vancouver Native Friendship Centre	49,940	-
Indigenous Services Canada	43,331	-
Canada Housing and Mortgage Corporation	39,852	-
The Social Planning and Research Council of B.C.	29,173	33,533
AVI Health & Community Services	25,974	-
BC Association of Aboriginal Friendship Centres	15,207	-
Real Estate Foundation of BC	13,353	33,067
Other	13,341	675
BC Alliance for Healthy Living Society	9,009	-
National Association of Friendship Centres	8,944	-
Community Food Centres Canada	5,852	14,148
United Way of Greater Victoria	4,663	41,629
Oasis Society for Spiritual Healing	2,045	2,685
Indigenous Peoples Resilience Fund	-	12,069
Rotary Club of Victoria	-	9,000
Greater Victoria Coalition to End Homelessness Society	-	6,925
	<u>\$ 689,919</u>	<u>\$ 394,157</u>

Aboriginal Coalition to End Homelessness Society

Notes to the Financial Statements

March 31, 2023

5. Deferred contributions

Deferred contributions consist of operating grant revenue received in advance and restricted contributions for which corresponding expenditures have not yet been incurred.

	<u>2023</u>	<u>2022</u>
Balance, beginning of year	\$ 937,085	\$ 1,130,679
Received during the year	<u>5,757,350</u>	<u>3,749,541</u>
	6,694,435	4,880,220
Less: recognized as revenue during the year	<u>(5,185,558)</u>	<u>(3,943,135)</u>
Balance, end of year	<u>\$ 1,508,877</u>	<u>\$ 937,085</u>

6. Economic dependence

The Society receives a substantial amount of its funding from government sources and is dependent upon this funding to maintain operations at current levels.

7. Risk Management

In the normal course of business, the Society is exposed to liquidity risk. The Society's primary risk management objective is to protect cash flow in order to support the operations. Risks are managed within limits established by the Board of Directors and implemented by management. The carrying value of cash and cash equivalents, term deposits, accounts receivable, and payable and accruals approximates fair value due to the relatively short-term maturity of these financial instruments. Unless otherwise noted, it is management's opinion that the Society is not exposed to significant interest, currency or credit risk arising from these financial instruments.

8. Remuneration

Under the Societies Act of British Columbia, societies must disclose remuneration paid to directors, and to employees and contractors whose remuneration was at least \$75,000 for the fiscal year. During the year, the Society paid no remuneration to directors and three employees met this criterion, who were paid total remuneration of \$ 277,386.

Aboriginal Coalition to End Homelessness Society

Notes to the Financial Statements

March 31, 2023

9. Commitments

The Society has operating leases with future minimum aggregate lease payments as follows:

2024	\$ 178,482
2025	178,482
2026	181,639
2027	184,796
2028	120,811

10. Related parties

The Company purchased accounting services totaling \$24,806 from a company controlled by one of the Board of Directors. The amounts purchased are part of the normal course of operations and are measured at the exchange amount.

Appendix E: Aboriginal Coalition to End Homelessness (ACEH) Five-Year Housing Strategy Identified Priorities

Culturally Supportive Housing for Youth

- Six-bedroom Culturally Supportive House opening in 2023 for Indigenous youth with experiences of foster care, substance use, and homelessness. Operational funds are provided by Surrounded by Cedar Child & Family Services.
- Continue delivery of the Cultural and Life Skills program being accessed by 50+ unhoused and at-risk Indigenous youth in Victoria.
- Facilitate transitions from incarceration and support system navigation through the ACEH's YEK,ÁUTW (Place of Hope) Indigenous Community Justice program.
- Facilitate transitions back to home Nations and communities where desired and appropriate.
- Address absence of supportive housing for transgender and Two-Spirit Indigenous people.
- Actively align with experienced housing providers to address additional precarity.

Perinatal Transition Home for Intergenerational Healing

- Open a Perinatal Transitional Home to support Indigenous pregnant women using substances, with the goal to keep families, communities, and cultures connected.
- Expand the ACEH's Family Reunification program to reflect demand from its Family Members (clients), from one townhouse to a 3-plex that includes multi-bedroom units.
- Advocate for a Family Reunification unit in all upcoming ACEH programs.

Wellness House

- Open a Wellness House to support transitions to and from substance use treatment, with the goal to provide cultural, health, and housing support that breaks cycles of substance use.
- Acquire land to support the transformational land-based healing program.

Island-Wide Expansion¹

- Delivery of the Three-Year Culturally Aligned Integrated Support (CAIS) pilot program (wraparound support and rent supplements) across the Island's three Tribal Regions.
- Housing partnerships with Nations and organizations to address homelessness across the region by sharing knowledge, supporting with capacity development, and establishing locally-led programs.

¹ It is important to note that CRD funds can only be used for those activities taking place within the capital region.



Making a difference...together

REPORT TO REGIONAL PARKS COMMITTEE MEETING OF WEDNESDAY, SEPTEMBER 27, 2023

SUBJECT CRD Regional Parks & Trails – Non-Tax Revenue Options

ISSUE SUMMARY

To seek direction on options to generate additional funds through non-tax revenue for the Regional Parks service.

