

# **Capital Regional District**

625 Fisgard St., Victoria, BC V8W 1R7

# Notice of Meeting and Meeting Agenda Capital Regional District Board

Wednesday, January 10, 2024

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.** 24-040 Minutes of the December 13, 2023 Capital Regional District Board

Meeting

Recommendation: That the minutes of the Capital Regional District Board meeting of December 13, 2023

be adopted as circulated.

Attachments: Minutes - December 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.** 23-975 Capital Regional District 2023 Audit Planning Discussion

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

That the Capital Regional District 2023 Audit Plan developed by KPMG be approved.

(NWA)

<u>Attachments:</u> <u>Staff Report: CRD 2023 Audit Planning Discussion</u>

Appendix A: KPMG CRD 2023 Audit Planning Report

**6.2.** 23-976 Capital Regional District External Grants Update

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

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

Appendix A: 2023 External Grants Dashboard

Appendix B: 2023 Grant Alerts

# 7. ADMINISTRATION REPORTS

**7.1.** 24-027 CAO Quarterly Progress Report No. 4, 2023

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

Attachments: Staff Report: CAO Quarterly Progress Report No. 4, 2023

Appendix A: Photographs of Corporate Activities and Initiatives

Appendix B: Board Priorities Dashboard Progress Q4, 2023

Appendix C: Board Priorities Dashboard - Summary of Completed Actions

Appendix D: Staff Report - Capital Regional District Advocacy Strategy

Appendix E: Advocacy Dashboard Q4, 2023

Appendix F: Operating Variance Financial Report Q3, 2023

Appendix G: Capital Variance Financial Report Q3, 2023

Appendix H: Human Resources Trends and Corporate Safety

7.2. 24-048 Long-Term Biosolids Management Planning - Consultation Update

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

Attachments: Staff Report: Long-Term Biosolids Management Planning - Consultation Update

# 8. REPORTS OF COMMITTEES

# **Finance Committee**

8.1. 23-977 Bylaw No. 4597: Security Issuing Bylaw, Spring 2024

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

1. That Bylaw No. 4597, "Security Issuing Bylaw No. 1, 2024", be introduced and read a

first, second and third time; and

(WA)

2. That Bylaw No. 4597 be adopted.

(WA, 2/3rds on adoption)

<u>Attachments:</u> Staff Report: Bylaw No. 4597 Security Issue 2024 Spring

Appendix A: Bylaw No. 4597

8.2. 24-002 Bylaw No. 4596: Saanich Peninsula Wastewater Services Loan

Authorization Bylaw No. 1, 2024

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

1. That Bylaw No. 4596, "Saanich Peninsula Wastewater Services Loan Authorization

Bylaw No. 1, 2024", be introduced and read a first, second and third time; and

(WA)

2. That participating area approval for Bylaw No. 4596 be obtained by way of the municipal consent process for North Saanich, Central Saanich and Sidney, and if

successful, be referred to the Inspector of Municipalities for approval.

(NWA)

Attachments: Staff Report: Bylaw No. 4596 San Pen WW

Appendix A: Bylaw No. 4596

# 9. BYLAWS

# 10. NOTICE(S) OF MOTION

# 11. NEW BUSINESS

# 12. MOTION TO CLOSE THE MEETING

### 12.1. <u>24-041</u> Motion to Close the Meeting

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

# 13. 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)



# **Capital Regional District**

625 Fisgard St., Victoria, BC V8W 1R7

# **Meeting Minutes**

# **Capital Regional District Board**

Wednesday, December 13, 2023

1:05 PM

6th Floor Boardroom 625 Fisgard Street Victoria, BC

# **PRESENT**

DIRECTORS: C. Plant (Chair), M. Little (Vice Chair), M. Alto (EP), J. Bateman (for M. Tait) (EP), P. Brent, S. Brice, J. Caradonna, C. Coleman (EP), Z. de Vries, B. Desjardins, S. Goodmanson, G. Holman, P. Jones, D. Kobayashi, C. McNeil-Smith, K. Murdoch, D. Murdock, L. Szpak, D. Thompson, 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; S. Carey, Senior Manager of Legal Services; S. Henderson, Senior Manager, Real Estate; C. Gilpin, Manager, Arts & Culture; I. Lawrence, Senior Manager Local Area Planning, Juan de Fuca (EP); M. Lagoa, Deputy Corporate Officer; S. Orr, Senior Committee Clerk (Recorder)

EP - Electronic Participation

Guest(s): J. Dong and C. McIntosh, BC Ferries

Regrets: Director(s) J. Brownoff, M. Tait

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 Spzak, SECONDED by Director Thompson, That the agenda for the December 13, 2023 session of the Capital Regional District Board be approved with the following amendments:

- Item 6.3. be moved to be considered as agenda item 8.2.b.
- Notice of Motion: Enforcement of Parking Regulations (Director Holman) with same day consideration be added to the agenda as Item 8.2.c.

MOVED by Director Wickheim, SECONDED by Director Thompson, That Item 8.7. be moved to be considered following the Consent Agenda. CARRIED

The question was called on the main motion as amended: That the agenda for the December 13, 2023 session of the Capital Regional District Board be approved with the following amendments:

- Item 6.3. be moved to be considered as agenda item 8.2.b.
- Notice of Motion: Enforcement of Parking Regulations (Director Holman) with same day consideration be added to the agenda as Item 8.2.c.
- Item 8.7. be moved to be considered following the Consent Agenda. CARRIED

# 3. ADOPTION OF MINUTES

3.1. 23-926 Minutes of the November 8, 2023 Capital Regional District Board Meeting

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

## 4. REPORT OF THE CHAIR

Season's Greetings to everyone. We have a very busy agenda and many delegations today but I wanted to relay a few quick pieces of information. As discussed last month you will see that there are very few changes to committee structure, leadership and terms of reference. I want to thank everyone for their work during the past year and look forward to another productive year. I am still looking for a Westshore Mayor to serve as a CRD representative on the Alliance to End Homelessness and if this is something you wish to pursue please let me know. I am proud to say we continue to have productive government to government relations with local First Nations and I look forward to updating you with information. The Indigenous relations coaching opportunity being made available to Directors has seen very little pick-up to date. Please review your email and if possible participate in this important initiative. Starting next month, we will change things up a little bit with our agenda structure. A minor change will be alternating between following A-Z committee recommendations to a Z-A so that we don't always have certain committees being last or first. For example, instead of starting with Electoral Areas this next month we'd start with Transportation. And speaking of Transportation I really am looking forward to discussing this topic later in our meeting. It has been a strategic priority for us to work together on Transportation and today we are likely to give direction to staff to begin the process of creating a service for us to adopt. This is an important step we are making together. And to conclude I recognize we have a long agenda today and so let's do our collective best to use our time wisely and ask questions that will help us decide if we need to made amendments to motions or decide if we can support (or not) a motion. Recommendations from our committees have been carefully crafted and I think we can count on their advice as a strong starting point. And with that let's get on with the business of our meeting.

# 5. PRESENTATIONS/DELEGATIONS

# 5.1. Presentations

**5.1.1.** 23-998 Presentation: Marie-Terese Little, Vice Chair of CRD Board Re: Archie Galbraith Bursary (Pearson College)

Vice Chair Little presented Item 5.1.1. for information and congratulated this year's recipient; Sofia Auger-Navidia.

5.1.2. 23-997 Presentation: Jodi Dong, (Executive Project Director, Strategic Planning, Strategy & Engagement) and Carrie McIntosh (Director of Engagement)
 Re: BC Ferries, Charting the Course, A Vision for Coastal Ferries

J. Dong presented BC Ferries, Charting the Course, A Vision for Coastal Ferries.

Discussion ensued regarding shorepower.

# 5.2. Delegations

MOVED by Director McNeil-Smith, SECONDED by Director Thompson, That a late delegation, Todd Alteman, be permitted to speak.

CARRIED

- 5.2.1. 23-1003 Delegation Travis Moreau; Resident of Sooke: Re: Agenda Item 8.7. Radiocommunication and Broadcasting Antenna Systems Application for Lot 2, District Lots 143 and 200, and Section 154, Sooke District, Plan 42290 6246 Gordon Road
  - T. Moreau spoke to Item 8.7.
- 5.2.2. 23-1004 Delegation Andrew Gage; Representing West Coast Environmental Law: Re: Agenda Item 6.6. Motion with Notice: Class Action Lawsuit Sue Big Oil (Director Holman)
  - A. Gage spoke to Item 6.6.
- 5.2.3. Delegation Nancyjane Hewitt; Resident of Juan de Fuca Electoral Area:
  Re: Agenda Item 8.7. Radiocommunication and Broadcasting Antenna
  Systems Application for Lot 2, District Lots 143 and 200, and Section 154,
  Sooke District, Plan 42290 6246 Gordon Road
  - N. Hewitt spoke to Item 8.7.
- 5.2.4. 23-1006 Delegation Eric Hughes; Resident of Sooke: Re: Agenda Item 8.7.
  Radiocommunication and Broadcasting Antenna Systems Application for Lot 2, District Lots 143 and 200, and Section 154, Sooke District, Plan 42290 6246 Gordon Road
  - E. Hughes spoke to Item 8.7.
- **5.2.5.** 23-1009 Delegation Aidan Byrne; Resident of Saanich: Re: Agenda Item 6.6. Motion with Notice: Class Action Lawsuit Sue Big Oil (Director Holman)
  - A. Byrne spoke to Item 6.6.
- 5.2.6. 23-1010 Delegation Francois Brassard; Resident of Esquimalt: Re: Agenda Item
   6.4. Financial Support for Township of Esquimalt Integrated Resource
   Management Biochar Testing.
  - F. Brassard spoke to Item 6.4.

<b>5.2.7.</b> <u>23-1011</u>	Delegation - Ron King; Resident of Juan de Fuca Electoral Area: Re: Agenda Item 8.7. Radiocommunication and Broadcasting Antenna Systems Application for Lot 2, District Lots 143 and 200, and Section 154, Sooke District, Plan 42290 - 6246 Gordon Road R. King spoke to Item 8.7.
<b>5.2.8.</b> <u>23-1013</u>	Delegation - Shandelle Conrad; Resident of Sooke: Re: Agenda Item 8.7. Radiocommunication and Broadcasting Antenna Systems Application for Lot 2, District Lots 143 and 200, and Section 154, Sooke District, Plan 42290 - 6246 Gordon Road
	S. Conrad spoke to Item 8.7.
<b>5.2.9</b> . <u>23-1014</u>	Delegation - Jonathan O'Riordan; Representing of Creatively United for the Planet Society: Re: Agenda Item 6.4. Financial Support for Township of Esquimalt Integrated Resource Management - Biochar Testing.
	J. O'Riordan spoke to Item 6.4.
<b>5.2.10.</b> <u>23-1012</u>	Delegation - Liv Desaulniers; Representing Greenwave Radio 1291956 BC ULC: Re: Agenda Item 8.7. Radiocommunication and Broadcasting Antenna Systems Application for Lot 2, District Lots 143 and 200, and Section 154, Sooke District, Plan 42290 - 6246 Gordon Road
	L. Desaulniers spoke to Item 8.7.
<b>5.2.11</b> . <u>23-1002</u>	Delegation - Greg Gillespie, Gillespie Land Management; Representing, Linda Gordon, Property Owner: Re: Agenda Item 8.7. Radiocommunication and Broadcasting Antenna Systems Application for Lot 2, District Lots 143 and 200, and Section 154, Sooke District, Plan 42290 - 6246 Gordon Road
	G. Gillespie spoke to Item 8.7.
<b>5.2.12.</b> <u>23-1008</u>	Delegation - Jay Vinden; Representing Cowichan Valley Amateur Radio Society: Re: Agenda Item 8.7. Radiocommunication and Broadcasting Antenna Systems Application for Lot 2, District Lots 143 and 200, and Section 154, Sooke District, Plan 42290 - 6246 Gordon Road
	J. Vinden spoke to Item 8.7.
5.2.13. 24-030	Delegation - Todd Alteman; Resident of Sooke: Re: Agenda Item 8.7. Radiocommunication and Broadcasting Antenna Systems Application for Lot 2, District Lots 143 and 200, and Section 154, Sooke District, Plan 42290 - 6246 Gordon Road
	T. Alteman spoke to Item 8.7.

# 6. CONSENT AGENDA

- Agenda item 6.3. was moved to be considered under Administration Reports as item 8.2.b.
- Agenda item 6.11. was moved to be considered under Administration Reports as item 8.11.

MOVED by Director Thompson, SECONDED by Director Kobayashi, That consent agenda items 6.1. through 6.2., 6.4. through 6.10. and 6.12. through 6.18. be approved.

CARRIED

**6.1.** 23-846 Archie Galbraith Memorial Scholarship 2023

This report was received for information.

**6.2.** 23-995 Staff Appreciation - J.Reimer

That the Capital Regional District Board thank J. Reimer for his service to the electoral areas and Capital Regional District.

CARRIED

**6.4.** 23-858 Financial Support for Township of Esquimalt Integrated Resource Management - Biochar Testing

That the Capital Regional District provide \$50,000 to the Township of Esquimalt in support of municipal solid waste biochar testing costs.

CARRIED

**6.5.** Z3-862 Tendering of Hartland Landfill Heavy Equipment Operations Services Contract

That tendering Heavy Equipment Operations Services at the Hartland Landfill for a term of up to seven years be approved, with optional pricing for shredding services.

**CARRIED** 

**6.6.** 23-871 Motion with Notice: Class Action Lawsuit Sue Big Oil (Director Holman)

That staff report on the feasibility, merits and role of joining other local governments in a proposed class action lawsuit to recover a fair share of climate costs from 'big oil'.

**CARRIED** 

**6.7.** <u>23-826</u> Forum of All Councils Summary Report

This report was received for information.

**6.8.** 23-825 Archaeology and Heritage Conservation Update

This report was received for information.

6.9.	<u>23-971</u>	Appointment of Liaison to Accessibility Advisory Committee
		That the Chair of the Governance Committee be appointed as the Governance Committee liaison to the Accessibility Advisory Committee for a one-year term ending December 31, 2024.  CARRIED
6.10.	<u>23-994</u>	Notice of Motion: Engagement Platforms Utilized by CRD (Director Goodmanson)
		That staff report back on current engagement platforms utilized by CRD and the implications of implementing the provincial engagement tool presented by Director Tobias.  CARRIED
6.12.	23-898	Regional Parks - Interim Management Guidelines
		Request staff to prioritize the development of the Interim Management Guidelines for Royal Oak Golf Course ahead of Wrigglesworth Lake and Mountain Forest.  CARRIED
6.13.	23-896	Regional Parks and Trails Resident Survey - Update
		This report was received for information.
6.14.	<u>23-668</u>	Motion with Notice: Intersection Safety Camera Program (Directors Kobayashi and Thompson)
		That the CRD advocate to the provincial government to expand the Intersection Safety Camera Program, installing new red light and speeding cameras in the Capital Region in locations with high levels of casualty crashes.  CARRIED
6.15.	<u>23-845</u>	Parcel Tax Roll Review Panel
		1. That the Parcel Tax Roll Review Panel meeting be held on Wednesday, 13 March 2024, at 12:00pm in Room 652 of the Capital Regional District offices, 625 Fisgard Street, Victoria British Columbia; and 2. That the following individuals be appointed to the Parcel Tax Roll Review Panel for the year 2024: Colin Plant, Capital Regional District Chair Al Wickheim, Director, Juan de Fuca Electoral Area Paul Brent, Director, Southern Gulf Island Electoral Area Gary Holman, Director, Salt Spring Island Electoral Area CARRIED
6.16.	<u>23-947</u>	2024 Schedule of Regular Board Meetings
		That the regular meetings for the Capital Regional District Board be scheduled in 2024 on the second Wednesday of each month as follows: January 10, February 14, March 13, April 10, May 8, June 12, July 10, August 14 (at the call of the Chair), September 11, October 9, November 13 (inaugural), December 11.

**CARRIED** 

**6.17.** 23-948 2024 Terms of Reference for Standing Committees

That the 2024 Terms of Reference for Standing Committees be approved as attached in Appendix A.

**CARRIED** 

**6.18.** 23-932 2024 Committee and External Membership Appointments

That the Board receive the standing committee appointments and endorse the external appointments and nominations put forward in the attachment.

CARRIED

**8.7. 23-010** 

Radiocommunication and Broadcasting Antenna Systems Application for Lot 2, District Lots 143 and 200, and Section 154, Sooke District, Plan 42290 - 6246 Gordon Road

MOVED by Director Wickheim, SECONDED by Director Kobayashi, That a statement of non-concurrence be provided to 1291956 BC UCL. for the proposed 49 m radio communication and broadcasting antenna system on Lot 2, District Lots 143 and 200, and Section 154, Sooke District, Plan 42290. CARRIED

# 7. ADMINISTRATION REPORTS

**7.1.** Capital Regional District Emergency Management Organization Appointments - Deputy Emergency Manager

K. Lorette spoke to Item 7.1.

MOVED by Director Kobayashi, SECONDED by Director Tobias,
That for the purpose of compliance with the Emergency and Disaster
Management Act and in accordance with Capital Regional District Bylaw No.
3447, Corey Anderson, Manager, Emergency Programs, be appointed as Deputy
Emergency Manager.

CARRIED

**7.2.** <u>23-849</u> Bylaw No. 4589: 2023 to 2027 Financial Plan Bylaw, 2023, Amendment No. 3, 2023

N. Chan spoke to Item 7.2.

MOVED by Director Brice, SECONDED by Director Williams, 1. That Bylaw No. 4589, "2023 to 2027 Financial Plan Bylaw, 2023, Amendment Bylaw No. 3, 2023", be introduced and read a first, second, and third time. CARRIED

MOVED by Director Brice, SECONDED by Director Williams, 2. That Bylaw No. 4589 be adopted.
CARRIED

**7.3.** <u>23-844</u> Bylaw No. 4581: Temporary Borrowing (Saanich Peninsula Water Supply Waterworks)

N. Chan spoke to Item 7.3.

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

1. That Bylaw No. 4581 Temporary Borrowing (Saanich Peninsula Water Supply Waterworks) Bylaw No. 1, 2023, be introduced and read a first, second and third time.

**CARRIED** 

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

2. That Bylaw No. 4581 be adopted.

**CARRIED** 

**7.4.** Bylaw Nos. 4578, 4579, and 4580: Updates to Water Supply, Bulk Water Fees and Charges and Water Distribution Bylaws

N. Chan spoke to Item 7.4.

MOVED by Director Brice, SECONDED by Director Williams,

1. That Bylaw No. 4578, "Water Supply Local Service Area Fee and Charge Bylaw No. 1, 1997, Amendment Bylaw No. 25, 2023", be introduced and read a first, second and third time.

**CARRIED** 

MOVED by Director Brice, SECONDED by Director Williams,

2. That Bylaw No. 4578 be adopted.

**CARRIED** 

MOVED by Director Brice, SECONDED by Director Williams,

3. That Bylaw No. 4579, "Bulk Water Rates Bylaw, 1977, Amendment Bylaw No.

43, 2023", be introduced and read a first, second and third time.

**CARRIED** 

**Opposed: Jones** 

MOVED by Director Brice, SECONDED by Director Williams,

4. That Bylaw No. 4579 be adopted.

**CARRIED** 

**Opposed: Jones** 

MOVED by Director Brice, SECONDED by Director Williams,

5. That Bylaw No. 4580, "Water Distribution Local Service Conditions, Fees and Charges Bylaw No. 1, 2013, Amendment Bylaw No. 13, 2023", be introduced and read a first, second and third time.

**CARRIED** 

MOVED by Director Brice, SECONDED by Director Williams,

6. That Bylaw No. 4580 be adopted.

**CARRIED** 

**7.5.** 23-872 Bylaw No. 4593: Capital Regional District Recreation Services and Facilities Fees and Charges 2023-2024

N. Chan spoke to Item 7.5.

MOVED by Director McNeil-Smith, SECONDED by Director Williams, 1. That Bylaw No. 4593, cited as "Capital Regional District Recreation Services and Facilities Fees and Charges Bylaw No. 1, 2009, Amendment Bylaw No. 18, 2023" be introduced and read a first, second and third time. CARRIED

MOVED by Director McNeil-Smith, SECONDED by Director Williams, 2. That Bylaw 4593 be adopted. CARRIED

**7.6.** 23-990 Alternative Approval Process for Bylaw 4552 - Borrowing for Land Assembly, Housing and Land Banking Service

K. Morley spoke to Item 7.6.

Discussion ensued regarding statutory requirements for advertising.

MOVED by Director Caradonna, SECONDED by Director Murdoch,

- 1. That in accordance with section 86(3) of the Community Charter, the date of February 5, 2024 be confirmed as the deadline by which elector responses, under the regional alternative approval process for CRD Bylaw No. 4552, must be submitted to the Capital Regional District by qualified electors within the Capital Regional District;
- 2. That the attached Synopsis of Bylaw No. 4552 (Appendix B), Notice of Alternative Approval Process (Appendix C), and the Elector Response Form (Appendix D) be approved; and
- 3. That the total number of registered electors within the service area is 331,905 and that 10% of that number is 33,191 electors.

**CARRIED** 

**Opposed: Jones** 

7.7. <u>23-921</u> Curbside Collection of Packaging and Printed Products - Update

L. Hutcheson presented Item 7.7. for information.

Discussion ensued regarding electric vehicle usage of contractor.

# 8. REPORTS OF COMMITTEES

**Electoral Areas Committee** 

**8.1.** Bylaw Nos. 4586 and 4587: Fees and Charges Bylaw Amendments for Utilities within the Three Electoral Areas

MOVED by Director Brent, SECONDED by Director Holman,

1. That Bylaw No. 4586, "Salt Spring Island Liquid Waste, Sewer, and Water Fees and Charges Bylaw No. 1, 2012, Amendment Bylaw No. 17, 2023", be introduced and read a first, second, and third time.

CARRIED

MOVED by Director Brent, SECONDED by Director Holman, 2. That Bylaw No. 4586 be adopted.