BACKGROUND

At its March 27, 2019 meeting, the Parks & Environment Committee directed staff to identify options during the 2020 budget process for service level adjustments to sustain the CRD Regional Parks service delivery. At the October 23, 2019 meeting, staff presented the Regional Parks Sustainability Service Delivery Plan Report Card, as well as an infrastructure status report card for each regional park and trail, which identified that the financial and human resources were no longer sufficient to meet the current asset renewal demands. This meeting resulted in two motions related to Sustainable Service Delivery: 1) that an additional \$925,000 be requisitioned each year for capital reserves to fund the refurbishment and replacement of existing assets; and 2) that staff report back in 2020 on strategies to ensure sufficient funding is in place in future years to sustain the Regional Parks service delivery.

At the November 25, 2020 Regional Parks Committee meeting, a Regional Parks Revenue Generation Strategy 2021-2024 and the Regional Parks Revenue Generation Review were presented. At that time, the Regional Parks Committee referred the matter back to staff to report back to the committee with:

1. revised recommendations with lower fee increases and/or extended implementation timelines for parking and camping
2. provide options for short-term paid parking
3. provide options for considering acceleration of paid parking at the three parks in the report
4. have conversations with the District of Central Saanich about paid parking at Island View Beach
5. consider what the implication would be on revenue if year-round paid parking is considered; and
6. provide any other revised recommendations by staff

At the February 24, 2021 Regional Parks Committee meeting, staff reported back with further options, including a gradual implementation of parking fee changes over three years, including the expansion of seasonal paid parking to nine additional regional parks. The Regional Parks Committee at that time endorsed the appropriateness of the property tax requisition as the primary revenue source for Regional Parks' operating costs and directed staff to report back during the Regional Parks Strategic Planning process on additional options for parking revenues in regional parks, with a view toward (a) maintaining accessibility for diverse park users, and (b) ensuring fairness for users across the regional parks system.

On April 12, 2023, the CRD Board approved updated parks services and facilities fees and charges to reflect fair market value. At that time, it was confirmed that parking fees would be brought forward through a separate report.

The Regional Parks and Trails Strategic Plan 2022-2032 was approved by the CRD Board on July 12, 2023. The strategic plan includes climate action and resiliency goal priority action 4-2b to align implementation of parking fees where regional parks can be easily accessed by transit, walking or cycling as a disincentive to motor vehicle use, excluding vehicle parking for people with disabilities.

At its August 9, 2023 meeting, the CRD Board considered funding options for the renewal of critical infrastructure and the widening and lighting of priority sections of the Galloping Goose and Lochside regional trails. The Board moved that the Regional Trestles Renewal, Trails Widening and Lighting Project be accelerated by the inclusion of the Project in the 2024-2028 Financial Plan and that project funds be secured by way of debt; and that staff continue to develop partnerships, pursue grant opportunities and report back to the Regional Parks Committee at the September 27, 2023 meeting with options to generate additional funds through non-tax revenue, in addition to working with the province to secure opportunities for supporting the work identified.

ALTERNATIVES

Alternative 1

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

1. That staff initiate a gradual implementation of parking fee changes over three years, including the expansion of seasonal paid parking to nine additional regional parks in 2024 to generate additional funds through non-tax revenue for the Regional Trestles Renewal, Trails Widening and Lighting Project; and
2. That staff bring back an amendment to the Capital Regional District Regional Parks Services and Facilities Fees and Charges Bylaw No. 4545 in 2024.

Alternative 2

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

IMPLICATIONS

Financial Implications

Non-tax revenue provides a portion of the funding stream for regional parks and trails. Non-tax revenue is generated through the fees and permit provisions in CRD Bylaw No. 4545, "Capital Regional District Regional Parks Services and Facilities Fees and Charges Bylaw No. 1, 2010, Amendment Bylaw No.10, 2023." Other sources of non-tax revenue may include donations, facility rentals or lease agreements, bylaw infraction fines, and external grant funding. The CRD conducted a revenue generation review for regional parks in 2019 and determined approximately \$575,000, not including grant funding and bylaw infraction fines, was generated from non-tax sources. In 2022, non-tax revenue comprised approximately 3% of the annual budget for regional parks and trails. In 2022, tax requisition funded \$15.5 million towards the total annual operating budget of \$16.7 million.

The estimated cost of the Regional Trestles Renewal, Trails Widening and Lighting Project, based on Class-D and contingency estimates, is \$53.5 million. Financing the project will take place through securing \$50 million in project funds through debt to achieve an accelerated project completion timeline within six years while continuing to seek grants opportunities. Additionally, non-tax revenue is an option to offset the funding pressures.

As part of the 2020 Regional Parks Revenue Generation Review, it was determined that parking is the most reliable non-tax revenue source for the regional parks system. Staff’s recommended option for non-tax revenue is to introduce parking fee changes through a phased approach and to implement a short-term (2 hours) rate and fixed incremental daily and yearly rates (see Table 1). This gradual approach makes the changes to fees systematic and would bring fees up to fair market value over a span of three years. As part of the 2020 review, staff undertook a market analysis to understand how fees relate to broader provincial revenue generation patterns. Fees were compared from other parks systems in the region and province and an average cost was calculated using the mean value for the comparative locations selected. These updated fees reflect the findings of that review.