CARRIED

MOVED by Director Brent, SECONDED by Director Holman,

3. That Bylaw No. 4587, "Southern Gulf Islands and Juan de Fuca Electoral Areas Utilities and Street Lighting Fees and Charges Bylaw No. 1, 2012, Amendment Bylaw No. 12, 2023", be introduced and read a first, second and third time. CARRIED

MOVED by Director Brent, SECONDED by Director Holman, 4. That Bylaw No. 4587 be adopted. CARRIED

8.2. <u>23-983</u> Bylaw No. 4574 to Expand Shirley Fire Protection and Emergency Response Service Area Boundary (Bylaw No. 1927)

MOVED by Director Brent, SECONDED by Director Wickheim,

 That the attached Certificate of Results of the petition to expand the service area boundary for the Shirley Fire Protection and Emergency Response Service be received.
 CARRIED

MOVED by Director Brent, SECONDED by Director Wickheim, 2. That Bylaw No. 4574, "Shirley Fire Protection and Emergency Response Service Establishment Bylaw No. 1, 1991, Amendment Bylaw No. 3, 2023", be read a first, second, and third time.

CARRIED

MOVED by Director Brent, SECONDED by Director Wickheim,

3. That elector approval be obtained by Electoral Area Director consent on behalf.

**CARRIED** 

**8.2.b.** 23-923 Household Hazardous Waste Pickup in Electoral Areas - Update

(Formerly Item 6.3. on the consent agenda.)

MOVED by Director Brent, SECONDED by Director Holman,

- 1. That household hazardous waste collection not be expanded, and Electoral Area residents continue to take their household hazardous waste to the specialized regional infrastructure at the Hartland Depot; and
- 2. That we direct that staff report back on the development of a more comprehensive education and information program on disposable household hazardous waste and various opportunities available to Electoral Area residents to dispose of that waste.
- 3. That staff investigate a program and assess the cost of a once every 3 years household hazardous waste pickup for those communities in the Juan de Fuca Electoral Area that do not have nearby household hazardous waste drop-off depots currently provided through the CRD.

  CARRIED
- **8.2.c.** 24-004 Notice of Motion: Enforcement of Parking Regulations (Director Holman)

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

MOVED by Director Brent, SECONDED by Director Holman,
That staff report back on the enforcement of parking regulations in Salt Spring
community parks (specifically Rainbow Road, Kanaka Road, and Mouat Park)
and the option of designating it as a low priority to temporarily allow living in
vehicles in those parks.
CARRIED

# **Environmental Services Committee**

**8.3.** <u>23-840</u> Hartland Landfill Policy Changes and Adoption of Bylaw Nos. 4497 and 4567

MOVED by Director Desjardins, SECONDED by Director Caradonna,

- 1. That Bylaw No. 4497, "Hartland Landfill Tipping Fee and Regulation Bylaw No.
- 6, 2013, Amendment Bylaw No. 4, 2023", be read a first, second and third time; CARRIED

MOVED by Director Desjardins, SECONDED by Director Caradonna, 2. That Bylaw No. 4497 be adopted; CARRIED

MOVED by Director Desjardins, SECONDED by Director Caradonna, 3. That Bylaw No. 4567, "Capital Regional District Ticket Information Authorization Bylaw, 1990, Amendment Bylaw No. 78, 2023", be read a first, second and third time; and CARRIED

MOVED by Director Desjardins, SECONDED by Director Caradonna, 4. That Bylaw No. 4567 be adopted.

CARRIED

# **8.4.** Bylaw No. 4575 - Regional Coordination of Biodiversity and Environmental Stewardship

Discussion ensued regarding:

- invasive marine species inclusion in the bylaw
- financial implications related to requisition and funding

MOVED by Director Desjardins, SECONDED by Director Tobias,

1. That Bylaw No. 4575, "Biodiversity and Environmental Stewardship Coordination Establishing Bylaw No. 1, 2023", be introduced and read a first, second and third time.

**CARRIED** 

MOVED by Director Desjardins, SECONDED by Director Tobias,

2. That participating area approval be obtained by regional alternative approval process; and

**CARRIED** 

MOVED by Director Desjardins, SECONDED by Director Tobias,

3. That Bylaw No. 4575 be forwarded to the Inspector of Municipalities for approval.

**CARRIED** 

# **Governance Committee**

# 8.5. <u>23-717</u> Code of Conduct - Next Steps

MOVED by Director Little, SECONDED by Director Wickheim,

- 1. That staff report back with a draft Code of Conduct bylaw that includes the following elements:
- a. Standards of conduct will be applicable to Board Directors, Alternate Directors, and elected members of CRD Committees and Commissions;
- b. Allows for complaints to be made by Directors, Alternate Directors, and elected members on CRD Committees and Commissions;
- c. Includes a clear process for filing complaints;
- d. Allows for complaints to be referred to and adjudicated by a third-party investigator;
- e. Has a preliminary screening mechanism, an informal and formal resolution process;
- f. Allows for the imposition of remedies and sanctions;
- g. Includes guidelines for confidentiality in investigations and provides for the public release of investigative reports;
- h. Provides for the discretionary reimbursement of legal expenses. CARRIED

**8.6.** 23-982 Bylaw No. 4548: Victoria Family Court Committee - Amendment of Commission Bylaw No. 4453

MOVED by Director Little, SECONDED by Director Wickheim,

1. That Bylaw No. 4548, "Victoria Family Court and Youth Justice Committee Commission Bylaw No. 1, 2022, Amendment Bylaw No. 1, 2023", be introduced, and read a first, second, and third time.

CARRIED

MOVED by Director Little, SECONDED by Director Wickheim, 2. That Bylaw No. 4548 be adopted.

CARRIED

# **Regional Parks Committee**

**8.8.** 23-870 Pay Parking at Thetis Lake and Sooke Potholes Regional Parks

MOVED by Director McNeil-Smith, SECONDED by Director Holman, That pay parking at Thetis Lake and Sooke Potholes regional parks receive a gradual rate adjustment to fair market value starting in 2025, and to continue over three years, and the introduction of a short-term rate.

**CARRIED** 

**Opposed: Desjardins** 

**8.9.** 23-996 Water Safety at CRD Parks

MOVED by Director McNeil-Smith, SECONDED by Director Little,
That staff work with partners including Island Health to review and update data
and reports and provide a report back on opportunities on water safety at CRD
Parks.
CARRIED

# **Transportation Committee**

**8.10.** 23-863 Regional Transportation Governance - What We Heard and Next Steps

MOVED by Director Szpak, SECONDED by Director de Vries,

- 1. That staff be directed to initiate concept development and analysis work as set out in the Regional Transportation Governance What We Heard and Next Steps report based on level one and level two governance change.
- 2. That the CRD Board endorse, as set out in the Regional Transportation Governance What We Heard and Next Steps report, three guiding principles on transportation governance.
- 3. That staff be directed to develop an engagement plan and schedule a workshop by Q2 2024 with local governments, electoral areas, partner agencies and interested First Nations.
- 4. That connectivity, grants, and traffic flow and congestion be included in stage 2 for the concept development and analysis and be brought through the engagement and other next steps.
- 5. That staff investigate options and tools needed for including transportation planning in the regional approach to transportation governance changes CARRIED

**8.11.** 23-909 Motion with Notice: Short Term Rentals in Salt Spring Island Electoral Area (Director Holman)

(Formerly Item 6.11. on the consent agenda.)

MOVED by Director Murdoch, SECONDED by Director de Vries, That the Capital Regional District Board request the Province to include Salt Spring Island in the new provincial legislation regarding short term vacation rentals.

MOVED by Director Holman, SECONDED by Director de Vries, That this item be postponed until Islands Trust makes a decision short term rentals. CARRIED

# 9. BYLAWS

**9.1.** Adoption of Bylaw 4551 - "Land Assembly, Housing and Land Banking Service Establishment Bylaw No. 1, 2010, Amendment Bylaw No. 2, 2023"

MOVED by Director Murdoch, SECONDED by Director Caradonna, That Bylaw 4551 - "Land Assembly, Housing and Land Banking Service Establishment Bylaw No. 1, 2010, Amendment Bylaw No. 2, 2023" be adopted. CARRIED

# 10. NOTICE(S) OF MOTION

**10.1.** 23-988 Motion with Notice: Performing Arts Facilities Select Committee (Board Chair Plant)

MOVED by Director Brent, SECONDED by Director Murdoch,
That staff report back to the Capital Regional District Board on the work
completed by past select committees on establishing a regional performing arts
facilities service and recommend a scope of work for re-establishing a new
Performing Arts Facilities Select Committee.

CARRIED

Opposed: Holman

**10.2.** 23-989 Motion with Notice: Presentation on BC Clean Transportation Action Plan (Director Thompson)

MOVED by Director Thompson, SECONDED by Director Tobias,
That the Board direct staff to deliver a presentation on the new BC Clean
Transportation Action Plan including the Vehicle Kilometres Travelled target and
other targets and goals from the Regional Transportation Plan, and Climate
Action Strategy, and other plans early in the new year.
CARRIED

# 11. NEW BUSINESS

There was no new business.

# **7.5.** Bylaw No. 4593: Capital Regional District Recreation Services and Facilities Fees and Charges 2023-2024

K. Morley stated that the weighted voting participants should have also included the three Electoral Areas for a total of six participants.

MOVED by Director McNeil-Smith, SECONDED by Director Jones, That Item 7.5. be reconsidered. CARRIED

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

1. That Bylaw No. 4593, cited as "Capital Regional District Recreation Services and Facilities Fees and Charges Bylaw No. 1, 2009, Amendment Bylaw No. 18, 2023" be introduced and read a first, second and third time.

CARRIED

MOVED by Director McNeil-Smith, SECONDED by Director Jones, 2. That Bylaw 4593 be adopted.

CARRIED

# 12. MOTION TO CLOSE THE MEETING

# **12.1.** 23-943 Motion to Close the Meeting

MOVED by Director Little, 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 Little, 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 Little, SECONDED by Director Murdoch,

3. That the meeting be closed for Land Acquisition in accordance with Section 90(1)(e) of the Community Charter.

CARRIED

MOVED by Director Little, SECONDED by Director Murdoch,

4. That such disclosures could reasonably be expected to harm the interests of the Regional District.

**CARRIED** 

MOVED by Director Little, SECONDED by Director Murdoch,

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

CARRIED

The Capital Regional District Board moved to the closed session at 3:23 pm.

### 13. RISE AND REPORT

The Capital Regional District Board rose from the closed session at 4:02 pm and reported on the following:

In accordance with CRD Bylaw No. 3693 that the following be appointed to the Cedar Lane Water Service Commission for a term to expire December 31, 2025: Marianne A. Hobbs

In accordance with CRD Bylaw No. 3693 that the following be appointed to the Cedars of Tuam Water Service Commission for a term to expire December 31, 2025: Jendy Wu

In accordance with CRD Bylaw No. 2893 that the following be appointed to the CREST Corporation for a term to expire December 31, 2024: Jeri Grant, Rob Releeder, C. John Wakefield

In accordance with CRD Bylaw No. 3654 that the following be appointed to the East Sooke Fire Protection and Emergency Response Service Commission for a term to expire December 31, 2025: Vicki L. Graham, Edward Helm, Bruce Manning, Anita Preta, Falk Wagenbach

In accordance with CRD Bylaw No. 3693 that the following be appointed to the Fulford Water Service Commission for a term to expire December 31, 2025: Carole Eyles

In accordance with CRD Bylaw No. 3486 that the following be appointed to the Galiano Island Parks and Recreation Commission for a term to expire December 31, 2025: Sonia Baker, Keith Erickson, Murray Scadeng

In accordance with CRD Bylaw No. 3693 that the following be appointed to the Ganges Sewer Local Service Commission for a term to expire December 31, 2025: Mike de Carle, David Toynbee

In accordance with CRD Bylaw No. 3763 that the following be appointed to the Juan de Fuca Electoral Area Parks and Recreation Advisory Commission for a term to expire December 31, 2025: Tracey-Jill Guenard, Sid Jorna, Sandy McAndrews

In accordance with CRD Bylaw No. 1875 that the following be appointed to the Lyall Harbour/Boot Cove Water Local Service Committee for a term to expire December 31, 2025: Jeanne Crerar, Allen Olsen

In accordance with CRD Bylaw No. 2339 that the following be appointed to the Magic Lakes Estates Water and Sewer Committee for a term to expire December 31, 2025: Michael Fossl, Mary Beth Rondeau, Richard Sullivan

In accordance with CRD Bylaw No. 3488 that the following be appointed to the Mayne Island Parks and Recreation Commission for a term to expire December 31, 2025: Debra Bell, Veronica Euper, Adrian Wright

In accordance with CRD Bylaw No. 3654 that the following be appointed to the Otter Point Fire Protection and Emergency Response Service Commission:
- for a term to expire December 31, 2024: Bud Gibbons, Joanne Hemphill

- for a term to expire December 31, 2025: Dave Gollmer, Scott Hemphill, Diane Morton, Paul White

In accordance with CRD Bylaw No. 3561 that the following be appointed to the Pender Islands Community Parks and Recreation Commission for a term to expire December 31, 2025: Robert Fawcett, Richard Sullivan, Sandra Tretick

In accordance with CRD Bylaw No. 2397 that the following be appointed to the Peninsula Recreation Commission for a term to expire December 31, 2025: Paul Murray

In accordance with CRD Bylaw No. 3654 that the following be appointed to the Port Renfrew Fire Protection and Emergency Response Service Commission for a term to expire December 31, 2025: Colby Benty, Bob Croteau, Will Forsberg, Roy McIntyre, Kevin Neish, Roger Nopper

In accordance with CRD Bylaw No. 3281 that the following be appointed to the Port Renfrew Utility Services Committee for a term to expire December 31, 2025: Will Forsberg

In accordance with CRD Bylaw No. 3427 that the following be appointed to the Saanich Peninsula Wastewater Commission for a term to expire December 31, 2025: David Kelbert

In accordance with Letters Patent that the following be appointed to the Saanich Peninsula Water Commission for a term to expire December 31, 2024: David Kelbert, Carys Pinches

In accordance with CRD Bylaw No. 3485 that the following be appointed to the Saturna Island Parks and Recreation Commission for a term to expire December 31, 2025: Heather Michaud, Lisa Mitchell, James Ritchie

In accordance with CRD Bylaw No. 3654 that the following be appointed to the Shirley Fire Protection and Emergency Response Service Commission:

- for a term to expire December 31, 2024: Rob Gardner, James Powell, Sean Rafferty
- for a term to expire December 31, 2025: Brian Einarson, Malcolm Taylor, Howard Williams

In accordance with CRD Bylaw No. 3133 that the following be appointed to the Skana Water Service Committee for a term to expire December 31, 2025: Robert Anthony, Warren Korol

In accordance with 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: Elaine Kimke, Julie Oakley, Andrew Sibley, Dennis Thran, Rory Tooke

In accordance with CRD Bylaw No. 2788 that the following be appointed to the Sooke & Electoral Area Parks and Recreation Commission:

- for a term to expire December 31, 2024: Nora Quint
- for a term to expire December 31, 2025: Noah Dowhy, James Warner

In accordance with CRD Bylaw No. 3803 that the following be appointed to the

Southern Gulf Islands Community Economic Sustainability Commission for a term to expire December 31, 2025: Barbara Johnstone

In accordance with CRD Bylaw No. 2972 that the following be appointed to the Southern Gulf Islands Harbours Commission for a term to expire September 30, 2025: Ben Mabberley

In accordance with CRD Bylaw No. 3523 that the following be appointed to the Southern Gulf Islands Public Library Commission for a term to expire December 31, 2025: Cee Cartwright-Owers, Joanne Peacock

In accordance with CRD Bylaw No. 2558 that the following be appointed to the Sticks Allison Water Local Service Committee for a term to expire December 31, 2025: Jan Fenby, Holly Schofield

In accordance with CRD Bylaw No. 3131 that the following be appointed to the Surfside Park Estates Water Service Committee for a term to expire December 31, 2025: Wesley Mulvin, Louis Vallee

In accordance with CRD Bylaw No. 3520 that the following be appointed to the Traffic Saftey Commission for a term to expire December 31, 2025: Hailey Berhstrom-Parker, Natalia Heilke, Myke Labelle, Keith Vass, Colleen Woodger

In accordance with CRD Bylaw No. 3511 that the following be appointed to the Wilderness Mountain Water Service Commission for a term to expire December 31, 2025: Doug Pepino

In accordance with CRD Bylaw No. 3654 that the following be appointed to the Willis Point Fire Protection and Recreation Facilities Commission

- for a term to expire December 31, 2024: Brent Kornelson, Brian McCandless, Vern McConnell, Jim Potvin, Aran Puritch
- for a term to expire December 31, 2025: Joel Cotter, Gary Howell

# 14. ADJOURNMENT

MOVED by Director Thompson, SECONDED by Director Brice, That the December 13, 2023 Capital Regional District Board meeting be adjourned at 4:03 pm. CARRIED **CORPORATE OFFICER** 



# REPORT TO FINANCE COMMITTEE MEETING OF WEDNESDAY, JANUARY 03, 2024

# **SUBJECT** Capital Regional District 2023 Audit Planning Discussion

# **ISSUE SUMMARY**

This report provides information to the Finance Committee (the Committee) on the 2023 Audit Plan and related work to be completed by KPMG for the 2023 year-end audit of the Capital Regional District (CRD).

# **BACKGROUND**

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

Consistent with the approach from previous years, the auditors circulate the audit plan to the Committee for information prior to the start of the audit. KPMG will make a presentation to the Committee to review the 2023 annual Audit Planning Report (Appendix A), as a fundamental component of the CRD's annual financial statement audit. This standard audit procedure is similarly undertaken by other local governments in the region.

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

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

KPMG will present to the Committee an overview of the audit cycle, timetable and specific areas that the audit will focus on. This includes the adoption of the new PS 3280 Asset Retirement Obligations accounting standard, government transfers and deferred revenue and material capital projects underway. KPMG will provide the basis of audit materiality they deem necessary to evaluate any misstatements they identify during the audit.

# **ALTERNATIVES**

Alternative 1

The Finance Committee recommends to the Capital Regional District Board: That the Capital Regional District 2023 Audit Plan developed by KPMG be approved.

Alternative 2

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

# **IMPLICATIONS**

Financial Implications

KPMG will begin the year-end audit field work on March 4, 2024, which will take approximately four weeks. The auditors will perform sample testing on many areas including invoices, journal entries, accounts receivables and accounts payables. In compliance with Canadian Public Sector Accounting Standards (PSAS), this testing will ensure that all aspects of financial transactions are being recorded and reported in the financial statements. The audit team will also conduct interviews with staff to review internal controls and processes. Upon completion of the audit field work, financial statements will be finalized by the CRD staff. The finalized financial statements will be presented to the Committee along with the Audit Findings Report and Statements of Financial Information (SOFI).

# **CONCLUSION**

KPMG's primary objective of the Financial Statement audit is to present an opinion on the extent to which the CRD's consolidated financial statements are fairly presented, in accordance with the PSAS. As part of the annual audit, KPMG provides an audit plan to the Committee. The auditors will conduct their audit of the 2023 financial statements pursuant to this plan.

# **RECOMMENDATION**

The Finance Committee recommends to the Capital Regional District Board: That the Capital Regional District 2023 Audit Plan developed by KPMG be approved.

Submitted by:	Rianna Lachance, BCom, CPA, CA, Senior Manager, Financial Services
Concurrence:	Nelson Chan, MBA, FCPA, FCMA, Chief Financial Officer
Concurrence:	Ted Robbins, B. Sc., C. Tech., Chief Administrative Officer

# **ATTACHMENT**

Appendix A: KPMG CRD 2023 Audit Planning Report

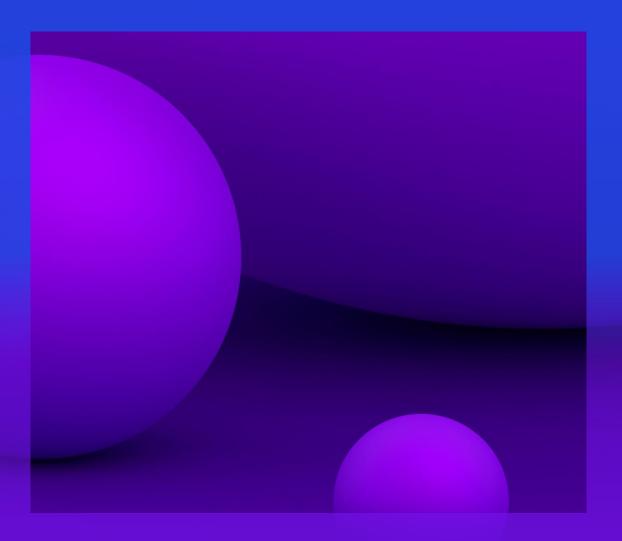


# Capital Regional District

Audit Planning Report for the year ended December 31, 2023

KPMG LLP

Prepared for the Finance Committee meeting on January 3, 2024



kpmg.ca/audit

# **KPMG contacts**

# Key contacts in connection with this engagement

# Lenora Lee

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

# Sarah Burden

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

# **Cameron Rice-Gural**

Senior Manager 250-480-3677 cricegural@kpmg.ca





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The purpose of this report is to assist you, as a member of the Finance Committee, in your review of the plan for our audit of the consolidated financial statements. This report is intended solely for the information and use of Management, the Finance Committee, and the Board of Directors and should not be used for any other purpose or any other party. KPMG shall have no responsibility or liability for loss or damages or claims, if any, to or by any third party as this report to the Finance Committee has not been prepared for, and is not intended for, and should not be used by, any third party or for any other purpose.

# Digital use information

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

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



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



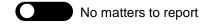
**Highlights** 

Audit strategy

Audit strategy – Group audit



# **Audit highlights**

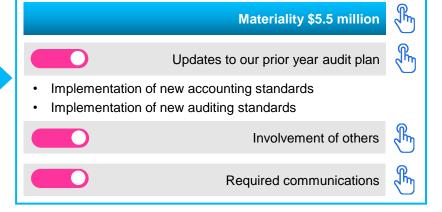


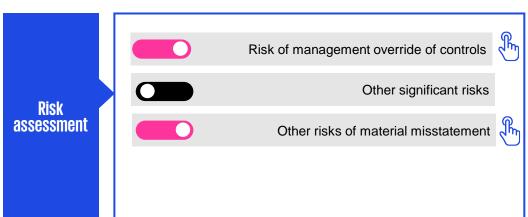
Matters to report – see link for details

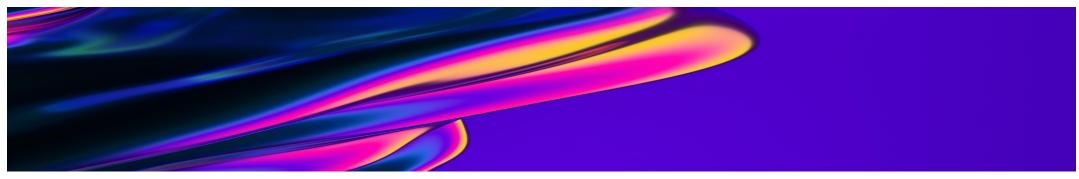


Our audit of the consolidated financial statements ("financial statements") of the Capital Regional District (the "Entity" or "CRD") as of and for the year ended December 31, 2023, will be performed in accordance with Canadian generally accepted auditing standards.



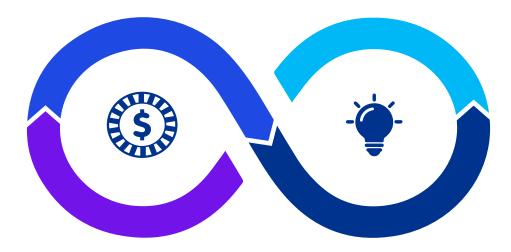








# **Materiality**



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

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

# Plan and perform the audit

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

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

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

# **Evaluate the effect of misstatements**

We also *use materiality* to evaluate the effect of:

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



# **Materiality**



# Prior year total expenses \$259.3 million

(2022: \$234.6 million)

% Benchmark 2.1%

(2022: 2.1%)

Audit Misstatement Posting Threshold \$275,000

(2022: \$240,000)



# **Involvement of others**

The following parties are involved in the audit of the financial statements:

Involved party	Nature and extent of planned involvement			
Management's specialists – Solid waste management	Information provided by Management's specialist is used in management's calculation of the landfill asset retirement obligation.			



Highlights

**Audit strategy** 

Audit strategy - Group audit

# Updates to our prior year audit plan

# **New significant risks**



No significant risks noted



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

# Other significant changes



No significant changes noted



There are no significant changes noted



Newly effective accounting standards



New accounting standards effective for the year ended December 31, 2023 include:

• PS 3280, Asset retirement obligations



New accounting standards effective for the year ending December 31, 2024 include:

PS 3400, Revenue

See Appendix 3 for further details.





**Newly effective auditing standards** 



There are three new auditing standards effective for year ended December 31, 2023 related to quality management. See Appendix 4 for further details.

Newly effective auditing standards

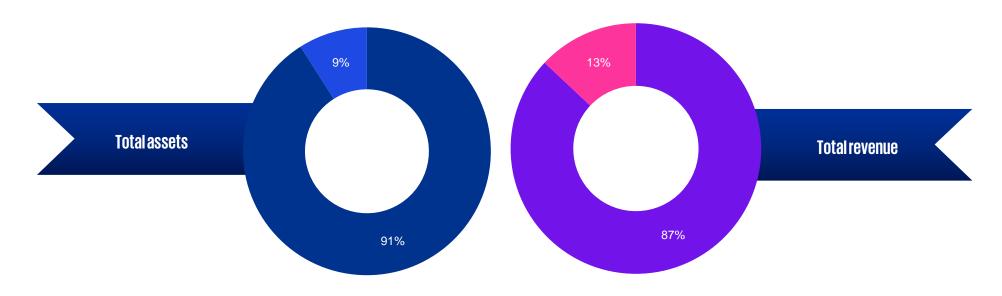






# **Group audit - Scoping**

Component name	Classification	Type of work performed	Total assets	Total revenue
Capital Regional District	Individually financially significant	Full-scope audit	\$2,351.9M	\$283.3M
Capital Region Housing Corporation	Non-significant component	Full-scope audit	\$245.9M	\$43.9M
Total (excluding year end consolidation entries)			\$ 2,597.8M	\$ 327.2M





# **Risk assessment summary**

Our planning begins with an assessment of risks of material misstatement in your financial statements.

We draw upon our understanding of the CRD and its environment (e.g. the industry, the wider economic environment in which the business operates, etc.), our understanding of the CRD's components of its system of internal control, including our business process understanding.

		Risk of fraud	Risk of error	Risk rating
•	Management override of controls	✓		Significant
•	Asset retirement obligations (including landfill)		✓	Elevated
•	Government transfers and deferred revenue (specific to grants)		✓	Elevated
•	Tangible capital assets (non-recurring transactions)		✓	Elevated





ELEVATED RISK
 PRESUMED RISK OF MATERIAL MISSTATEMENT

# **Risk assessment summary**

We highlight below examples of audit procedures we will perform to refresh our understanding of the organization and its internal controls to inform our risk assessment and design procedures to address where material errors could occur.

# **Risk Assessment Procedures**

- Update our understanding of the Entity and its environment (industry, economic environment, regulatory and legislative requirements).
- Identify key business processes (Treasury and Debt, Revenue, Purchases and Payments, Payroll) and where material errors in the financial statements could arise, including from error and fraud.
- Validate our understanding of key business processes by performing a walkthrough of each significant process to determine if the process operates as described.
- Update our understanding of the Entity's internal controls and risk assessment processes and evaluate their suitability based on the nature and complexity of the organization.
- Evaluate if a culture of honesty and ethical behaviour has been created and maintained.
- Evaluate if appropriate policies and procedures for communications and information systems are in place to support accurate and timely preparation of the financial statements.
- Documents inspected will include Code of Conduct, Reporting of Serious Misconduct Policy and Procedure, Quarterly financial reporting and management updates.





Highlights Audit strategy - Group audit Key milestones and deliverables Audit strategy Risk assessment **Appendices** 

# Significant risks



Management Override of Controls (non-rebuttable significant risk of material misstatement)

RISK OF



**FRAUD** 

Presumption of the risk of fraud resulting from management override of

controls

# Why is it significant?

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

### Our planned response

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

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

### Inquires required by professional standards

Fraud inquires of those charged with governance

- How do you oversee fraud risk assessments and the establishment of controls to address fraud risks?
- What are your views about fraud risks, including management override of controls, at the entity and whether you have taken any actions to respond to these risks?
- Are you aware of, or have you identified, any instances of actual, suspected, or alleged fraud, including misconduct or unethical behavior related to financial reporting or misappropriation of assets? If so, have the instances been appropriately addressed and how have they been addressed?
- Are you aware of or have you received tips or complaints regarding the entity's financial reporting (including those received through the internal whistleblower program, if such program exists) and, if so, what was your response to such tips and complaints?
- What is the finance committee's understanding of the entity's relationships and transactions with related parties that are significant to the entity?
- Does any member of the finance committee have concerns regarding relationships or transactions with related parties and, if so, what are the substance of those concerns?
- · Has the entity entered into any significant unusual transactions?





Highlights Audit strategy Audit strategy – Group audit Risk assessment Key milestones and deliverables Appendices



# **Areas of focus**

**Areas** 

Level of risk due to error

**Asset retirement obligations** 



## Our planned response

### Hartland Landfill

- ✓ We will obtain an updated understanding of management's process for implementing PS 3280 as it relates to the Hartland Landfill.
- We will assess the inputs used by management to determine the closure and post-closure liabilities and verify the accuracy of liabilities recognized.

### Other Hazardous Materials

- ✓ We will obtain an understanding of management's process for implementing PS 3280, including how in-scope tangible capital assets were identified, sources of information used, and significant measurement data, assumptions and decisions.
- ✓ We will assess the asset retirement obligations accounting policy established by management, against the requirements of PS 3280.
- ✓ We will assess the completeness of management's identification of capital assets with potential in-scope retirement obligations.
- ✓ We will obtain management's calculation of the liability and agree inputs into the calculation to supporting documentation, assess whether assumptions made by management are reasonable, and verify mathematical accuracy of the liability.

### General

✓ We will review the financial statement presentation and note disclosures for consistency with requirements in PS 3280



Highlights Audit strategy Audit strategy – Group audit Risk assessment Key milestones and deliverables

# **Areas of focus**

### **Areas**

Level of risk due to error

Government transfers and deferred revenue (specific to grants)



## Our planned response

- ✓ We will update our understanding of the process activities and controls over government transfers and deferred revenue.
- ✓ We will select a sample of government transfers received and government transfers recognized as revenue and obtain supporting documentation to validate the appropriateness of accounting treatment either as revenue or as deferred revenue.
- ✓ We will assess revenue recognition in accordance with the requirements of public sector accounting standards including government transfers.



Highlights Audit strategy — Audit strategy — Group audit Risk assessment Key milestones and deliverables



# **Areas of focus**

## Areas

### Level of risk due to error

Tangible capital assets (non-recurring transactions)



## Our planned response

✓ We will update our understanding of the process activities and controls over non-routine capital asset transactions.

**Appendices** 

- ✓ We will review the Board meeting minutes and any related committees for new capital projects, including but not limited to those associated with the Regional Housing First Program (RHFP) and Hartland Biogas Upgrading Facility.
- ✓ We will obtain and review the relevant contracts and agreements for any new or ongoing material capital projects.
- ✓ For material non-cash land transactions during the year, we will obtain supporting documentation, including contracts and appraisal documents, to assess the accuracy of transaction values at acquisition date.



# Other substantive audit procedures

In addition to the areas of focus previously described, we highlight below examples of audit procedures we will perform to obtain evidence over the existence, accuracy and completeness of the financial statements, including presentation and disclosure.

## **Substantive Audit Procedures**

- Cash, investments and debt balances will be confirmed with the respective financial institutions.
- A sample of capital asset additions, disposals, and WIP transfers will be compared to underlying source documents. An estimate of amortization expense was compared to actual.
- A sample of payments made after year end will be tested to determine if they were recorded in the appropriate fiscal year.
- Revenues and expenses will be tested by way of analytical procedures, developing an expectation based on prior year and budget, and comparing to actual.
- Salaries and wage expense will include testing internal controls over management review of payroll expense as well as comparing actual to prior year.





# **Concluding and Reporting**

We highlight below examples of audit procedures we will perform to conclude on the reasonability of financial statements as a whole.

# **Concluding and Reporting Procedures**

- Evaluate management bias in the preparation of financial statements, based on patterns in the selection and application of accounting policies and principles.
- Financial statement presentation and disclosure will be evaluated for compliance with accounting standards and comparability to industry leading practice, for example financial reporting award requirements of Government Finance Officers Association International.
- Legal exposure and estimates of contingency provisions will be evaluated against supporting documentation including direct confirmation with external legal counsel.
- Disclosures in the financial statement notes will be evaluated for completeness based on our knowledge of the Entity's ability to continue as a going concern, related party transactions, future contractual commitments and events occurring after year end.
- Deficiencies in internal control and other control observations will be discussed with management, and if significant, communicated to the Board through a separate communication entitled Management Letter.





# **Key milestones and deliverables**





# Appendices

Required communications

Audit quality

Changes in accounting standards

4

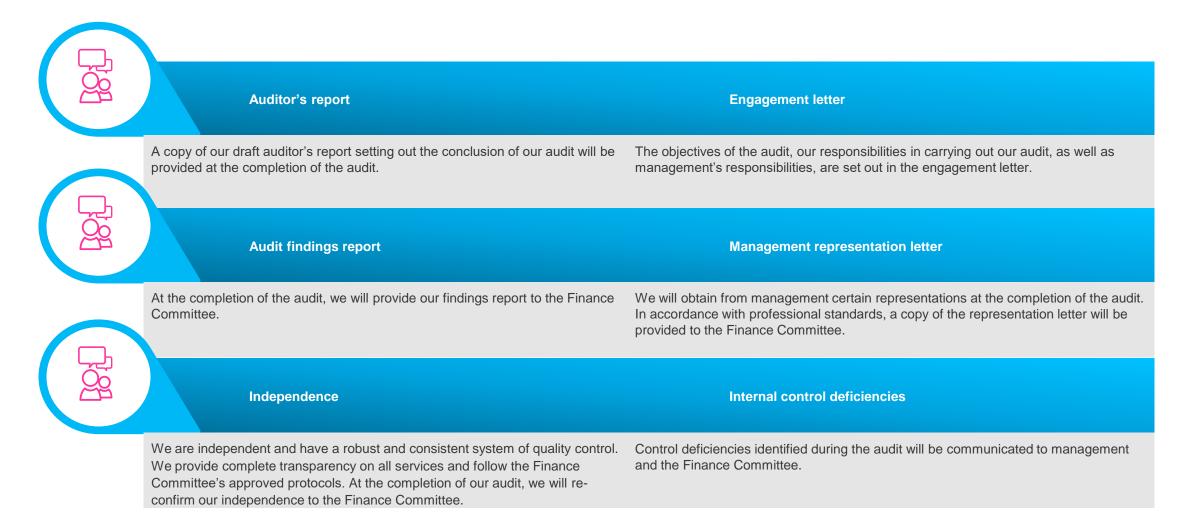
Newly effective and upcoming changes to auditing standards

Thought leadership and insights





# **Appendix 1: Required communications**





# Appendix 2: Audit quality: How do we deliver audit quality?

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

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

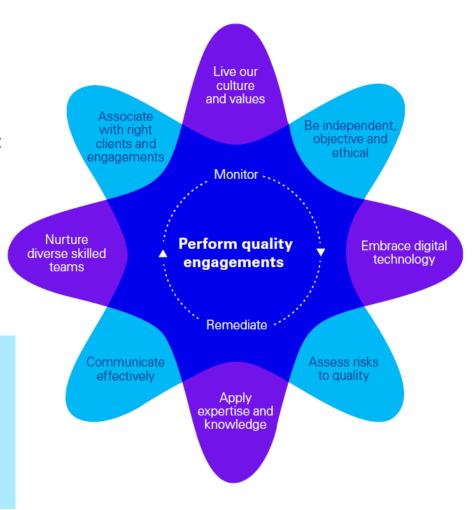
Our **quality value drivers** are the cornerstones to our approach underpinned by the **supporting drivers** and give clear direction to encourage the right behaviours in delivering audit quality.



KPMG 2022 Audit Quality and Transparency Report

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

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





# Appendix 3: Changes in accounting standards

**PS 3280 Asset Retirement Obligations ("PS 3280")** is a new accounting standard effective for the fiscal years beginning on or after April 1, 2022. This standard addresses the reporting of legal obligations associated with the retirement of certain tangible capital assets by public sector entities. This significant new accounting standard has implications that have the potential to go beyond financial reporting.

# **Financial reporting implications**

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

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

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

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

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

### **Asset management implications**

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

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

## **Funding implications**

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

### **Budget implications**

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

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

### **Capital planning implications**

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



Highlights Audit strategy Updates to our plan Risk assessment Key milestones and deliverables Appendices



# Appendix 3: Changes in accounting standards (continued)

Standard	Summary and implications
Revenue	The new standard PS 3400 Revenue is effective for fiscal years beginning on or after April 1, 2023.
	<ul> <li>The new standard establishes a single framework to categorize revenue to enhance the consistency of revenue recognition and its measurement.</li> </ul>
	<ul> <li>The standard notes that in the case of revenue arising from an exchange transaction, a public sector entity must ensure the recognition of revenue aligns with the satisfaction of related performance obligations.</li> </ul>
Effective FY2024	<ul> <li>The standard notes that unilateral revenue arises when no performance obligations are present, and recognition occurs when there is authority to record the revenue and an event has happened that gives the public sector entity the right to the revenue.</li> </ul>
Purchased	• The new Public Sector Guideline 8 Purchased intangibles is effective for fiscal years beginning on or after April 1, 2023 with earlier adoption permitted.
Intangibles	<ul> <li>The guideline allows public sector entities to recognize intangibles purchased through an exchange transaction. The definition of an asset, the general recognition criteria and GAAP hierarchy are used to account for purchased intangibles.</li> </ul>
	<ul> <li>Narrow scope amendments were made to PS 1000 Financial statement concepts to remove the prohibition to recognize purchased intangibles and to PS 1201 Financial statement presentation to remove the requirement to disclose purchased intangibles not recognized.</li> </ul>
Effective FY2024	The guideline can be applied retroactively or prospectively.





# Appendix 3: Changes in accounting standards (continued)

# **Standard**

# **Summary and implications**

# **Employee** benefits

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





# Appendix 3: Changes in accounting standards (continued)

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





# Appendix 4: Newly effective and upcoming changes to auditing standards

For more information on newly effective and upcoming changes to auditing standards - see Current Developments

Effective for periods beginning on or after December 15, 2022

# **ISA/CAS 220**

(Revised) Quality management for an audit of financial statements

# ISQM1/CSQM1

Quality management for firms that perform audits or reviews of financial statements or other assurance or related services engagements

# ISQM2/CSQM2

Engagement quality reviews

Effective for periods beginning on or after December 15, 2023

# ISA 600/CAS 600

Revised special considerations – Audits of group financial statements



# Appendix 5: Thought leadership and insights

Our latest thinking on the issues that matter most to Audit Committees, board of directors and management.

Updates to our plan



Curated research and insights for audit committees and boards.

## **Board Leadership Centre**

Leading insights to help board members maximize boardroom opportunities

# **Current Developments**

Series of quarterly publications for Canadian businesses including Spotlight on IFRS, Canadian Securities & Auditing Matters and US Outlook reports.

# **Audit Committee Guide – Canadian Edition**

A practical guide providing insight into current challenges and leading practices shaping audit committee effectiveness in Canada.

## **Accelerate 2023**

The key issues driving the audit committee agenda in 2023.

### **Momentum**

A quarterly newsletter with the latest thought-leadership from KPMG's subject matter leaders across Canada and valuable audit resources for clients.

# KPMG Climate Change Financial Reporting Resource Centre

Our climate change resource center provides insights to help you identify the potential financial statement impacts to your business.

## **IFRS Breaking News**

A monthly Canadian newsletter that provides the latest insights on international financial reporting standards and IASB activities.



# Appendix 5: Thought leadership and insights (continued)

# Thought leadership – Environmental, social and governance ("ESG")

# First IFRS Sustainability Disclosure Standards

The arrival of the first two IFRS Sustainability Disclosure Standards marks a key milestone in sustainability reporting and is a significant step towards creation of a global baseline for stakeholder-focused sustainability reporting that local jurisdictions can build on. Although the standards are not required to be adopted by the Capital Regional District, the new IFRS sustainability standards provide key insights into what the future of sustainability reporting may look like for the entity.

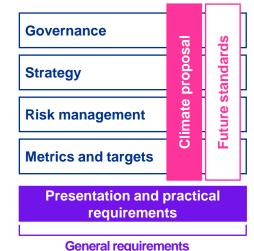
# Summary of the recently released standards

The standards build on the four-pillar structure of the **Task Force on Climate-related Financial Disclosures**.

The general requirements standard (IFRS S1) defines the scope and objectives of reporting and provides core content, presentation and practical requirements.

It requires disclosure of material information on all sustainability-related risks and opportunities – not just on climate.

The **climate standard (IFRS S2)** replicates the core content requirements and supplements them with climate-specific reporting requirements.



Visit KPMG's Sustainability Reporting website for more information, including a comprehensive summary of the new requirements and KPMG's insights and illustrative examples for the new standards.

**Click here** to access KPMG's portal



Highlights Audit strategy Risk assessment Key milestones and deliverables Appendices

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

# Thought leadership – Environmental, social and governance ("ESG") (continued)

All entities are facing climate-related risks and opportunities – and are making strategic decisions in response. The impacts of climate-related risks in the financial statements are broad, potentially complex and will depend on industry-specific risks.



# **Assets**

Consider the useful lives and residual values of PP&E and intangible assets, cash flow projections used for impairment testing of non-financial assets, and the potential impacts on inventories.

# Liabilities

Consider the recognition of environmental and decommissioning obligations, accounting for emissions or 'green' schemes, impact on employee-benefit arrangements, and restructuring provisions.

## **Borrowers**

Consider the accounting for different forms of government assistance, potential for embedded derivatives in green bonds, lease of green technology, impacts of leasing polluting assets.

## Lenders

Consider how climate-related risks impact operating and financing leases, the potential impact on expected credit losses, and whether green loans meet the solely payments of principal and interest (SPPI) criterion.

# **Disclosures**

Consider the impact on the going concern assessment and related disclosures and whether the impacts of climate-related matters have been disclosed clearly.

See here for more information





# Appendix 5: Thought leadership and insights (continued)

# Thought leadership – Environmental, social and governance ("ESG") (continued)

Note: Click on images to visit document link.



Intentional adoption of smart, digital, experience-centric solutions have become indispensable in overcoming today's challenges and aligning city services to the future needs and wellbeing of the public. We invite you to explore this report on KPMG's global research and insights on The future of local government.



The Green City outlines the need of the cities and the buildings in them to reflect climate consciousness.

The link provides guidance on what that looks like and the first steps to meeting those objectives.

## **KPMG's Climate Change Financial Reporting Resource Centre**

KPMG's climate change resource centre provides FAQs to help you identify the potential financial statement impacts for your business.

Click here to access KPMG's portal.