Table 1: Recommended gradual increases of parking fees over a span of three years

	Short-Term (2 hours)	Daily	Season
2023	None	\$2.25	\$20.00
2024	\$2.00	\$4.00	\$30.00
2025	No change	\$5.50	\$45.00
2026	No change	\$7.00	\$60.00

Projected revenues for seasonal paid parking along with the expansion of paid parking to nine regional parks (see table 3), could ultimately generate \$1.8 million in additional annual revenue (see table 2). These estimates need to be considered cautiously because the introduction of the short-term parking option, the value of the seasonal pass, the fact that visitors with a seasonal pass may visit more than one park, the variability of modes of travel to different parks, and the change in visitor use patterns are all variables that can influence gross parking revenue projections.

Table 2: Projected additional revenue based on gradual increases over a span of three years

	Additional Revenue Projected
2024	814,854
2025	1,277,361
2026	1,816,369

Service Delivery Implications

The regional parks system has grown from just over 8,400 hectares in 2000 to more than 13,300 hectares in 2023. Visits to regional parks and trails have also increased by nearly 32%, from 6.1 million in 2013 to 8.1 million in 2022.

To address increasing pressures on the regional parks and trails system, as well as to provide an option for non-tax revenue to support the Regional Trestles Renewal, Trails Widening and Lighting Project, nine parks are proposed for pay parking implementation, in addition to the two parks that already have pay parking in place (see Table 3). These parks have been chosen to align with the Regional Parks and Trails Strategic Plan 2022-2032 climate action and resiliency goal priority action 4-2b to align implementation of parking fees where regional parks can be easily accessed by transit, walking or cycling as a disincentive to motor vehicle use, excluding vehicle parking for people with disabilities. After 2026, the regional parks without paid parking would be reassessed for implementation of parking fees. It is important to note that Albert Head Lagoon and Island View Beach regional parks parking lots are not located on CRD land.

Table 3: Recommended additional regional parks with paid parking in 2024

Regional Park	Visitation in 2022
Devonian	73.862
East Sooke	235.262
Elk/Beaver Lake	1,910.942
Horth Hill	120.020
Matheson Lake	85.360
Mill Hill	53.791
Sooke Hills Wilderness – South Access	107.834
Sea to Sea	77.721
Wittv's Lagoon	101.963

Social Implications

Regional parks and regional trails are a public good that belong to everyone in the region. The benefits of experiencing and interacting with nature for physical and mental well-being are felt by many. Park entrance fees, as utilized in other parks systems, can be a barrier for accessing nature and recreational opportunities. The regional parks proposed for pay parking can be accessed by transit, walking or cycling as a disincentive to motor vehicle use, with the exception of parks that are included due to capacity challenges. Fees would not be charged for vehicle parking for people with disabilities.

In the 2017 Regional Parks Resident Survey, respondents were asked to comment on levels of funding for operating regional parks and trails in the future. More than half of the participants (55%) were in favour of increasing funding. A similar outcome was reflected in the 2018 Regional Parks Funding Priorities Survey, where participants pointed out that currently not enough money is available for the maintenance and management of the regional parks and trails system. Such results show an understanding by the public of the need for additional funding to support service delivery within regional parks and trails.

Alignment with Board & Corporate Priorities

The Corporate Plan identifies the priority initiative to prepare a funding strategy to support implementation of priority regional trail enhancement and expansion projects (4c-2).

Alignment with Existing Plans & Strategies

The strategic plan includes climate action and resiliency goal priority action to align implementation of parking fees where regional parks can be easily accessed by transit, walking or cycling as a disincentive to motor vehicle use, excluding vehicle parking for people with disabilities (4-2b).

CONCLUSION

In order to support the accelerated Regional Trestles Renewal, Trails Widening and Lighting Project, staff were asked to provide options to generate additional funds through non-tax revenue. Expanded pay parking at a fair market value rate would be the most reliable non-tax revenue

source for the regional parks system and could be introduced through a phased approach with consideration for including parks that can be accessed by transit, walking or cycling as a disincentive to motor vehicle use.

RECOMMENDATION

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

1. That staff initiate a gradual implementation of parking fee changes over three years, including the expansion of seasonal paid parking to nine additional regional parks in 2024 to generate additional funds through non-tax revenue for the Regional Trestles Renewal, Trails Widening and Lighting Project; and
2. That staff bring back an amendment to the Capital Regional District Regional Parks Services and Facilities Fees and Charges Bylaw No. 4545 in 2024.

Submitted by:	Jeff Leahy, Senior Manager, Regional Parks
Concurrence:	Larisa Hutcheson, P.Eng., General Manager, Parks & Environmental Services
Concurrence	Nelson Chan, MBA, FCPA, FCMA, Chief Financial Officer
Concurrence:	Ted Robbins, B. Sc., C. Tech., Chief Administrative Officer