### A closer look at the GHG Protocol

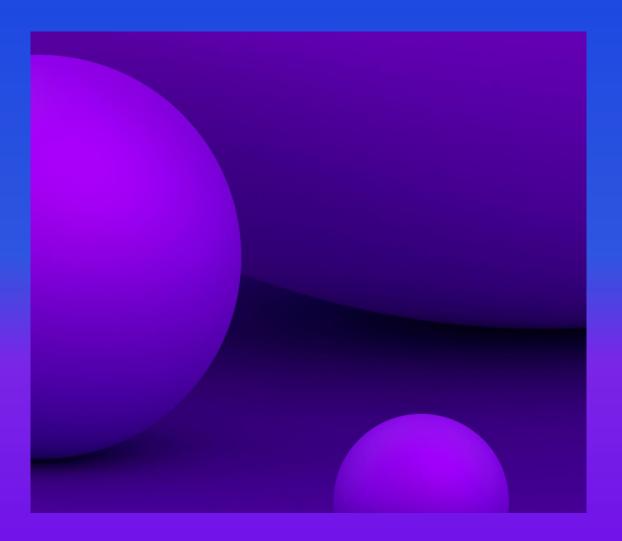
Chartered Professional Accountants of Canada (CPA Canada) and the Institute for Sustainable Finance (ISF) produced a 23-page report (click here) on the GHG Protocol. The report looks to inform potential preparers and users of emissions disclosure; policy makers; standard setters; regulators; and others, and to spur important additional research into key aspects of emissions disclosure and standards that require closer attention.





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# REPORT TO FINANCE COMMITTEE MEETING OF WEDNESDAY, JANUARY 03, 2024

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

## **ISSUE SUMMARY**

To provide the Finance Committee and the Capital Regional District (CRD) Board a bi-monthly update on external grants activity for the period between October 16, 2023 and December 18, 2023.

### **BACKGROUND**

This report summarizes activities and outcomes since the CRD External Grants Update was last presented in November 2023. The External Grants Dashboard (Appendix A) details applications submitted, updated, awarded and declined as of 2023. Appendix B provides a summary of grant alerts for 2023 referencing CRD grant applications approved, pending, and declined/withdrawn.

## **IMPLICATIONS**

Financial Implications

### **Grants/Contributions Awarded**

- \$126,082 through the Province of British Columbia's (BC) Local Government Climate Action Program to support climate action that reduces emissions and prepares communities for the impacts of a changing climate
- 2. \$100,000 through BC Hydro's Community Energy Manager Program, a two-year direct award to identify, report on and implement electrical energy efficiency and low carbon electrification policies
- 3. \$19,100 through ICBC's Road Improvement Program to help fund the installation of three speed reader boards for Salt Spring Island to improve road safety, this has an estimated total project cost of \$50,000
- 4. \$4,925 through CleanBC's Custom Incentive Program to help fund a Saanich Peninsula wastewater treatment system energy study

There are three grants under news embargo.

### **Applications Submitted**

Ten CRD applications were submitted:

- \$576,816 through the Province of BC's Rural Economic Diversification and Infrastructure Program to fund the capital costs of infrastructure development for Southern Gulf Islands internet connectivity project, the project will bring an internet transport landing site and last mile connectivity to residents of Galiano and Saturna Islands
- 2. \$500,000 through the Province of BC's Active Transportation Infrastructure Grants to fund the Schooner Way-School Trail on Pender Island, this has an estimated total project cost of \$1,430,000
- 3. \$500,000 through the Province of BC's Active Transportation Infrastructure Grants to fund the first phase of the Regional Trestles Renewal, Trails Widening and Lighting Project, this has an estimated total project cost of \$1,782,000
- 4. \$179,000 through Union of BC Municipalities' (UBCM) Community Emergency Preparedness Fund for fire department training and equipment
- 5. \$175,000 through Federation of Canadian Municipalities' (FCM) Green Municipal Fund to support an affordable housing redevelopment survey for the Village on the Green project, this has an estimated total project cost of \$425,000
- 6. \$112,000 through Province of BC's Active Transportation Infrastructure Grants to fund the Merchant Mews Pathway Project on Salt Spring Island, this has an estimated total project cost of \$160,000
- 7. \$100,000 through the Salt Spring Island Foundation's Bloom Fund to support the preservation and improvement of the Mount Maxwell Community Park, this has an estimated total project cost of \$115,000
- 8. \$100,000 through the Province of BC's Rural Economic Diversification and Infrastructure Program to fund detailed designs for the Ganges Harbour walk Revitalization Project, this has an estimated total project cost of \$127,500
- 9. \$30,000 through the Province of BC's Active Transportation Infrastructure Grants to support an active transportation network plan for the Juan de Fuca Electoral Area, this has an estimated total project cost of \$60,000
- 10. \$4,462 through the Civil Forfeiture Office's Grant Program for Specialized Equipment and Training for Police and Related Agencies to support the purchase of remote cameras for the use of CRD park rangers

Service Delivery Implications

# **New Grant Opportunities**

Thirty grant calls (includes programs with multiple streams) were issued during the reporting period and are summarized in the table below. Appendix B details relevant active grants (as of December 18, 2023) and lists recently closed grants for 2023. Appendix B also references CRD grant applications approved, pending, and declined/withdrawn.

Grant	Deadline	Information
Community Participation Funding Program – Rail Safety Component – Transport Canada	First come/first served	Funding to support small, local communities' participation in the development and improvement of Canada's rail safety transportation system
Multicultural and Anti-Racism Grants – Ministry of Attorney General of British Columbia	20-Nov-23	An annual grant to support projects that build intercultural interaction, trust and understanding or projects that challenge racism, hate and systemic barriers
2023/24 Civil Forfeiture Police Equipment Training Grant – Civil Forfeiture Office, Ministry of Public Safety and Solicitor General	22-Nov-23	Funding to support the purchase of equipment or training that addresses and prevents crime violence or victimization
New Entrant Farm Business Accelerator Program – Ministry of Agriculture and Food and Agriculture and Agri-Food Canada	30-Nov-23	Funding to support new farm entrants and their growth, development and implementation of farm business plans and strategies
Community to Community Program – UBCM	01-Dec-23	Funding to support increased understanding and improve relations between First Nations and local government
Environmental Damages Fund – Environment and Climate Change Canada	06-Dec-23	To fund projects that restore damage to the natural environment and support wildlife conservation
Enabling Accessibility Fund – Mid-Sized Projects – Employment and Social Development Canada	13-Dec-23	Funding for more workplace accessibility for persons with disabilities in small municipalities with less that 50,000
Team Up Grant – viaSport British Columbia	15-Dec-23	A partnership grant between a non- profit sport organization and a social sector organization to increase low- barrier sport programs
Wawanesa's Community Wildfire Prevention Grants – Wawanesa Insurance, FireSmart Canada and the Institute for Catastrophic Loss Reduction	15-Dec-23	Funds to support community wildfire prevention through risk reduction and prevention activities
Housing Supply Challenge Round 5: Level-Up Challenge – Canada Mortgage and Housing Corporation	18-Dec-23	Funding to support skill enhancement, automation and streamlining supply chains to expedite community housing

Grant	Deadline	Information
Food Security Emergency Planning and Preparedness (FSPP) Fund – Investment Agriculture Foundation	19-Dec-23	Funds for local authorities to development emergency plans and preparedness strategies with a focus on food security
Social Housing Retrofit Support Program  – Fortis BC	31-Dec-23	Funding and support for housing providers to save energy in multi-unit residential building
National Anti-Racism Fund (NARF)'s Project Grants – Canadian Race Relations Foundation	08-Jan-24	Funding supporting communities fighting against racism and discrimination with a theme of addressing systemic racism in the delivery of public services, employment, and public life
2024 Canada Summer Jobs – Employment and Social Development Canada	10-Jan-24	Funding to support projects related to the development of sustainable community infrastructure
Sustainable Development Goals Program  – Employment and Social Development Canada	12-Jan-24	Funds to increase public awareness and enhance the UN's 2030 Agenda for Sustainable Development and it's 17 Sustainable Development Goals which includes sustainable cities and communities
Friends of the Environment Foundation Grant – TD Bank	15-Jan-24 15-Jul-24	Funds to support environmental initiatives including green space programs such as park revitalization, community gardens and park programming
BC Vision Zero in Road Safety – Government of British Columbia	15-Jan-24	Funds for projects aimed at improving vulnerable road user safety in local communities.
Search and Rescue (SAR) New Initiatives Fund – Public Safety Canada	24-Jan-24	Annual funding for projects that improve search and rescue in Canada, enhance SAR responses and promote sharing and prevention best practices
Community ReGreening Program – BC Hydro	31-Jan-24	Funding to support community planting projects and vegetation that enhance ecological networks and ensure the right trees are planted around power lines
Fighting and Managing Wildfires in a Changing Climate Program: Training Fund – FireSmart Canada	01-Feb-24	Funding to support wildfire training projects that increase firefighting capacity and build community capacity to respond to wildfires
REFBC General Grants – Real Estate Foundation of BC	07-Feb-23	Funds to advance justice, equity, diversity, and inclusion for racialized and communities historically and systemically excluded from land use decision-making
Active Transportation Planning Program – UBCM	09-Feb-24	Funding to support active transportation components on formal

Grant	Deadline	Information
		planning documents including research, consultation, and policy development
Capital and Innovation Program – Island Coastal Trust	16-Feb-24 24-May-24 18-Oct-24	Funding to support regional and community-based infrastructure including strategic tourism infrastructure and destination trails
2024-25 Disaster Risk Reduction-Climate Adaption – UBCM (New 2024/2025 dates)	28-Mar-24 04-Oct-24 28-Mar-25	Funding to reduce risks due to natural hazards and climate-related risks through three streams:  1)Foundational activities 2)Non-structural projects 3)Small Scale Structural Projects
FireSmart Community Funding and Supports – UBCM	30-Sept-24	Funding to increase community resiliency by undertaking community-based planning and activities that reduce the community's risk from wildfire.
GO ELECTRIC – CleanBC	Continuous until fund is exhausted (limited funds)	Funding to support fleet transition to electric vehicles
New Construction Market Transformation – BC Hydro	Continuous	Financial support to create access to the skills, practices and resources required to build to higher energy efficiency and zero carbon standards

## **CONCLUSION**

The CRD recognizes grants are a supplementary funding source to address the needs of services provided to the region. The External Grants Update outlines how the CRD continues to integrate and consider these grant opportunities relative to service needs as well as informing local partners of these opportunities through the Grants Dashboard and Grants Alerts. The CRD will continue to provide a summary of activities and outcomes in the External Grants Update on a bimonthly basis.

## **RECOMMENDATION**

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

Submitted by:	Lia Xu, MSc., CPA, CGA, Finance Manager, Local Services
Concurrence:	Nelson Chan, MBA, FCPA, FCMA, Chief Financial Officer
Concurrence:	Larisa Hutcheson, P. Eng., Acting Chief Administrative Officer

## **ATTACHMENTS**

Appendix A: 2023 External Grants Dashboard

Appendix B: 2023 Grant Alerts



# APPENDIX A 2023 EXTERNAL GRANTS DASHBOARD

(Updated as of 18-Dec-23)

		×
Approved	Pending	Declined / Withdrawn
35	20	20
\$23,404,562	\$78,445,879	\$16,395,918

# 2023 Approved Grants

Department	Grant Program	Project	Amount (\$)	Year Submitted
	Inclusive Governance Study Grant – Ministry of Municipal Affairs – Province of BC	Inclusive Regional Governance	60,000	N/A
	Restructure Planning Grant – Ministry of Municipal Affairs – Province of BC	Community Issues Assessment for Magic Lake Estates	15,000	N/A
Corporate Services	Capital and Innovation Program – Island Coastal Economic Trust	SGI: Miners Bay Dock Revitalization Project, Mayne Island	30,000	2023
	TD Friends of the Environment Foundation – TD Bank	SGI: Pender Island Parks and Recreation Commission Youth Native Tree Planting Program Project	6,000	2023



Department	Grant Program	Project	Amount (\$)	Year Submitted
	CleanBC Organic Infrastructure and Collection Program – Organic Processing Infrastructure	Salt Spring Island Composting Project	168,462	2021
	Bloom Fund – Salt Spring Island Foundation	SSI: Mount Maxwell Park Land Acquisition	100,000	2022
	2023 Canada Summer Jobs – Employment and Social Development Canada	Salt Spring Island Parks	13,154	2023
	Community Grants Fund – Salt Spring Island Foundation	Salt Spring Island Multi-Space Dance Project	9,000	2022
Executive Services	Infrastructure Planning Grant Program – Province of BC	SSI: Mount Erskine Water System Infrastructure Condition Assessment	7,500	2022
	Community Grants Fund – Salt Spring Island Foundation	Uniforms and Safety Gear for Martial Arts and Wrestling Programs	6,000	2023
	Community Grants Fund – Salt Spring Island Foundation	New Audio System for SIMS Gymnasium	7,500	2023
	Road Improvement Program – ICBC *New	SSI Speed Reader Boards	19,100	2023
	Growing Communities Fund – Ministry of Municipal Affairs – Province of BC	Growing Communities Fund	11,559,000	N/A
Finance and Technology	Regional District Basic Grant– Ministry of Municipal Affairs – Province of BC	Administrative Support to Electoral Areas	65,000	N/A



Department	Grant Program	Project	Amount (\$)	Year Submitted
Integrated Water Services	Strategic Priorities Fund – Canada Community- Building Fund	Regional Water Supply Main No. 4 Mt. Newton to Highway 17 Section Replacement	6,000,000	2022
integrated water services	Restructure Implementation Grant – Ministry of Municipal Affairs – Province of BC	Conversion and Transfer of Seagirt Waterworks to the CRD	5,000	N/A
	2022/23 Active Transportation Infrastructure Stream – BC Active Transportation Infrastructure Grants Program	Mayne Island Regional Trail Phase 1 Development Project	500,000	2022
	Priority Places Program – Environment and Climate Change Canada	Species at Risk Assessment, Planning, and Habitat Restoration at Mill Hill Regional Park 2023-2026	180,000	2022
	Custom Efficiency Program Implementation Incentive – Fortis BC	Energy Conservation Measures at CRD HQ	11,700	2023
Parks & Environmental Services	Sustainable Communities and Industry Partnerships Project Implementation Offer – BC Hydro	Neighbourhood Energy Navigator Project	60,000	2023
	Pacific Institute for Climate Solutions Internship Program – University of Victoria	Regional Climate Projections: Understanding Current Use, Gaps, and Opportunities	12,000	2023
	Community Sport Program Development – ViaSport	SEAPARC's Learn to Play Lacrosse Program	3,000	2023

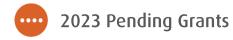


Department	Grant Program	Project	Amount (\$)	Year Submitted
	Commercial Energy Manager Program – BC Hydro	CRD Energy Manager	60,000	2023
Parks & Environmental Services	Custom Incentive Program – CleanBC *New	Saanich Peninsula Wastewater Treatment System Energy Study	4,925	2023
(Con't)	Community Energy Manager Program - BC Hydro *New	CRD Community Energy Manager	100,000	2023
	Local Government Climate Action Program - Ministry of Environment and Climate Change Strategy *New	2023 Local Government Climate Action Program	126,082	2023
	Reaching Home: Canada's Homelessness Strategy – Infrastructure Canada	Designated Communities Stream (2023-24)	3,194,540	2023-24
Planning & Protective Services	Island Rail Corridor Funding Grant – Ministry of Transportation and Infrastructure – Province of BC	Island Rail Corridor Consultation	600,000	2023
	2022 Volunteer & Composite Fire Departments Equipment and Training – Community Emergency Preparedness Fund – UBCM	Capital Regional District Fire Department Training & Equipment Project	178,599	2022



Department	Grant Program	Project	Amount (\$)	Year Submitted
	Regional Emergency Management Planning Grant – Ministry of Emergency Management and Climate Readiness – Province of BC	Regional Emergency Planning 2023	50,000	N/A
	2023 Emergency Operations & Training – Community Emergency Preparedness Fund – UBCM	CRD DOC/EOC Capacity Development Project	30,000	2023
Planning & Protective Services (Con't)	2023 Emergency Operations & Training – Community Emergency Preparedness Fund – UBCM	CRD Evacuee Registration and Assistance (ERA) Team Project	18,000	2023
	Healthy Public Policy Stream – Healthy Communities Grant – PlanH	Decolonizing Health Policy, Planning and Programming in the Capital Region	10,000	2023
	Base Funding – Next Generation 911 – UBCM	Support Local Preparedness for Implementation of NG911	45,000	N/A
	2023/24 Complete Communities Grant Program – UBCM	Capital Region Growth and Mobility Study	150,000	2023
		Total	23,404,562	





Department	Grant Program	Project	Amount (\$)	Year Submitted
Corporate Services	Active Transportation Infrastructure Stream – BC Active Transportation Infrastructure Grants Program *New	Schooner Way-School Trail-Pender Island	500,000	2023
	Economic Diversification Stream – Rural Economic Diversification and Infrastructure Program *New	Last-mile Connectivity and Economic Diversification for the Southern Gulf Islands	576,816	2023
Executive Services	Community Grants Fund – Salt Spring Island Foundation	Portlock Park Bleachers	9,000	2023
	Community Grants Fund – Salt Spring Island Foundation	Inclusive Recreation Gym & Swim	10,000	2023
	Community Grants Fund – Salt Spring Island Foundation	Rollerskating for Youth Drop-in	4,900	2023
	Bloom Fund – Salt Spring Island Foundation *New	Mount Maxwell Community Park Preservation and Improvement	100,000	2023
	Economic Diversification Stream – Rural Economic Diversification and Infrastructure Program *New	Ganges Harbourwalk Revitalization Project - Detailed Designs	100,000	2023
	Active Transportation Infrastructure Stream – BC Active Transportation Infrastructure Grants Program *New	Merchant Mews Pathway Project	112,000	2023



Department	Grant Program	Project	Amount (\$)	Year Submitted
Integrated Water Services	Disaster Mitigation and Adaptation Fund – Infrastructure Canada	Capital Regional District – Regional Water System Upgrades – Disaster Mitigation and Adaptation Improvement Project.	63,150,000	2023
Parks & Environmental Services	CleanBC Communities Fund – Climate Change Mitigation – Green Infrastructure Stream – Investing in Canada Infrastructure Program	Capital Regional District Public Electric Vehicle Charging Network Project	6,403,671	2022
	Active Transportation Fund – Infrastructure Canada	Galloping Goose Regional Trail and Selkirk Trestle Enhancement Project (Submitted by Ministry of Transportation and Infrastructure, in partnership with Regional Parks)	5,848,328	2022
	CleanBC – BC Hydro Commercial Custom Program	Panorama Energy Recovery Project	200,000	2020
	Community Grant Program – Tire Stewardship BC	Greenglade Community Centre Playground	18,472	2023
	Active Transportation Infrastructure Stream – BC Active Transportation Infrastructure Grants Program *New	Regional Trestles Renewal, Trails Widening and Lighting Project	500,000	2023
	Grant Program for Specialized Equipment and Training for Police and Related Agencies - Civil Forfeiture Office *New	Park Ranger Equipment	4,462	2023



Department	Grant Program	Project	Amount (\$)	Year Submitted
Planning & Protective Services	Community Resiliency Initiative Grant – 2023 FireSmart Community Funding & Supports – UBCM	Capital Regional District FireSmart Project – 2023	348,790	2022
	Sustainable Affordable Housing Study Grant – Green Municipal Fund – Federation of Canadian Municipalities	Campus View Redevelopment Project	175,000	2023
	Active Transportation Network Planning Stream – BC Active Transportation Infrastructure Grants Program *New	Juan de Fuca Electoral Area - Active Transportation Network Plan	30,000	2023
	Community Emergency Preparedness Fund – UBCM *New	Capital Regional District Fire Department Training & Equipment Project 2024	179,440	2023
	Sustainable Affordable Housing Study Grant – Green Municipal Fund – Federation of Canadian Municipalities *New	Village on the Green Affordable Housing Redevelopment Study	175,000	2023
Total			78,445,879	





# X 2023 Declined / Withdrawn Grants

Department	Grant Program	Project	Amount (\$)	Year Submitted
Corporate Services	Economic Diversification Stream – Rural Economic Diversification and Infrastructure Program	Last-mile Connectivity and Economic Development Project for the Southern Gulf Islands (Declined)	576,725	2023
	Community Sport Program Development – ViaSport	SGI: Mayne Island Parks and Recreation Commission BCSPP Community Sports Program (Declined)	3,000	2023
Executive Services	Environmental Quality – Green Infrastructure Stream – Investing in Canada Infrastructure Program	SSI: Cedars of Tuam – New Well and Water Treatment Plant (Declined)	1,143,948	2022
	Active Transportation Infrastructure Stream – BC Active Transportation Infrastructure Grants Program	SSI: Merchant Mews Pathway Project (Declined)	81,900	2022
	Reaching Each and Everyone: A Community Sport Intervention Program – Canadian Parks and Recreation Association	SSI: Inclusive Recreation Project (Declined)	50,000	2022
	Community Grants Program – ICBC	Salt Spring Island Speed Reader Boards (Withdrawn)	21,200	2022
	2023 Youth Employment Experience – Canadian Parks and Recreation Association	Youth Program Leader Position, Salt Spring Island (Declined)	14,768	2023



Department	Grant Program	Project	Amount (\$)	Year Submitted
Executive Services (Con't)	2023 Canada Summer Jobs – Employment and Social Development Canada *New	Panorama Summer Jobs (Declined)	51,365	2023
	2023 Canada Summer Jobs – Employment and Social Development Canada *New	SEAPARC Summer Jobs (Declined)	42,908	2023
Integrated Water Services	Environmental Quality – Green Infrastructure Stream – Investing in Canada Infrastructure Program	JDF: Anderson Cove Water Main Extension Project (Declined)	1,766,905	2022
	Environmental Quality – Green Infrastructure Stream – Investing in Canada Infrastructure Program	SGI: Skana Water System Storage Tank Replacement (Declined)	535,272	2022
Parks & Environmental Services	Strategic Priorities Fund – Canada Community Building Fund	Lochside Regional Trail and Swan Lake Trestle Enhancement Project, Capital Region, Victoria, BC (Declined)	5,999,999	2022
	Strategic Priorities Fund – Canada Community Building Fund	Lochside Regional Trail and Brett Avenue Trestle Enhancement Project, Capital Region, Victoria, BC (Declined)	4,376,354	2022
	New Horizons for Seniors Program – Employment and Social Development Canada	Community Garden Improvements at the Greenglade Community Centre (Declined)	25,000	2020
	New Horizons for Seniors Program – Employment and Social Development Canada	SGI: Dinner Bay Seniors Fitness Circuit Project (Declined)	25,000	2022



Department	Grant Program	Project	Amount (\$)	Year Submitted
Parks & Environmental Services (Con't)	2023 Youth Employment Experience – Canadian Parks and Recreation Association	Assistant Cultural Programmer for Regional Parks (Withdrawn)	8,000	2023
	Community Connectedness Stream – Healthy Communities Grant – PlanH	Building Community Connection – Regional Parks Inclusive and Adaptive Hiking with Power to Be (Declined)	4,200	2023
	New Spaces Fund – ChildCareBC	Owl's Nest Program Expansion (Declined)	76,304	2023
	For Delivery Organizations – Zero Emission Vehicle Infrastructure Program – Natural Resources Canada *New	Capital Region EV Charger Assistance Program (Declined)	1,581,250	2023
Planning & Protective Services	Community Wellness Grant – Island Health	Village on the Green Redevelopment Project (Declined)	11,820	2023
Total			16,395,918	



### APPENDIX B 2023 GRANT ALERTS

## Open Grants as of 18-Dec-23 (Including Approved, Pending and Declined/Withdrawn)

DEADLINE	PROGRAM	DESCRIPTION
First come/first served basis	Community Participation Funding Program – Rail Safety Component – Transport Canada [LINK]	Funding to support small, local communities' participation in the development and improvement of Canada's rail safety transportation system.
18-Dec-23	Housing Supply Challenge Round 5: Level-Up Challenge – Canada Mortgage and Housing Corporation – [LINK]	To increase the adoption of transformative system-level solutions like skill enhancement, automation and streamlines supply chains to expedite community housing.
19-Dec-23	Food Security Emergency Planning and Preparedness (FSPP) Fund – Investment Agriculture Foundation [LINK]	Funding that allows agricultural producers, industry associations and local authorities to develop emergency plans and preparedness strategies with a focus on food security.
31-Dec-23	Social Housing Retrofit Support Program – Fortis BC – [LINK]	Funding and support for housing providers to save energy in multi-unit residential buildings.
31-Dec-23	2023 Fire Smart Community Funding and Supports Program – Community Resiliency Investment – UBCM [LINK]	Funding to increase community resiliency through Fire Smart planning/activities to reduce wildfire risk.



DEADLINE	PROGRAM	DESCRIPTION
Continuous through 2023	Community Placemaking Program – Island Coastal Economic Trust [LINK]	Funding for communities to reimagine and revitalize public spaces.
Continuous through 2023	Forest Enhancement Society of BC [LINK]	Funding support to reduce wildfire risk and increase community resilience.
Continuous through 2023	Play Your Court Program – National Bank of Canada [LINK]	Funding to give new life to community tennis courts.
08-Jan-24	National Anti-Racism Fund (NARF)'s Project Grants – Canadian Race Relations Foundation [LINK]	The fund supports communities fighting against racism and discrimination with a theme of addressing systemic racism in the delivery of public services, employment, and public life.
10-Jan-24	2024 Canada Summer Jobs – Employment and Social Development Canada [LINK]	Funding for quality summer work experiences for young people (15-30 yrs.) and respond to national and local priorities as provide opportunity for those who face barriers including youth in rural areas and remote communities.
10-Jan-24	Infrastructure Planning Grant Program – Ministry of Municipal Affairs [LINK]	Funds to support projects related to the development of sustainable community infrastructure.
12-Jan-24	Complete Communities Program – UBCM [LINK]	Funding to undertake assessments to inform land use decision-making; considering housing need, supply and location; providing transportation options; and connecting to infrastructure investment and service decisions.
12-Jan-24	Low Carbon Economy Challenge Fund- Environment and Climate Change Canada [LINK]	Funding to support the implementation of projects that deploy proven, low-carbon technologies resulting in material GHG emissions reductions.



DEADLINE	PROGRAM	DESCRIPTION
12-Jan-24	Sustainable Development Goals Program – Employment and Social Development Canada [LINK]	Funds to increase public awareness and enhance the UN's 2030 Agenda for Sustainable Development and it's 17 Sustainable Development Goals which includes sustainable cities and communities.
15-Jan-24	BC Vision Zero in Road Safety – Government of British Columbia [LINK]	Funds for projects aimed at improving vulnerable road user safety in local communities.
15-Jan-24 15-Jul-24	Friends of the Environment Foundation Grant – TD Bank [LINK]	Funds to support environmental initiatives including green space programs such as park revitalization, community gardens and park programming.
24-Jan-24	Search and Rescue (SAR) New Initiatives Fund – Public Safety Canada [LINK]	Annual funding for projects that improve search and rescue in Canada, enhance SAR responses and promote sharing and prevention best practices.
26-Jan-24 31-Jan-25	Emergency Support Services Equipment and Training – UBCM [LINK]	Funding to support eligible applicants to build local capacity to provide emergency support services through volunteer recruitment, retention and training.
31-Jan-24	Community ReGreening Program – BC Hydro [LINK]	Funding to support community planting projects and vegetation that enhance ecological networks and ensure the right trees are planted around power lines.
31-Jan-24	WildFire Community Preparedness Day Award – FireSmart Canada [LINK]	Funding to support community events that raise awareness of wildfire risk and increase community resilience.
01-Feb-24	Fighting and Managing Wildfires in a Changing Climate Program: Training Fund – FireSmart Canada [Link]	Funds to support wildfire training projects that increase firefighting capacity and build community capacity to respond to wildfires.
05-Feb-24	Active Communities Grant Program – BC Alliance for Healthy Living [LINK]	Funding for community level changes to increase and support physical activity planning, infrastructure and participation.



DEADLINE	PROGRAM	DESCRIPTION
07-Feb-23	REFBC General Grants – Real Estate Foundation of BC [LINK]	Prioritized funding projects that advance justice, equity, diversity, and inclusion for racialized and other communities historically and systemically excluded from land use decision-making.
08-Feb-24	Low Carbon Economy Challenge – Environment and Climate Change Canada [LINK]	Funds to reduce Canada's GHG emissions and build resilient communities through the Challenge Fund which supports the deployment of proven, low-carbon technologies.
09-Feb-24	Active Transportation Planning Program – UBCM [LINK]	Funding to support active transportation components of formal planning documents including research, consultation, and policy development.
16-Feb-24 24-May-24 18-Oct-24	Capital and Innovation Program – Island Coastal Trust [LINK]	Funding to support regional and community-based infrastructure including strategic tourism infrastructure and destination trails.
23-Feb 24	2024 Emergency Operations Centres Equipment and Training – UBCM [LINK]	Funding to support the purchase of equipment and supplies required to maintain or improve Emergency Operations Centres (EOC) and to enhance EOC capacity through training and exercises.
28-Mar-24 04-0c-24 28-Mar-25	2024/25 Disaster Risk Reduction-Climate Adaption – UBCM [LINK]	Funding to reduce risks from future disasters due to natural hazards and climate-related risks through three streams:  1. Foundational activities including risk mapping, risk assessments and planning.  2. Non-structural projects including land use planning and education and temporary mitigation equipment  3. Small Scale Structural Projects
31-Mar-24	Community Safety Support Fund – Fierte Canada Pride (FCP) [LINK]	Provides funding to both FCP members and non-members for Pride Festivals and Events between June 1, 2023, and March 31, 2024.



DEADLINE	PROGRAM	DESCRIPTION
31-Mar-24	Jobs and Growth Fund In British Columbia – Pacific Economic Development Canada [LINK]	Funding for four streams:  1. Activities that support the transition to a green economy.  2. Activities that foster an inclusive recovery.  3. Activities that advance Canada's competitiveness and grow small and medium-sized enterprises through digital adoption.  4. Activities that strengthen capacity in sectors critical to Canada's recovery.
01-Арг-24	Canada Arts Presentation Fund – Heritage Canada [LINK]	Funds for organizations that offer support to arts presenters.
26-Apr-24	Public Notification and Evacuation Route Planning – UBCM [LINK]	Funding programs to enhance the resiliency of local governments, First Nations, and communities in responding to emergencies.
30-Арг-24	Community Anniversaries- Building Communities through Arts and Heritage – Heritage Canada [LINK]	Funding for one-time events/capital projects that celebrate the 100th (or 125th/150th /175th, etc.) anniversary of a significant historical event/personality.
30-Арг-24	Community Anniversaries- Building Communities through Arts and Heritage – Heritage Canada [LINK]	Funding for one-time events/capital projects that celebrate the 100th (or 125th/150th /175th, etc.) anniversary of a significant historical event/personality.
30-Арг-24	Indigenous Housing Fund – request for Proposals – BC Housing [LINK]	Funds for non-profit housing providers who wish to partner with indigenous housing providers providing housing on and off reserve for Indigenous people in our province.
30-Sept-24	FireSmart Community Funding and Supports	Funding to increase community resiliency by undertaking community-based planning and activities that reduce the community's risk from wildfire.



DEADLINE	PROGRAM	DESCRIPTION
18-0ct-24	2024 Volunteer and Composite Fire Departments Equipment and Training- UBCM [LINK]	Funding to fire departments for preparation and response to emergencies.
01-Nov-24	2024 Indigenous Cultural Safety and Cultural Humility Training – UBCM [LINK]	To enhance cultural safety and humility in the delivery of local emergency management programs and services.
31-Dec-24	2024 Fire Smart Community Funding and Supports Program– UBCM [LINK]	Funding to increase community resiliency to reduce wildfire risk.
28-Feb-25	2025 Emergency Operations Centres Equipment and Training – UBCM [LINK]	Funding to support the purchase of equipment and supplies required to maintain or improve Emergency Operations Centres (EOC) and to enhance EOC capacity through training and exercises
Continuous until fund is exhausted (limited funds)	GO ELECTRIC – cleanBC [LINK]	Funding to support fleet transition to electric vehicles.
Continuous until funds exhausted	Rural Transit Solutions Fund Planning and Design Stream – Infrastructure Canada [LINK]	Planning and design project funding to support the development and expansion of locally driven transit solutions.
Continuous through 2025	Next Generation 911 – UBCM [ <u>LINK</u> ]	Funding to eligible recipients to support the transition and operational readiness of existing 911 services to NG911.
Continuous through March 2026	Local Community Accessibility Grants Program – SPARC BC [LINK]	Funding to identify and remove barriers to improve accessibility and inclusion.



DEADLINE	PROGRAM	DESCRIPTION
Continuous	New Construction Market Transformation – BC Hydro [LINK]	Financial support to create access to the skills, practices and resources required to build to higher energy efficiency and zero carbon standards.
Continuous	Compensation for Employers of Reservists Program – Employment and Social Development Canada [LINK]	Employers are compensated for operational losses when reservists take time away from work to serve on military operations.
Continuous	Community Economic Development and Diversification in British Columbia – Pacific Economic Development Canada [LINK]	Funds to respond to economic development opportunities or adjust to changing and challenging economic circumstances.
Continuous	Rental Protection Fund – Ministry of Housing [LINK]	Provides funding for affordable housing projects.
Continuous	NIDMAR Disability Management Program Assessment – National Institute of Disability Management and Research – BC Workforce Development Agreement [LINK]	Provides BC workplaces with two levels of opportunity:  1. Free assessment of current Disability Management and Return to Work workplace structures.  2. Potential subsidy of up to \$7,500 to address issues identified in the assessment.
Continuous	Supporting Rural Destinations – Discover West Tourism [ <u>LINK</u> ]	Funding for tourism events in rural communities.
Continuous	Community Building Recommissioning Grant – Green Municipal Fund – Federation of Canadian Municipalities [LINK]	Funding to identify opportunities to reduce whole-building energy use by up to 5-15 percent (with higher savings possible), extend equipment life and reduce maintenance costs. Two types of projects are eligible for this grant: building recommissioning and building retro-commissioning.



DEADLINE	PROGRAM	DESCRIPTION
Continuous	Capital Projects Stream – Rural Transit Solutions Fund – Infrastructure Canada [LINK]	Funding for rural and remote community capital projects to support both traditional and non-traditional transport modes and transportation systems.
Continuous	Homelessness Community Action Grant – Social Planning and Research Council of BC [LINK]	One-time funding for local planning and collaborative initiatives to respond to the needs of those who are homeless or at risk of becoming homeless.
Continuous	Canada Cultural Spaces – Canadian Heritage [LINK]	Funding for improvement of physical conditions for heritage, culture and creative innovation including renovation and construction projects.
Continuous	Capital Project: Signature Initiative – Green Municipal Fund – Federation of Canadian Municipalities [LINK]	Funding (combined loans and grants) to help Canadian cities and communities of all sizes implement bold environmental projects that reduce Greenhouse Gas Emissions (GHG) emissions and protect the air, water, or land.
Continuous	New Construction and Retrofits for Affordable Housing – Federation of Canadian Municipalities [LINK]	Funding to evaluate solutions for integrating deep energy efficiency measures and onsite renewable energy generation in existing affordable housing retrofit and new build projects.
Continuous	Wastewater Systems – Federation of Canadian Municipalities [LINK]	Funding for wastewater treatment systems through two streams: 1. Capital 2. Study
Continuous	GHG Impact Retrofits – Federation of Canadian Municipalities [ <u>LINK</u> ]	Funding to retrofit a local recreational or cultural facility to reduce GHG emissions.
Continuous	Commemorate Canada – Canadian Heritage [LINK]	Funding for initiatives that commemorate and celebrate historical figures, places, events and accomplishments of national significance.



DEADLINE	PROGRAM	DESCRIPTION
Continuous	Community Building Monitoring and Analysis Grant – Green Municipal Fund – Federation of Canadian Municipalities [LINK]	Funding to track energy use of existing community facilities over time, compare the energy performance of their buildings to similar buildings in other municipalities and identify opportunities to save energy. Funding is intended for community building owners who do not have a building monitoring and analysis system in place.
Continuous	GHG Reduction Pathway Feasibility – Green Municipal Fund – Federation of Canadian Municipalities [LINK]	Funding to assess feasibility for projects that reduce energy and GHGs for recreational and cultural facilities.
Continuous	McConnell Foundation Fund [LINK]	Funding to support projects through three streams:  1. Climate 2. Reconciliation 3. Communities
Continuous	Medium and Heavy Duty Zero Emission Vehicles Program – Transport Canada [LINK]	Funding to encourage adoption of medium and heavy-duty zero emissions vehicles.



DEADLINE	PROGRAM	DESCRIPTION
Continuous	Planning Stream: Early Support for Sustainable Affordable Housing – Green Municipal Fund – Federation of Canadian Municipalities [LINK]	<ul> <li>Funds for deliverables required in applications for additional funding of energy efficient affordable housing.</li> <li>Planning &amp; Protective Services, Campus View Redevelopment Project (Pending)</li> <li>Planning &amp; Protective Services, Village on the Green Affordable Housing Redevelopment Study (Pending)</li> </ul>
Continuous	Reduce Fossil Fuel Use in Fleets – Federation of Canadian Municipalities [LINK]	Funding for feasibility studies for projects that reduce or avoid fossil fuel use in any vehicle that delivers municipal services.
Continuous	Regional Innovation Ecosystems – Pacific Economic Development Canada [LINK]	Funding to create, grow and nurture inclusive ecosystems that support business needs.
Continuous	Smart Renewables and Electrification Pathways Program – Natural Resources Canada [LINK]	Four funding streams: 1. Established Renewables 2. Emerging Technologies 3. Grid Modernization (the only eligible Applicants are Utilities and System Operators) 4. Strategic Dialogue Linked Projects
Continuous	Pilot Projects: Stormwater Quality, Community Project – Green Municipal Fund – Federation of Canadian Municipalities [LINK]	Funding for capital projects that allow a community to remove 60 percent of total suspended solids or a significant number of other contaminants (e.g., Escherichia coli (E. coli), salt, grease) from its stormwater runoff.



DEADLINE	PROGRAM	DESCRIPTION
Continuous	Zero Emission Transit Fund – Infrastructure Canada [LINK]	Funding through two components to support public transit and school bus operators to electrify their fleets:  1. Planning projects 2. Capital projects
Continuous	Environmental Jobs Growth Program – Environmental Careers Organization of Canada [LINK]	Funding for training and employment to support job seekers looking to enter or advance their careers in the clean economy.
Continuous	Community Support, Multiculturalism, and Anti- Racism Initiatives Program – Canadian Heritage [LINK]	Funding to community-based events that promote intercultural or interfaith understanding, promote discussions on multiculturalism, diversity, racism and religious discrimination, or celebrate a community's history and culture such as heritage months recognized by Parliament.



## **Closed Grants**

DEADLINE	PROGRAM	DESCRIPTION
04-Jan-23	Rural Economic Diversification and Infrastructure Program – Ministry of Employment, Business and Economic Development [LINK]	Funding for rural economic development projects that promote economic capacity building, economic diversification, resilience, clean economy and infrastructure development through three streams:  1. Economic Capacity 2. Economic Diversification 3. Forest Impact Transition. (CRD is excluded but EAs may request an exemption)  • Corporate Services, Last-mile Connectivity and Economic Development Project for the Southern Gulf Islands (Declined)
11-Jan-23	Pacific Institute for Climate Solutions Internship Program – University of Victoria [LINK]	Helps organizations reach their climate goals while giving students in climate-related fields a chance to use their skills and acquire relevant work experience.  • Parks and Environmental Services, Regional Climate Projections: Understanding Current Use, Gaps, and Opportunities (Approved)
11-Jan-23	Green Jobs – Science and Technology Internship Program – Natural Resources Canada [LINK]	Funding for youth training placements to build knowledge and skills for future employment in the natural resources sectors.



DEADLINE	PROGRAM	DESCRIPTION
12 lan 22	Canada Summer Jobs – Employment and Social Development Canada [LINK]	Funding for wage subsidies for employers to create summer work experiences for youth 15-30 years of age.  • Executive Services, Salt Spring Island Parks (Approved)
12-Jan-23		<ul> <li>Executive Services, Panorama (Declined)</li> <li>Executive Services, SEAPARC (Declined)</li> </ul>
12-Jan-23	Documentary Heritage Communities Program – Libraries and Archives Canada [LINK]	Funding to commemorate local history and heritage.
15-Jan-23	TD Friends of the Environment Foundation Grant – TD Bank [LINK]	Funding for environmental initiatives with a primary focus on environmental education and green space programs.  • Corporate Services, SGI Pender Island Parks and Recreation Commission Youth Native Tree Planting Program Project (Approved)
16 Jan-23	BC Vision Zero Grant Program – BC Injury and Prevention Unit [LINK]	Funding for projects that protect vulnerable road users from serious injury, disability or death.
18-Jan-23 (Extended)	Healthy Canadians and Communities Fund – Public Health Agency of Canada [LINK]	<ul> <li>Funding for interventions that address health inequities through three streams:</li> <li>1. Creating supportive social environments for tobacco prevention and cessation.</li> <li>2. Creating food environments that enable access to healthy foods to improve healthy eating.</li> <li>3. Creating and/or promoting healthy built environments to increase physical activity.</li> </ul>
18-Jan-23	Infrastructure Planning Grant Program – Province of BC [LINK]	Funding for projects supporting the development of sustainable community infrastructure.



DEADLINE	PROGRAM	DESCRIPTION
27-Jan-23	2023 Emergency Support Services – Community Emergency Preparedness Fund – UBCM [LINK]	Capacity support for emergency support services including volunteer recruitment, training and purchase of equipment.
31-Jan-23	Wildfire Community Preparedness Day – FireSmart Canada [LINK]	Funding to support Wildfire Community Preparedness Day May 6, 2023.
01-Feb-23	ParticipACTION Community Challenge – PARTICIPACTION [LINK]	Funding for community organizations to remove barriers and increase physical activity and sport participation for equity-deserving groups.
16-Feb-23	Capital and Innovation Program – Island Coastal Economic Trust [LINK]	Funding for vital community-based infrastructure to support sustainable economic diversification.  • Corporate Services, SGI: Miners Bay Dock Revitalization Project, Mayne Island (Approved)
16-Feb-23	Connecting Communities BC – BC Connectivity Infrastructure (Canada/BC): Second intake [LINK]	Second intake of connectivity funding program to expand broadband internet services to underserved rural, remote and Indigenous communities.
17-Feb-23	Youth Employment Experience - Canadian Parks and Recreation Association [LINK]	<ul> <li>100% wage subsidies to give assist youth with gaining a broad range of skills, knowledge and experience in the parks and recreation sector.</li> <li>Executive Services, Youth Program Leader Position Salt Spring Island (Declined)</li> <li>Parks &amp; Environmental Services, Assistant Cultural Programmer for Regional Parks (Withdrawn)</li> </ul>



DEADLINE	PROGRAM	DESCRIPTION
17-Feb-23	Insurance Corporation of British Columbia (ICBC) Community Grants Program – ICBC [LINK]	Funding for road safety and injury recovery initiatives.
24-Feb-23	Disaster Risk Reduction – Climate Adaptation – Community Emergency Preparedness Fund – UBCM [LINK]	Funding for disaster risk reduction and climate-related risks through three streams: 1. Foundational Activities 2. Non-Structural Projects 3. Small-scale Structural Projects
28-Feb-23	Green and Inclusive Community Buildings – Infrastructure Canada [LINK]	Funding through two streams to build and adapt community buildings to reduce GHG and improve climate change resilience:  1. Large retrofits and new buildings  2. Small and medium retrofit projects
28-Feb-23	Kal Tire's RePlay Fund – Kal Tire [LINK]	Funding to help cover the cost of recycled rubber products through third-party suppliers for community infrastructure projects.
28-Feb-23	Scott's Gro for Good – Scott's Miracle Grow [LINK]	Funding to support community efforts to showcase the benefits of gardening, including encouraging healthy eating habits.
03-Mar-23	Fairs, Festivals and Events Fund – Ministry of Tourism, Arts, Culture and Sport [LINK]	One-time funding to event organizers to support the sustained recovery of community events.
09-Mar-23	Community Foundation Grants – Canada Post Community Foundation [ <u>LINK</u> ]	Funding to small municipalities to make a difference in the lives of children and youth.
13-Mar-23	Zero Emission Vehicle Awareness Initiative – Medium and Heavy Duty Stream – Natural Resources Canada [LINK]	Funding for new and innovative projects that aim to increase knowledge, awareness and confidence in medium and heavy-duty zero-emission or low-emission vehicles for fleet owners, drivers and public.



DEADLINE	PROGRAM	DESCRIPTION
15-Mar-23	Projects – Stream Rapid Housing Initiative Round 3 – Canada Mortgage and Housing Corporation [LINK]	Funding to build new housing and/or purchase existing buildings that will be rehabilitated or converted into permanent affordable housing.
17-Mar-23	Poverty Reduction Planning and Action Program – UBCM [LINK]	Funding to support local governments to reduce poverty and advance the province's poverty reduction strategy through two streams:  1. Poverty Reduction Plans and Assessments 2. Poverty Reduction Action
17-Mar-23	Emotive Community Outreach Incentive Program – Go Electric Program – CleanBC [ <u>LINK</u> ]	Funding to small municipalities to assist in delivering Electric Vehicle (EV) awareness campaigns to accelerate adoption of EVs across BC.
22-Mar-23	Community Wellness Grant Program – Island Health [ <u>LINK</u> ]	Funding for upstream wellness interventions that reduce barriers and increase supports for health and wellness.  • Planning and Protective Services, Village on the Green Redevelopment Project (Declined)
27-Mar-23	Living Cities Fund – Green Communities Canada [LINK]	Funding for community-based local organizations with training, funding, and logistical support to implement transformative green infrastructure projects.
31-Mar-23	Community Grants Fund – Salt Spring Island Foundation [LINK]	<ul> <li>Funding for a wide range of projects available to Salt Spring Islanders.</li> <li>Executive Services, Uniforms and Safety Gear for Martial Arts and Wrestling Programs (Approved)</li> <li>Executive Services, New Audio System for SIMS Gymnasium (Approved)</li> </ul>



DEADLINE	PROGRAM	DESCRIPTION
31-Mar-23	2023 Emergency Operations Centres and Training – Community Emergency Preparedness – UBCM [LINK]	<ul> <li>Funding for purchase of equipment and supplies to maintain/improve EOCs and training.</li> <li>Planning and Protective Services, CRD DOC/EOC Capacity Development Project (Approved)</li> <li>Planning and Protective Services, CRD Evacuee Registration and Assistance (ERA) Team Project (Approved)</li> </ul>
04-Арг-23	Community Grants Program – Victoria Foundation [LINK]	Funding to strengthen community resilience through flexible, general operating funding to eligible local organizations.
07-Apr-23	Enabling Small Modular Reactors Program – Natural Resources Canada [ <u>LINK</u> ]	Funding for research and development to develop and deploy small modular reactors for waste management.
13-Apr-23	Building for the Future – Housing Supply Challenge: Round 4 – Impact Canada (Canada Mortgage and Housing Corporation) [LINK]	Funding for activities for innovative construction processes, techniques, systems and materials to increase affordable, climate-resistant housing.
14-Арг-23	2023 Pilot Program – Urban Communities Partnering for Reconciliation – UBCM [LINK]	Funding for events and activities to enhance dialogue and support reconciliation efforts and resolve issues of common responsibility.
14-Арг-23	Emerging Approaches for Reducing Landfill Methane Emissions – Environment and Climate Change Canada [ <u>LINK</u> ]	Funding to encourage additional testing and further adoption of emerging technologies that permit continuous or drone-based monitoring of methane emissions in landfills.



DEADLINE	PROGRAM	DESCRIPTION
14-Apr-23 (Extended)	Codes Acceleration Fund – National Resources Canada [LINK]	Funding to support adoption and implementation of national model building energy codes through two streams:  1. Those who have the ability to adopt energy codes.  2. Those that do not have the ability to adopt energy codes
17-Apr-23	Habitat Acquisition Grants – Habitat Conservation Trust Foundation [LINK]	Funding for land trust organizations, including regional governments, to purchase properties to protect fish and wildlife habitat.
28-Арг-23	Deep Retrofit Accelerator Initiative – Natural Resources Canada [ <u>LINK</u> ]	Funding to support accelerated development of deep retrofit projects.
28-Apr-23	Heritage Legacy Fund – Heritage BC [LINK]	Funding for community initiatives to conserve and increase the understanding and appreciation of heritage resources as well as those working towards reconciliation with Indigenous peoples through collaboration.
28-Apr-23	2023 Public Notification & Evacuation Route Planning – Community Emergency Preparedness – UBCM [LINK]	Funding for evacuation route planning and public notification, emergency support services and Emergency Operations Centres (EOC) training.
30-Apr-23	Community Anniversaries – Building Communities Through Arts and Heritage – Canadian Heritage [LINK]	Provides funding for one-time events/capital projects that celebrate the 100th (or 125th/150th /175th, etc.) anniversary of a significant historical event/personality.
01-May-23	Capacity Grants – Habitat Conservation Trust Foundation [LINK]	Funding to build and strengthen the capacity of organizations to design and deliver conservation or restoration projects.
05-May-23	Community to Community Program – UBCM [LINK]	Funding to support increased understanding and improve relations between First Nations and local governments.
12-May-23	Asset Management Planning Program – UBCM [LINK]	Funding for local governments to deepen and strengthen asset management practices.



DEADLINE	PROGRAM	DESCRIPTION
15-May-23	AgriSpirit Fund – Farm Credit Canada [LINK]	Funding for capital projects that enrich the lives of residents in communities of less than 150,000.
15-May-23	Healthy Communities Grant – PlanH [ <u>LINK</u> ]	Funding through two streams to support initiatives that advance programs and strategies that improve health equity and well-being:  1. Community Connectedness 2. Healthy Public Policy  • Planning and Protective Services, Decolonizing Health Policy, Planning and Programming in the Capital Region (Approved)  • Parks and Environmental Services, Building Community Connection – Regional Parks Inclusive and Adaptive Hiking with Power to Be (Declined)
15-May-23	Emerging Priorities Stream – Community Workforce Response Grant – WorkBC [ <u>LINK</u> ]	Funding for immediate skills training needs for labour market challenges/opportunities.
31-May-23	Local Food Infrastructure Fund - Agriculture Canada [ <u>LINK</u> ]	Funding for infrastructure investments that increase food security.
01-Jun-23	Housing Accelerator Fund – Canada Mortgage and Housing Corporation (CMHC) [LINK]	Incentive funding to local governments to encourage initiatives aimed at increasing housing supply.
02-Jun-23	Extreme Temperature Risk Mapping, Assessment and Planning – Community Emergency Preparedness Fund – UBCM [LINK]	Funding to support effective response plans and strategies to prepare, mitigate and adapt to risks of extreme temperatures.



DEADLINE	PROGRAM	DESCRIPTION
02-Jun-23	Go Electric Public Charger Program – CleanBC Go Electric Program – Ministry of Environment and Climate Change [LINK]	Funding for Direct Current Fast Charger stations with priority on rural, northern and Indigenous communities.
02-Jun-23	Project Feasibility Studies – CleanBC Industry Fund – Ministry of Environment and Climate Change [LINK]	Funding to support preliminary studies for potential projects intending to apply for funding through the Emissions Performance or Innovation Accelerator Request for Proposal (RFP) streams.
15-Jun-23	BC Community Sport Development Fund – ViaSport [LINK]	<ul> <li>Funding to make community sport more accessible by reducing barriers to participation.</li> <li>Parks and Environmental Services, SEAPARC's Learn to Play Lacrosse Program (Approved)</li> <li>Corporate Services, SGI: Mayne Island Parks and Recreation Commission BCSPP Community Sports Program (Declined)</li> </ul>
16-Jun-23	Canada's National Mini Forest Pilot – Green Communities Canada [ <u>LINK</u> ]	Funding to help community-based organizations grow support for green infrastructure and engage citizens in local action.
16-Jun-23	Zero Emission Vehicle Infrastructure Program – Natural Resources Canada [LINK]	Provides funding to delivery organizations to distribute to recipients to install EV charging infrastructure in public places.  • Parks & Environmental Services, Capital Region EV Charger Assistance Program (Declined)



DEADLINE	PROGRAM	DESCRIPTION
16-Jun-23	Complete Communities Program – UBCM [ <u>LINK</u> ]	Funding to support local government and modern treaty First Nations undertake assessments to inform land use decision-making; considering housing need, supply and location; providing transportation options; and connecting to infrastructure investment and servicing decisions.  • Planning & Protective Services, Capital Region Growth and Mobility Study (Approved)
30-Jun-23	Community Engagement Funding – Veterans Affairs Canada [ <u>LINK</u> ]	Funding for commemorative activities or materials.
06-Jul-23 (Extended)	Veteran Homelessness Program – Infrastructure Canada [LINK]	Funding to prevent and reduce veteran homelessness in Canada
07-Jul-23	Catherine Donnelly Foundation Grants [LINK]	Funding to address community needs in three streams:  1. Adult Education for Social Change Initiatives  2. Environment Initiatives  3. Housing Initiatives
12-Jul-23	Infrastructure Planning Grant – Ministry of Municipal Affairs [ <u>LINK</u> ]	Funding to help governments develop or improve long-term comprehensive plans including asset management plans, integrated stormwater management plans, etc.



DEADLINE	PROGRAM	DESCRIPTION
19-Jul-23	Disaster Mitigation and Adaptation Fund – Infrastructure Canada [LINK]	Funding for infrastructure projects designed to mitigate current and future climate-related risks and disasters triggered by natural hazards.  • Integrated Water Management, Capital Regional District – Regional Water System Upgrades – Disaster Mitigation and Adaptation Improvement Project. (Pending)
20-Jul-23	New Spaces Fund – ChildCareBC [LINK]	Funding is available to support the creation, expansion and relocation of childcare facilities proposing to create new, licensed childcare spaces.  • Parks & Environmental Services, Owl's Nest Program Expansion (Declined)
26-Jul-23	Environmental Damages Fund – Environment and Climate Change Canada [LINK]	Funding to projects that restore damage to natural environment and support wildlife conservation.
28-Jul-23	Age-Friendly Communities Grants – BC Healthy Communities [LINK]	Funding to help seniors lead active, independent lives through two streams: 1. Planning 2. Projects
31-Jul-23	Retrofit Funding for Multi-unit Residential Buildings- Canada Greener Affordable Housing – Canada Mortgage and Housing Corporation [LINK]	Access to low-interest repayable and forgivable loans for deep energy retrofits of multi-unit residential buildings.
31-Jul-23	Community Grant Program – Tire Stewardship BC [LINK]	Funding to support the use of recycled tire products, including playgrounds, water parks, tracks, playing fields, etc.  • Parks & Environmental Services, Greenglade Community Centre Playground (Pending)



DEADLINE	PROGRAM	DESCRIPTION
18-Aug-23 (Extended)	Housing Accelerator Fund – Canada Mortgage and Housing Corporation (CMHC) [LINK]	Incentive funding to local governments to encourage initiatives aimed at increasing housing supply.
Currently Closed (Continuous)	Jobs and Growth Fund in British Columbia – Pacific Economic Development Canada [ <u>LINK</u> ]	<ol> <li>Funding through four streams:</li> <li>Activities that support the transition to a green economy.</li> <li>Activities that foster an inclusive recovery.</li> <li>Activities that advance Canada's competitiveness and grow small and medium-sized enterprises through digital adoption.</li> <li>Activities that strengthen capacity in sectors critical to Canada's recovery and growth.</li> </ol>
24-Aug-23	Community Climate Transitions Innovation Fund – Tamarack Institute [LINK]	Provides funding for community-led climate change mitigation and adaptation projects.
31-Aug-23	Aquatic Invasive Species Prevention Fund – Fisheries and Oceans Canada [ <u>LINK</u> ]	Funding for efforts to prevent the introduction and spread of aquatic invasive species.
01-Sep-23	Community to Community Program – UBCM [LINK]	Funding to support increased understanding and improve relations between First Nations and local governments.
14-Sep-23	Greener Neighbourhoods Pilot Program – Demonstration Projects – Natural Resources Canada [ <u>LINK</u> ]	Funding for six Energiesprong-inspired aggregated deep energy retrofit projects in communities across Canada.
14-Sep-23	Community Based Projects – New Horizons for Seniors Program [LINK]	Funds projects that empower seniors in their communities and contribute to improving their health and well-being.
15-Sep-23	BC Asset Management Planning Program – UBCM [LINK]	Funding to assist local governments in delivering sustainable services by extending and deepening asset management practices.



DEADLINE	PROGRAM	DESCRIPTION
22-Sep-23	Climate Change Adaptation Program – Natural Resources Canada [ <u>LINK</u> ]	Funding to increase access to climate change adaptation tools and resources.
30-Sep-23	Community Grants Fund – Salt Spring Island Foundation [LINK]	<ul> <li>Funding for a wide range of projects available to Salt Spring Islanders.</li> <li>Executive Services, Portlock Park Bleachers (Pending)</li> <li>Executive Services, Inclusive Recreation Gym &amp; Swim (Pending)</li> <li>Executive Services, Roller skating for Youth Drop-in (Pending)</li> </ul>
06-0ct-23	Disaster Risk Reduction–Climate Adaptation – UBCM [ <u>LINK</u> ]	Funding to reduce risks from future disasters due to natural hazards and climate-related risks through three streams:  1. Foundational Activities including risk mapping, risk assessments and planning  2. Non-structural projects including land use planning and education and temporary mitigation equipment  3. Small-Scale Structural Projects
10-0ct-23	Youth Innovation Component – Enabling Accessibility Fund – Employment and Social Development Canada [ <u>LINK</u> ]	Funding for Youth Accessibility Leaders to find accessibility barriers in their communities.
18-0ct-23	Bloom Fund – Salt Spring Island Foundation [LINK]	Provides funding for park land acquisition, preservation and/or improvement.  • Executive Services, Mount Maxwell Community Park Preservation and Improvement (Pending)



DEADLINE	PROGRAM	DESCRIPTION
20-0ct-23	Innovator Skills Initiative – Innovate BC [LINK]	Funding to support network planning grants and infrastructure grants to support the development of active transportation infrastructure for all ages and abilities.
20-0ct-23	Volunteer and Composite Fire Departments Equipment and Training – Community Emergency Preparedness Fund – UBCM [LINK]	<ul> <li>Funding to fire departments for preparation and response to emergencies.</li> <li>Planning &amp; Protective Services, Capital Regional District Fire Department Training &amp; Equipment Project 2024 (Pending)</li> </ul>
27-0ct-23	BC Active Transportation Infrastructure Grants Program – Ministry of Transportation and Infrastructure [LINK]	<ul> <li>Funding to support network planning grants and infrastructure grants to support the development of active transportation infrastructure for all ages and abilities.</li> <li>Executive Services, Merchant Mews Pathway Project (Pending)</li> <li>Corporate Services, Schooner Way – School Trail-Pender Island (Pending)</li> <li>Planning &amp; Protective Services, Juan de Fuca Electoral Area – Active Transportation Network Plan (Pending)</li> <li>Parks &amp; Environmental Services, Regional trestles Renewal, Trails Widening and Lighting Project (Pending)</li> </ul>
30-0ct-23	Food Waste Prevention and Diversion: Research and Capacity Building Fund – Environment and Climate Change Canada [LINK]	Funding for research on waste prevention and diversion to support effective community level interventions that reduce organics in landfills.



DEADLINE	PROGRAM	DESCRIPTION
30-0ct-23	Rural Economic Diversification and Infrastructure Program – Ministry of Employment, Business and Economic Development [LINK]	Funding for rural economic development projects that promote economic capacity building, economic diversification, resilience, clean economy, and infrastructure development through three streams:  1. Economic Capacity  2. Economic Diversification  3. Forest Impact Transition.  • Executive Services, Ganges Harbourwalk Revitalization Project – Detailed Designs (Pending)  • Corporate Services, Last-mile Connectivity and Economic Diversification for the Southern Gulf Islands (Pending)
31-0ct-23	Habitat Stewardship Program for Species at Risk – Environment and Climate Change Canada [LINK]	Supports habitat projects that benefit species at risk.
31-0ct-23	Field of Dreams Program – Blue Jay's Care Foundation [LINK]	Funding to design, refurbish and build safe spaces for children and youth to play baseball.
31-0ct-23	National Adaption Strategy and Hydrologic Predictions and Innovation – Environment and Climate Change Canada (ECCC) [LINK]	Four streams to support the National Adaptation Strategy and Hydrologic Prediction and Innovation:  1. Priority Climate Data, Services and Assessments  2. Flood Hazard Identification and Mapping Program (FHIMP)  3. Hydrologic Prediction  4. Innovation in Hydrometry
03-Nov-23	Indigenous Cultural Safety and Cultural Humility Training – UBCM [LINK]	Funding to enhance cultural safety and humility in the delivery of local emergency management programs and services.



DEADLINE	PROGRAM	DESCRIPTION
04-Nov-23	Enhancement & Restoration Grants – Habitat Conservation Trust Foundation [LINK]	Funding for projects that focus on native freshwater fish, wildlife and their habitats and have the potential to achieve a significant conservation outcome.
15-Nov-23	New Horizons for Seniors Program – Pan Canadian Stream – Employment and Social Development Canada [LINK]	Funds projects that empower seniors in their communities and contribute to improving their health and well-being.
16-Nov-23	Green Freight Program, Stream 2 – Natural Resources Canada [LINK]	Funding for energy-efficient improvements and fuel-switching for medium and heavy-duty vehicles.
17-Nov-23	Community Housing Fund – BC Housing [LINK]	Funding to develop and operate new low and moderate-income rental housing units.
20-Nov-23	Multiculturalism and Anti-Racism Grants – Ministry of Attorney General of British Columbia [LINK]	An annual grant to support projects that build intercultural interaction, trust and understanding or projects that challenge racism, hate and systemic barriers.
22-Nov-23	2023/24 Civil Forfeiture Police Equipment Training Grant rant Program - Civil Forfeiture Office, Ministry of Public Safety and Solicitor General [LINK]	Provides one-time funding to support community-based safety projects using the proceeds from the civil-forfeiture process.  • Parks & Environmental Services, Park Ranger Equipment (Pending)
30-Nov-23	New Entrant Farm Business Accelerator Program – Ministry of Agriculture and Food and Agriculture and Agri-Food Canada [LINK]	Funding to support new farm entrants and their growth, development and implementation of farm business plans and strategies.



DEADLINE	PROGRAM	DESCRIPTION
01-Dec-23	Community to Community Program – UBCM [LINK]	Funding to support C2C forums and expanding to include support for advancement of First Nation-local government reconciliation and relationship building.
03-Dec-23	Community Tree Grants – Tree Canada [LINK]	Funds to support community greening, innovation and stewardship initiatives with two streams:  1. Edible fruit or nut bearing trees and shrubs on publicly accessible sites.  2. Treemendous Communities tree planting where people live, work or play with a wide range of acceptable proposals such as stormwater retention or park and street plantings.
06-Dec-23	Environmental Damages Fund – Environment and Climate Change Canada [LINK]	To fund projects that restore damage to the natural environment and support wildlife conservation.
09-Dec-23	Food Security Emergency Planning and Preparedness (FSPP) Fund – Investment Agriculture Foundation [LINK]	Funding that allows agricultural producers, industry associations and local authorities to develop emergency plans and preparedness strategies with a focus on food security.
13-Dec-23	Enabling Accessibility Fund – Mid-Sized Projects – Employment and Society Development Canada [LINK]	Funding for more workplace accessibility for persons with disabilities in small municipalities with a population of less than 50,000.
13-Dec-23	Climate-Resilient Coastal Communities Program – Natural Resources Canada [LINK]	Funding to enable communities and sectors to work together at a regional scale to co-develop coordinated actions that increase climate resilience in coastal regions.



DEADLINE	PROGRAM	DESCRIPTION
14-Dec-23	2 Billion Trees Program – Government of Canada [LINK]	Funding for tree planting through three streams:  1. Mass Planting 2. Small-Scale Planting 3. Urban/Suburban
15-Dec-23	Wawanesa's Community Wildfire Prevention Grants – Wawanesa Insurance, FireSmart Canada and the Institute for Catastrophic Loss Reduction [LINK]	Funds to support community wildfire prevention through risk reduction and prevention activities.
15-Dec-23	Team Up Grant – viaSport British Columbia [LINK]	A partnership grant between a non-profit sport organization and a social sector organization to increase low-barrier sport programs.



# REPORT TO THE CAPITAL REGIONAL DISTRICT BOARD MEETING OF WEDNESDAY, JANUARY 10, 2024

#### **SUBJECT** CAO Quarterly Progress Report No. 4, 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 December 31, 2023.

#### **BACKGROUND**

In February 2023, the Board approved the *CRD Board Strategic Priorities 2023-2026* (the "*Board Priorities*") that identifies five strategic priorities with 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 Capital Regional District (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 operating budgets and capital projects over \$500,000. An update on nonconfidential 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 October 14, the CRD hosted a Forum of All Councils held at the Songhees Wellness Centre on the Traditional Territory of the le kweŋen peoples, Songhees and xwsepsem (Esquimalt) Nations, to bring together First Nations' leadership with local government elected representatives to build relationships and explore ways to work together. The theme of this year's Forum was Indigenous self-determination in the context of relationships with local governments. Participants included First Nations, Mayors and Councillors, and Electoral Area Directors.

The CRD Arts Commission approved the distribution of \$2,684,670 in funding this year to support the region's arts sector, a record-high amount. Ninety-three local not-for-profit organizations received funding through the Arts & Culture Support Service's five grant programs: Equity, IDEA (Innovate, Develop, Experiment, Access), Incubator, Project and Operating. Each grant program supports a wide variety of art initiatives across the region. Equity and IDEA grants remove barriers to access for many groups, broadening the reach of the arts funding to support a greater diversity of artistic and cultural expression.

This year's CRD United Way campaign launched on October 23 for two weeks with a variety of fun fundraising events and pledging. In 2023, the United Way of Southern Vancouver Island identified three areas of action: Seniors and Elders; Families; and Mental Health & Addictions. As they have for the last 28 years, CRD employees did an amazing job supporting the campaign, raising over \$40,000.

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

On Saturday, November 4, CRD Regional Parks managers and staff, alongside the CRD Board Chair, and members of the executive leadership team, gathered to recognize the volunteers in our regional parks system. The 100+ volunteers recognized at the event at Olympic View Golf Club are registered in long-term volunteer positions, including volunteer naturalists, park stewards, mountain biking stewards, horse stewards and restoration volunteers, as well as partner groups. These volunteers give their time, passion, and dedication to assist CRD staff in protecting natural areas that add to the quality of life for residents of the region and to the long-term health of our local environment.

The British Columbia Premier's Innovation and Excellence Awards took place on November 21, 2023. The Ministry of Emergency Management and Climate Readiness – Strategic Partnerships Branch were nominated as a finalist for a Premier's Award under the Regional Impact category for the Regional Emergency Management Partnership (REMP) Capital Region Tsunami Information Portal. The Capital Region Tsunami Information Portal is a collaboration between the Province of British Columbia, 13 local governments, three electoral areas and nine First Nations to centralize tsunami risk mapping across the capital region. It is a centralized platform providing interactive tsunami hazard maps and emergency preparedness information from local governments.

On November 24, a meeting took place at Poet's Cove on Pender Island involving Electoral Area Directors, members of the WSÁNEĆ Leadership Council, Southern Gulf Islands Community Parks Volunteers and CRD staff. The objectives of the meeting were to foster understanding and relationships between CRD community parks and the WSÁNEĆ Leadership Council, learn about WSÁNEĆ connections to the islands and their culture, increase awareness of the role of Cultural Monitors in heritage conservation, share information about SGI parks commissions and governance, and strengthen relations for ongoing collaboration and shared stewardship.

On November 25, the CRD participated in the 41st Peninsula Co-op Santa Claus Parade with the Integrated Water Services water tanker all dressed up as one of the 60 float entries this year. The Mustard Seed Street Church and Food Bank gave out hot chocolate to parade-goers and collected donations from residents interested in helping the community and giving back. The CRD also participated in this year's Truck Light Parade held on December 2 for the first time.

During the month of December, CRD staff throughout the organization gathered to celebrate the many accomplishments of 2023 and the festive season. The Housing and Parks Divisions held all-division staff meetings. The team at Integrated Water Services enjoyed a hotdog roast outside at the Field Operations Centre; staff at the Fisgard offices enjoyed an afternoon tea and the opportunity to win one of 15 raffle baskets that raised over \$3,100 for the Mustard Seed and Our Place.

#### **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 Q4, 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 Q4, 2023 as Appendix E.

#### Operating Variance Financial Report - Q3, 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 third 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 third 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 third quarter. This is outlined for both expenditures and revenue.

Actuals to the end of the third 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:

- Forecasted grant funding issuances projected from the Regional Housing Trust Fund are lower than planned with only one qualifying grant being paid in 2023;
- A rise in biosolids intake at the Hartland Landfill, resulting in higher Environmental Resource Management service revenue;
- Increased water consumption boosting the Regional Water Supply service and Juan de Fuca Water Distribution service revenue; and
- Salary savings across various service areas due to challenges in hiring and temporary vacancies.

Recreation Centres at Panorama, SEAPARC and Salt Spring Island are experiencing higher demand for their programs and facilities, as these services see demand continue to grow since the pandemic. This impacts both increased operational costs, and increased revenues across these recreation services.

In addition, in the third quarter the Core Area Wastewater Operations had a budget amendment to address negative variances through the first and second quarter, related to increased waste sludge disposal expenses at the Hartland Landfill. This amendment called on additional one-time funding from the operating reserve to fund these increased costs. At the third quarter, the service is now largely on plan.

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

The annual forecast indicates minor savings resulting from the deferral of feasibility studies to 2024, and slightly lower debt costs due to timing of spending on Island Health capital projects. 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 third quarter.

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

#### <u>Capital Variance Financial Report - Q3, 2023</u>

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 third 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 third quarter, capital expenditures for projects exceeding \$0.5 million amounted to \$18.2 million, a 29% shortfall from the \$25.5 million forecast. The \$7.3 million variance can be largely attributed to:

- A delay in the 2023 phase of the Gas Utilization project at the Hartland Landfill, amounting to \$1.7 million;
- Construction delays for the Trunk Sewer Relining project for the Saanich Peninsula Wastewater Service, for \$0.8 million;
- Timing of construction for the Goldstream Pipe Replacement project in the Juan de Fuca Water Distribution service, where completion is now expected for the fourth quarter 2023, contributing \$0.8 million;
- Timing of construction for the Bowker Creek Rehabilitation project in the Core Area Wastewater service, where completion is now expected for the fourth quarter 2023, contributing \$0.7 million; and
- A delay in the Cell 4 liner installation at the Hartland Landfill, accounting for \$0.7 million.

Other variance contributors include the delayed timing of Gas Flare and Landfill Gas Blowers for Hartland Landfill, and delays and timing adjustments for vehicle acquisitions within the Regional Water Supply, Juan de Fuca Water Distribution and Regional Parks services.

#### Capital Regional Hospital District (CRHD)

No expenditures were recorded for hospital district projects surpassing \$0.5 million in the third quarter. The capital contribution to the Regional Housing First Program is forecast for the fourth quarter.

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

In the third quarter, capital expenditures on projects exceeding \$0.5 million amounted to \$10.2 million, a 27% shortfall from the \$13.9 million forecast. The primary reason for this variance was the construction draw timing for the Michigan redevelopment. Additionally, excavation and foundation work for the Caledonia Redevelopment occurred in the third quarter, pushing construction costs into future periods. Overall completion of the Caledonia Redevelopment is forecast for 2025.

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

Appendix H provides an analysis of current and emerging trends in workforce composition, turnover, promotions, absenteeism and occupational health and safety. The CRD continuously monitors Human Resource organizational health, and proactively modifies and adapts Human Resource programs and systems where trends may show challenges arising.

The CRD continues to experience increased pressures associated with economic conditions, a highly competitive labour market, and a steady number of retirements, trends that are expected to continue through into 2024. 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. The CRD continues its significant efforts in engaging work strategies and organizational development initiatives, workforce planning, and impactful talent acquisition and outreach strategies, including work to modernize the work environment through our Alternative Work Options (AWO) program (earned time off and/or compressed work week alternatives), hybrid work from home, and workplace flexibility initiatives, all which were introduced and enhanced in 2023.

In June 2023 the CRD implemented its comprehensive AWO program. At its core, the AWO program has been established to:

- provide employees with greater flexibility and work life balance, which in turn supports the
  retention of our employees and ensures the CRD is a competitive employer who takes into
  consideration employee circumstances including: diversity, equity and inclusion, employee
  engagement, satisfaction, health and wellness;
- ensure organizational and business needs are being met and are effective and efficient;
- contribute to the CRD's climate action goals regarding sustainability including the reduction of CO2 emissions by decreasing work related travel.

Since implementation, 63% of eligible CRD employees have elected to participate in our AWO program and another 7% have other workplace flexibility arrangements to assist with balancing personal and work needs. Of those participating in AWO, 76.5% are engaged in earned time off or compressed work week schedules and 23.5% hybrid (up to 3 days per week) work from home arrangements. A number of these AWO arrangements – approximately 14% - also involve variations in work schedules, including alternate start and end times or workdays, or other flexibility measures to balance work and personal circumstances.

In 2023 the CRD experienced a 34% reduction in sick leave usage and a 37% reduction in employee turnover over the previous calendar year. The implementation of AWO has likely contributed to these reductions; however, more time will be needed to further evaluate this impact. In addition, our hybrid work from home arrangements have had a direct and positive impact on our CRD Regional transportation goal of reducing congestion in the morning and afternoon peak periods by upwards of 5,600 trips since program implementation, based on regional census journey calculations. We will continue to monitor our program on a regular basis to ensure our core targets are being met and maintained.

For 2024 and the next four years, aligning with the Corporate Plan and Board Strategic Priorities, significant efforts and actions will be placed on enhancing efforts around our people and culture. These will include robust strategies and outcomes around:

- Equity, Diversity, Inclusion & Accessibility: fostering and promoting an inclusive and equitable work environment for employees and the diverse community the CRD serves.
- Organizational Capacity: enhancing organizational capacity by implementing and improving programs, systems, and business processes to create more organizational capacity or to free up existing capacity currently taken up by tasks and activities which could be delivered more efficiently.
- Talent Excellence: supporting employees on their professional development journey by offering varied, engaging and quality opportunities to learn and improve their skills and knowledge.
- Employee Experience and Recognition: enhancing employees' experience while they are a part of the CRD community and to build a culture of trust, connectivity and belonging.
- Talent Acquisition: providing hiring managers with consistent guidance and advice related to talent recruitment and selection, with a drive towards employing and retaining a qualified and diverse workforce that delivers essential services to the capital region.
- People, Safety and Culture Excellence: striving to continuously improve the way we work to
  deliver timely, effective, and quality service to all customers; and to continuously improve
  organizational compliance and any related processes to ensure the organization meets all
  legal and statutory obligations.

These activities ensure we remain competitive and are an employer of choice in the competitive market. With 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. 4 - 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 December 31, 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 Q4, 2023

Appendix C: Board Priorities Dashboard – Summary of Completed Actions Appendix D: Staff Report: Capital Regional District Advocacy Strategy

Appendix E: Advocacy Dashboard Progress Q4, 2023
Appendix F: Operating Variance Financial Report Q3, 2023
Appendix G: Capital Variance Financial Report Q3, 2023
Appendix H: Human Resources Trends and Corporate Safety

### Forum of All Councils















### **Arts Grant Recipients**

















### **CRD United Way Campaign**



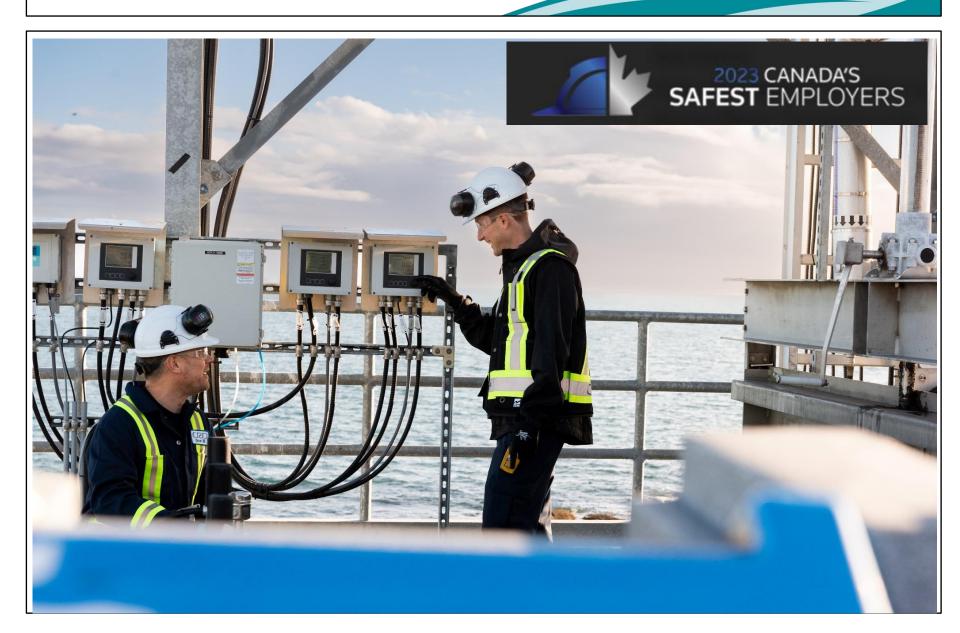




Over \$41,000 raised for our 2023 Workplace Campaign

### **2023 Safest Employers Award**





### Parks Volunteer Recognition Event









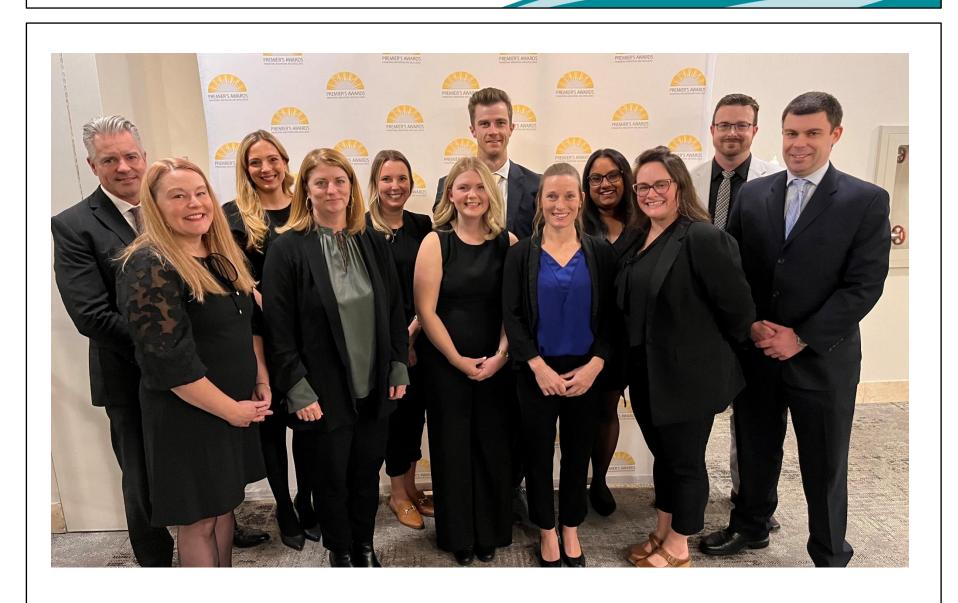






### Premier's Innovation & Excellence Awards





### CRD WSANEC Leadership Council Community Parks Meeting















### **Holiday Parades**









### **Staff Recognition and Celebration Events**













Residents have access to convenient, green and affordable multi-modal transportation systems that enhance livability.



CONDITION LEGEND



Proceeding as planned



Potential or emerging issue



Timi

Doord Joitistives	Sta	tus & Condit	ion	Docalutions		Next Steps	
Board Initiatives	Not Started	In Progress	Completed	Resolutions	Comments	Action	Timing
<b>1a</b> Improve regional connectivity and safety across transportation modes				→ Board, December 13, 2023	CRD Traffic Safety Commission provided their annual update to the CRD Transportation Committee on September 12, 2023.	Traffic Safety Commission to deliver a draft report on eMobility in the region	• Q1 2024
					The Traffic Safety Commission has completed the research for the report on eMobility in the region.	<ul> <li>Support advocacy requests for investments in multi-modal infrastructure and services</li> </ul>	→ Ongoing
					Media Release: CRD Traffic Safety Commission Awards Seventh Annual Cst. Sarah Beckett Memorial Scholarship (October 11, 2023)		
<b>1b</b> Support investments, expansion and equitable access to active and low carbon transportation		A		• Board, November 8, 2023	Selkirk Trestle upgrades and Galloping Goose Regional Trail Widening & Lighting Project design and construction, loan authorization in place.	<ul> <li>Mayne Island Regional Trail Phase</li> <li>1 Development Project construction completed</li> </ul>	→ <del>Q4 2023</del> Q2 2024
transportation					Juan de Fuca Parks submitted a grant application in to develop an Active Transportation Network Plan to guide future active transportation infrastructure investments.	<ul> <li>Develop Active Transportation Network Plan for Juan de Fuca Parks</li> </ul>	› Q3 2024
					Negotiations to continue into the new year for the remaining Mayne Island Regional Trail statutory right-of-way.		
<b>1c</b> Present options for changes in governance for transportation in the region, including the Electoral Areas				<ul> <li>Board, November 8, 2023</li> <li>Board, December 13, 2023</li> </ul>	13 municipal councils, three electoral area and two partner agencies provided input to a survey on transportation governance in the region.  Two First Nations indicated interest in participating in the initiative. The CRD Board directed staff to initiate concept development and analysis	<ul> <li>Present engagement plan for the service design and feasibility study phase of the transportation governance initiative</li> <li>Engage interest holders and present</li> </ul>	→ Q1 2024 → Q2 2024
					for a service feasibility study and develop an engagement plan. The CRD Board also endorsed three guiding principles on transportation governance.	initial findings from the service design and feasibility study	, Q2 2024



Residents have access to affordable housing that enhances livability.



CONDITION LEGEND

Proceeding as planned



Potential or emerging issue



Issue has arisen



Board Initiatives	Status & Condition  Not Started In Progress Completed	Resolutions	Comments	Next Steps  Action	Timing
2a Increase supply of affordable, inclusive and adequate housing in the region		<ul> <li>Board, October 11, 2023</li> <li>Board, December 13, 2023</li> </ul>	After completing the District of Saanich's Advisory Design Panel review, the Campus View redevelopment is proceeding with a public hearing.  Carey Lane, an existing 22-unit Capital Region Housing Corporation (CRHC) townhouse complex, will undergo a full building envelope remediation as well as upgrades to the ventilation, heating, and cooling systems. The project will provide 170 units of housing for Indigenous peoples, people with low-to-moderate incomes and people with disabilities.  Drennan and Sooke housing project completed with funding though the RHFP and the Regional Housing Trust Fund (M'akola Housing).  Throughout 2023, CRHC staff advanced the feasibility analysis and preliminary design work for potential development projects in anticipation of the 2023 Community Housing Fund call for proposals.  The redevelopment of Village on the Green, a CRHC owned and operated complex located in Victoria's Fernwood neighborhood, continues to progress and is expected to receive a development permit.  Elector approval for amendment to the Land Assembly, Housing and Land Banking Service bylaw approved at the December Board meeting.  Media Release: New affordable rental homes open for Indigenous people in Sooke   BC Housing News (December 13, 2023)	<ul> <li>Campus View redevelopment proposal public hearing</li> <li>Initiation of building remediation project for Carey Lane</li> <li>Complete region-wide AAP for loan authorization for long-term borrowing</li> <li>Receive results of Community Housing Fund applications</li> <li>Rapid Housing Initiative Round 3 funding by Canadian Mortgage &amp; Housing Corporation (CMHC) project announcement</li> <li>Village on the Green development permit with City of Victoria</li> <li>Drilling for water at 161 Drake Road on Salt Spring Island and subsequent pump testing</li> </ul>	<ul> <li>Q1 2024</li> <li>Q4 2023 Q2 2024</li> </ul>



Progress on adaptation, reduced greenhouse gas emissions and triple-bottom line solutions that consider social, environmental and economic impacts.



CONDITION **LEGEND** 



Proceeding as planned



Potential or emerging issue



Issue has arisen



Doord Initiatives	Sta	atus & Condit	ion	Dosolutions	Commonts	Next Steps	
Board Initiatives	Not Started	In Progress	Completed	Resolutions	Comments	Action	Timing
3a Maximize solid waste diversion and resource recovery from waste materials				• Board, December 13, 2023	Submitted final amended Hartland Landfill Tipping Fee Bylaw for final Board consideration. Initiated procurement for processing of source separated materials to be banned from the landfill in 2024, including wood waste, asphalt shingles, carpet and underlay.  **Media Release**: Changes to Residential Curbside Blue Box Recycling Service Effective January 2, 2024 (October 11, 2023)  **Media Release**: 2024 policy changes at Hartland Landfill (December 13, 2023)	, Launch Hartland Landfill Waste Diversion Policies and landfill bans	• Q1-Q2 2024
<b>3b</b> Explore options for a regional approach to biodiversity and the protection of ecological assets				<ul> <li>Board, October 11, 2023</li> <li>Board, December 13, 2023</li> </ul>	Maintain current service level through Climate Action Service Establishing Bylaw for 2024.  Media Release: CRD Releases Greenhouse Gas Inventory (October 12, 2023)	Refer new establishing service bylaw to local governments to create regional service for 2025	› Q4 2024
3c Increase resilience, community and adaptation planning to address climate related risks and disasters				• Board, October 11, 2023	Hosted two inter-municipal workshops to collect information and build staff capacity related to climate projections project.  Staff continue to socialize the community wildfire exposure and evacuation maps and other preparedness resources to enhance personal and community resiliency planning in the Electoral Areas. With the recent passing of the Emergency and Disaster Management Act (EDMA), CRD will be reviewing the legislation and planning program adjustments necessary to align with the new legislation.  Media Release: CRD Electoral Area Wildfire Exposure Maps Show Risk (October 3, 2023)	<ul> <li>Finalize new climate projections for the capital region and release to community partners</li> <li>Complete capital region heat vulnerability mapping project</li> </ul>	• Q1 2024 • <del>Q4 2023</del> Q1 2024



Progress on adaptation, reduced greenhouse gas emissions and triple-bottom line solutions that consider social, environmental and economic impacts.



CONDITION LEGEND



Proceeding as planned



Potential or emerging issue



Issue has arisen



Board Initiatives	Status & Condition  Not Started In Progress Completed	Resolutions	Comments	Next Steps  Action	Timing
3d Support energy efficient and low carbon buildings across the region		• Board, October 11, 2023	Supported implementation of public Climate Friendly Homes tour.  Launched Home Energy Navigator Program media campaign and special program offer targeting fossil fuel heated homes.  Continued to support staff in several communities to consider Zero Carbon Step Code policy approaches, including a presentation to Sooke council (by invitation).  Initiated industry consultation on energy and emission reporting for large buildings in the region, in conjunction with City of Victoria and the District of Saanich.	<ul> <li>Expand Home Energy Navigator program reach and participation</li> <li>Promote Building BenchmarkBC participation amongst Part 3 buildings owners/managers</li> <li>Complete home retrofit financing study</li> <li>Launch program to borrow thermal leak detectors in regional libraries</li> </ul>	<ul> <li>→ Ongoing</li> <li>→ Q1 2024</li> <li>→ Q1 2024</li> <li>→ Q2 2024</li> </ul>



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



CONDITION LEGEND

Proceeding as planned



Potential or emerging issue



Issue has arisen



Doord loitinting	Sta	Status & Condition		Resolutions	Commonts	Next Steps	
Board Initiatives	Not Started	In Progress	Completed	Resolutions	Comments	Action	Timing
<b>4a</b> Develop mechanisms to hear more from First Nations' governments as to how they would like the CRD to approach reconciliation				<ul> <li>Board, October 11, 2023</li> <li>Board, December 13, 2023</li> </ul>	Hosted Forum & produced Summary Report that includes feedback from Nations regarding the structure of the event as well as priority topics for collaboration.  Co-hosted with WSÁNEC Leadership Council a relationship building event for Southern Gulf Islands and Salt Spring Island Directors and Commissioners.  Launched Board coaching program.	<ul> <li>Continue to offer Indigenous Relations Coaching Program for Board Directors</li> <li>Continue to gather input from First Nations on inclusive regional governance and mechanisms to support the government-to- government relationship</li> </ul>	→ Q2 2024 → Q3 2024
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				• Board, December 13, 2023	Government-to-government leadership-level meetings held with T'Sou-ke, Songhees, Pacheedaht, and Pauquachin First Nations.  Government-to-government relationship building initiative letters of engagement signed with Sc'ianew First Nation and the WSÁNEC Leadership Council. Implemented new staff-level quarterly meeting series with Pacheedaht First Nation.  Implemented new Regional Parks land acquisition notification process and held meetings with First Nations prior to acquiring the Royal Oak Golf Course.  Established a technical team with the T'Sou-ke Nation to discuss protected areas management and operations within T'Sou-ke's traditional territories.	<ul> <li>Government-to-government meetings with Tsawout First Nation</li> <li>Engage First Nations regarding interim management guidelines and future uses of the Royal Oak property</li> <li>Negotiate MOU/protocol agreements with interested First Nations</li> <li>Continued participation in the joint planning process to develop a vision for the future of the island rail corridor</li> </ul>	<ul> <li>→ Q1 2024</li> <li>→ Q1 2024</li> <li>→ Ongoing</li> <li>→ Ongoing</li> </ul>



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CONDITION LEGEND

Proceeding as planned



Potential or emerging issue



Issue has arisen



Board Initiatives	Status & Conditi	Status & Condition				Next Steps	
	Not Started	In Progress	Completed	Resolutions	Comments	Action	Timing
4c Invite, respect and incorporate Indigenous leadership and traditional knowledge to enhance initiatives and strategies that support other priorities in the plan				• Board, December 13, 2023	Invited First Nation participation on the Technical and Community Advisory Committee for Core Area Liquid Waste Management Planning. Invited First Nation participation on a Technical Working Group to recommend updates to the Saanich Peninsula Liquid Waste Management Plan.  Invited input from First Nations regarding the transportation governance initiative.  Ongoing engagement with First Nations regarding the conservation and protection of heritage sites.  Environmental Protection and Integrated Water Services staff provided keynote presentation to Tsartlip community event about water and wastewater, as invited.  Collaborating with T'Sou-ke and Sc'ianew regarding heritage conservation, ecological restoration and management planning for East Sooke Regional Park.  Collaborating with the WSÁNEC Leadership Council on management planning for Mount Work Regional Park.  Collaborated with Tsawout First Nation on mosquito management at Island View Beach Regional Park.  Partnering with T'Sou-ke and the District of Sooke on the Sooke River Knotweed Control Project.	<ul> <li>Todd Creek Healthy Waters Initiative launched, a partnership between CRD, Raincoast, and the WSÁNEC Leadership Council</li> <li>Continue to engage First Nations regarding updating the Land Acquisition Strategy</li> <li>Meeting with the WSÁNEC Leadership Council regarding the transportation governance initiative</li> <li>First Nations engagement on the Long-Term Biosolids Management Plan</li> <li>Invite involvement from First Nations in the development of a Regional Parks Stewardship Plan</li> <li>Inviting input from First Nations in the development of the HWMET'UTSUM Community Park Interim Management Approach on Salt Spring Island</li> <li>Collaborating with Pacheedaht First Nations on the Port Renfrew Official Community Plan</li> </ul>	<ul> <li>Q4 2023 Q1 2024</li> <li>Q4 2023 Q1-Q3 2024</li> <li>Q1 2024</li> <li>Q1-Q2 2024</li> <li>Q1-Q2 2024</li> <li>Q1-Q2 2024</li> <li>Q1 2025</li> </ul>



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



CONDITION LEGEND

Proceeding as planned



Potential or emerging issue



Issue has arisen



Doord Initiatives	Status & Condition	tion	n Resolutions	Commonts	Next Steps		
Board Initiatives	Not Started	In Progress	Completed	RESUIUTIONS	Comments	Action	Timing
4d Support shared prosperity by enhancing economic opportunities, in partnership with First Nations					Provided draft updated water service agreements to T'Sou-ke Nation, Esquimalt Nation, Sc'ianew First Nation and Pauquachin First Nation. Met with Sc'ianew First Nation and Esquimalt Nation to discuss.  Provided a draft updated wastewater service agreement to Pauquachin and Tseycum First Nations.  Meeting scheduled and confirmed with Esquimalt and Songhees to discuss wastewater projects and capacity in December 2023.  Met with a member of Tsartlip First Nation to discuss opportunities for the Water Supply Area to provide wood for carving.  Spring Salmon Place Campground Operating Agreement between CRD and T'Sou-ke Nation.  Ongoing meetings with Pacheedaht to discuss solid waste management partnership opportunities.  Provide firewood to First Nations as available.	<ul> <li>Establish water service agreements with Tsartlip, Tsawout, Tseycum and Pauquachin First Nations and negotiate water conveyance agreements with Central Saanich and North Saanich</li> <li>Update water service agreements with Esquimalt Nation, Sc'ianew First Nation, T'Sou-ke Nation and Songhees Nation as clients of the Regional Water Service rather than the JDF Water Distribution Service</li> <li>Finalize a Solid Waste Partnership Agreement with the WSANEC Leadership Council that may include procurement, employment and training opportunities as part of implementation of the Solid Waste Management Plan</li> <li>Hire a Manager of Equity, Diversity, Inclusion and Accessibility, who will begin development of Indigenous Employment Strategy</li> </ul>	• Q3 2024  • Q3 2024  • Q1 2024



Effective advocacy, coordinated and collaborative governance, and leadership in organizational performance and service delivery.



CONDITION LEGEND

Proceeding as planned



Potential or emerging issue



Issue has arisen



Doord Initiatives	Status & Condition	Dosalutions	Commonts	Next Steps	
Board Initiatives	Not Started In Progress Comple	Resolutions ted	Comments	Action	Timing
<b>5a</b> Influence regional issues and advocate in a consistent, focused way that aligns with the Board strategic priorities			<b>Operationalized.</b> Advocacy Strategy has been revised and the Advocacy Dashboard will continue to be updated quarterly. A complete list of all advocacy correspondence is available at <i>Board Advocacy</i>		
<b>5b</b> Strengthen Board decision-making frameworks to include First Nations reconciliation, equity, diversity and inclusion, and climate action lenses		• Board, October 25, 2023	The CRD Board approved the 2024 service plans (Community Need Summaries) and provisional Financial Plans on October 25, 2024 following their deliberation. These documents form the foundation of the CRD budget.	<ul> <li>Board to receive Human Resources &amp; Corporate Safety Strategic Plan</li> </ul>	→ <del>Q4 2023</del> Q2 2024
			Media Release: CRD and CRHD look for public feedback on the 2024 provisional financial plans (October 30, 2023)		
			The Human Resources and Corporate Safety Strategic Plan is in the final stages of design and being refined based on reorganizational planning. Completion is expected in early 2024.		
<b>5c</b> Develop understanding of, and accountability for, equity, diversity and inclusion across CRD decision-making bodies	A	• Board, December 13, 2023	Staff have defined the scope of deliverables and learning outcomes for the EDI training seminar for CRD Board members. Consultants have been engaged to secure dates for the Equity, Diversity and Inclusion (EDI) training which will now be offered slightly earlier than anticipated.	<ul> <li>Offer EDI training seminar for CRD         Board members and other decision-makers     </li> <li>Complete the Corporate Accessibility         Plan     </li> </ul>	→ <del>Q4 2023</del> Q1-Q2 2024 → Q1 2024
			The Accessibility Advisory Committee's inaugural meeting was held in October and orientation is underway.		



Effective advocacy, coordinated and collaborative governance, and leadership in organizational performance and service delivery.



CONDITION LEGEND



Proceeding as planned



Potential or emerging issue



Issue has arisen



	Status & Condition		Danalutia a		Next Steps		
Board Initiatives	Not Started	In Progress	Completed	Resolutions	Comments	Action	Timing
<b>5d</b> Foster greater civic participation among diverse community members		A		• Board, December 13, 2023	Scope refinement and contract negotiations underway for work to start early 2024 on the website redesign project.  Presentation at the December 6 Governance committee on provincial engagement tool.  The Strategic Communications and Engagement Plan is in the final stages of design and being refined based on reorganizational planning. Completion is expected in early 2024.	<ul> <li>Vendor to conduct analysis and develop new sitemap</li> <li>Staff report back on current engagement platforms utilized by CRD and the implications of implementing the provincial engagement tool presented in December 2023</li> <li>Board to receive Strategic Communications and Engagement Plan</li> </ul>	<ul> <li>Q1 2024</li> <li>Q1 2023</li> <li>Q4 2023 Q2 2024</li> </ul>
<b>5e</b> Explore changes to growth management approaches and identify implementation actions appropriate for local, regional and provincial implementation					The timing for a policy white paper has shifted with newly announced provincial legislation on housing, land use and transit-oriented development.  Staff will prepare a Growth and Mobility study to document the cumulative housing, transportation and infrastructure impacts of growth to support informed land-use decision making.	<ul> <li>Initiate work on policy white paper on proposed actions to tackle housing and development challenges</li> <li>Initiate Growth and Mobility Study</li> <li>Report on timing and implications of the work required to consider an update to the Regional Growth Strategy in 2026</li> </ul>	<ul> <li>Q2 2024</li> <li>Q1 2024</li> <li>Q1 2024</li> </ul>



Residents have access to convenient, green and affordable multi-modal transportation systems that enhance livability.



Board Initiatives	Resolutions	Summary of Completed Actions
<b>1a</b> Improve regional connectivity and safety across transportation modes	<ul> <li>Board, Feb. 8, 2023</li> <li>Board, August 9, 2023</li> <li>Board, September 13, 2023</li> </ul>	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. Completed the 2022 Origin Destination Household Travel Survey and presented results to the CRD Transportation Committee. <i>Media Release</i> : Household Travel Survey Shows Increase In Walking And Cycling (September 13, 2023). <i>Media Release</i> : Salt Spring Island Active Transportation Network Plan focuses on five big moves (August 8, 2023).
1b Support investments, expansion and equitable access to active and low carbon transportation	<ul> <li>Transportation Committee, Mar. 15, 2023</li> <li>Regional Parks Committee, May 24, 2023</li> <li>Board, June 14, 2023</li> <li>Board, September 13, 2023</li> <li>Regional Parks Committee, September 27, 2023</li> </ul>	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. Construction continues in Q3 2023 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.  Increased Saturday transit service on Fulford Harbour to Ganges, including southbound service along Cusheon Lake Road for select trips effective May 6, 2023. Pender Island Parks and Recreation Commission Schooner Way Active Transportation project at 30% engineering design completion. Kimta E&N Connector construction completed.  CRD Regional Trails Closure Policy information report provided to Transportation Committee and CRD Board. 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.
1c Present options for changes in governance for transportation in the region, including the Electoral Areas	<ul> <li>Transportation Committee, Mar. 15, 2023</li> <li>Board, April 12, 2023</li> <li>Transportation Committee, May 17, 2023</li> <li>Board, June 14, 2023</li> </ul>	Initiated the planning required to scope regional transportation governance options with a background report to the Transportation Committee on March 15, 2023. <i>Media Release</i> : CRD to gather input on regional transportation governance (June 14, 2023).  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.



Residents have access to affordable housing that enhances livability.



Board Initiatives	Resolutions	Summary of Completed Actions
2a Increase supply of affordable, inclusive and adequate housing in the region	<ul> <li>Hospitals and Housing Committee, May 3, 2023</li> <li>Board, May 10, 2023</li> <li>Board, September 13, 2023</li> </ul>	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. 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). <i>Media Release</i> : More than 130 affordable rental homes open in Langford (Feb 17, 2023). 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. <i>Media Release</i> : Fifty-two new homes with 24/7 services open in Saanich (Feb 10, 2023). 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. 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). 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. 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. <i>Media Release</i> : B.C., Canada opening supportive housing in capital region (Mar. 31, 2023).
		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. <i>Media Release</i> : CRD to Increase Borrowing Authority for Housing (June 2, 2023).
		Work ongoing to implement the Rural Housing Strategy.
		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) though the Regional Housing First Program (RHFP).
		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.
		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. <i>Media Release</i> : 2023 Greater Victoria Point-in-Time Count results announced (August 3, 2023).



Progress on adaptation, reduced greenhouse gas emissions and triple-bottom line solutions that consider social, environmental and economic impacts.



Board Initiatives	Resolutions	Summary of Completed Actions
3a Maximize solid waste diversion and resource recovery from waste materials	<ul> <li>Environmental Services Committee, Feb. 15, 2023</li> <li>Board, Mar. 15, 2023</li> <li>Environmental Services Committee, Apr. 19, 2023</li> <li>Board, May 10, 2023</li> <li>Board, August 9, 2023</li> </ul>	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. <i>Media Release</i> : CRD releases report highlighting what residents and businesses are putting in the garbage (Mar 8, 2023).  Presented proposed amendments to the Hartland Landfill Tipping Fee Bylaw, a revised tipping fee schedule and new material bans to better encourage diversion. <i>Media Release</i> : Policy changes and material stream diversion initiatives at Hartland Landfill (May 12, 2023). Remain on track to procure processing for source separated materials and submit final amended Hartland Landfill Tipping Fee Bylaw for Board consideration.
<b>3b</b> Explore options for a regional approach to biodiversity and the protection of ecological assets		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. 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.
<b>3c</b> Increase resilience, community and adaptation planning to address climate related risks and disasters		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. 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. Community Evacuation Guides completed. <i>Media Release</i> : Electoral Area Emergency Programs Share Household Evacuation Guides to Help Residents Prepare (May 9, 2023).  Electoral Area community wildfire exposure maps completed and will be shared with residents. Project is a collaboration between Islands Trust and Protective Services to prioritize wildfire mitigation efforts.
<b>3d</b> Support energy efficient and low carbon buildings across the region	• Environmental Services Committee, Sept. 27, 2023	Implemented and promoted Home Energy Navigator program to support retrofits in single family homes. 253 participants between November 8 2022 and February 28, 2023. Support municipalities in advancing new Energy Step Code and new Zero Carbon Step Code policy changes. 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. Salt Spring Island's rainwater harvesting rebate program was renewed for one year. Implemented and expanded existing rain barrel program for the Southern Gulf Islands. Corporate Green Building Policy and Carbon Price Policy adopted and implementation underway.
		Released 2022 Regional and Local Government Greenhouse Gas Inventory report. Developed and launched Neighbourhood Navigator pilot targeting fossil fuel heated neighbourhoods.  Continued to support staff in several communities to consider Zero Carbon Step Code policy approaches.



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Board Initiatives	Resolutions	Summary of Completed Actions
4a Develop mechanisms to hear more from First Nations' governments as to how they would like the CRD to approach reconciliation		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. Cultural perspectives training offered to CRD Board Directors and Alternate Directors.  Forum of All Councils upcoming on October 14 2023.  Hosted a gathering for CRD staff to learn from WSÁNEC cultural workers regarding archaeology and heritage conservation.
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		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. New Regional Parks land acquisition notification process launched.  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. 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. Staff have participated in two inter-governmental island rail corridor planning sessions, facilitated by the province
4c Invite, respect and incorporate Indigenous leadership and traditional knowledge to enhance initiatives and strategies that support other priorities in the plan	<ul> <li>Regional Parks Committee, May 24, 2023</li> <li>Board, June 14, 2023</li> <li>Regional Parks Committee, June 28, 2023</li> <li>Board, July 12, 2023</li> </ul>	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. Ongoing collaboration with First Nations on the conservation and protection of heritage sites, across all service delivery. Ongoing meetings with First Nations regarding Regional Parks Land Acquisition Strategy, land acquisitions, and management plans. 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.  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. 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. 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.
4d Support shared prosperity by enhancing economic opportunities, in partnership with First Nations	First Nations Relations Committee, Apr. 26, 2023 Board, May 10, 2023	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. <i>Media Release</i> : New Business Directory Supports Indigenous Entrepreneurs (June 7, 2023). Released CRD Indigenous Employment Project Reports: Summary Report, Full Findings Report, and Wise Practices Report for Indigenous Employment and Culturally Safe and Supportive Workplaces. Proposed a new HR position for 2024 service planning, to lead the development of an Indigenous Employment Strategy.  Funded solid waste bin removal to support a community clean-up for the Pacheedaht First Nation (Q1 - Q2 2023).



Effective advocacy, coordinated and collaborative governance, and leadership in organizational performance and service delivery.



Board Initiatives	Resolutions	Summary of Completed Actions
<b>5a</b> Influence regional issues and advocate in a consistent, focused way that aligns with the Board strategic priorities	<ul> <li>Board, April 12, 2023</li> <li>Board, Aug. 9, 2023</li> </ul>	Corporate Advocacy Dashboard updated and included in CAO quarterly report. A complete list of all advocacy correspondence is available on the <i>Board Advocacy webpage</i> . The CRD Board approved an updated <i>CRD Advocacy Strategy</i> on August 9, 2023.  Administrative Policy for Intergovernmental Relations information report provided to Board.
<b>5b</b> Strengthen Board decision-making frameworks to include First Nations reconciliation, equity, diversity and inclusion, and climate action lenses	• Board, May 10, 2023	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. Committees and commissions will consider service plans (Community Need Summaries) for 2024 between September and October 2023.
<b>5c</b> Develop understanding of, and accountability for, equity, diversity and inclusion across CRD decision-making bodies		The CRD has established a statement of Commitment to Equity, Diversity and Inclusion (EDI) to guide internal decisions and policies. Staff training and awareness courses ongoing through 2023. 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.  **Accessibility Advisory Committee** established and Terms of Reference approved.**
<b>5d</b> Foster greater civic participation among diverse community members		The 2023-2026 CRD Corporate Plan includes initiatives to review and enhance engagement practices, tools and frameworks in alignment with this priority. The CRD engagement platform <i>Get Involved</i> hosts initiatives and campaigns that have public participation components.  Project charter for website redesign finalized. Procurement process and internal analysis underway for website redesign project.
<b>5e</b> Explore changes to growth management approaches and identify implementation actions appropriate for local, regional and provincial implementation	Planning and Protective Services Committee, June 21, 2023	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. Recipient of a UBCM Complete Communities grant to undertake a regional growth and mobility study.



#### **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	Board Members and, Alternates  Member municipal councils  Delegated CRD Commission Members including First Nations Members  Local Area Elected Officials  Local Area CAOs  Local Area Senior Staff	<ul> <li>Premier's office</li> <li>Province: Ministers, Ministers' offices, and Deputy Ministers of select Government of BC ministries and Opposition Leaders</li> <li>Vancouver Island Region MLAs</li> <li>Federal Government: Vancouver Island Region MPs, Ministers, and staff of select ministries</li> <li>First Nations</li> </ul>
secondary Level	Agencies and organizations, including First Nations who have entered into formal agreement with the CRD.  CRD representatives appointed to an affiliated governance body	<ul> <li>First Nations</li> <li>Federation of Canadian Municipalities</li> <li>Union of BC Municipalities</li> <li>Association of Vancouver Island Coastal</li> <li>Communities</li> </ul>
Operational Level	ELT and designated staff who participate in various external initiatives, committees, and groups as a representative of the organization.	<ul> <li>Membership in various Professional Associations, Boards and Groups</li> <li>Engagement work with Federal, Provincial, Institutional and Local Government staff.</li> <li>Engagement with Crown and Non-profit bodies aligned and mandated to advance similar priorities.</li> </ul>

#### Advocacy Approach

Advocate	Objectives	Methods
Board Includes Board Members and Alternates	Advance Board priorities and actions required by other orders of government to address regional issues.	Board resolutions reported and conveyed to the media and appropriate party by way correspondence and follow up meetings as required.
CRD Member Representatives  Member municipalities and Local Area Elected Officials.  Designated CRD Commissions and Commissioners, including Frist Nations Members	Coordinate actions based on shared interests and in support of shared goal to improve regional outcomes.	Advance Board and Corporate priorities as identified by the CRD Board and included in the Corporate Plan and other approved CRD Strategies when aligned with municipal and commission interests.
Intergovernmental Relations A framework for establishing and maintaining effective relationships with other orders of government,	Convey one regional voice on issues.	Ensure municipal partners are aware and involved as appropriate in advocacy efforts.
Partnerships 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.	Identify shared interests as a result of delegated authority, partnership agreement, contract or operating agreement, funding agreement, grant, or other formal relationship or understanding.	Advance Board and Corporate priorities as identified by the CRD Board and included in the corporate plan and other approved CRD Strategies when aligned with agencies and organization's interest.
Staff ELT and designated staff who participate in various external initiatives, committees, and groups as a representative of the organization when adhering with corporate policy and/or by professional affiliation.	Communicate formal CRD policy or position and share professional expertise. Act on behalf of the organization to advance initiatives in support of Board and Corporate Priorities.	Advance Board and Corporate Priorities as identified by the CRD Board and included in the Corporate Plan and other approved CRD Strategies when aligned with external agencies and organization's interests.

### Transportation





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Tracking #	Issue	<b>Objective</b>	Board	LG/EA Partner	Staff	Comments	Status/Update
21-01-02	Regional Transportation Priorities	Confirm the CRD Board's Regional Transportation Priorities.	<b>√</b>		<b>✓</b>	Letter to Minister Fleming Met with Minister Fleming by teleconference October 4, 2021 Letter to Minister Fleming Virtual Meeting with Minister Fleming March 31, 2022	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 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.

### Transportation





Tanakina #	Leave	Ohio stive		Advocates			Comments	Chahua lila daha
Tracking #	Issue	<b>Objective</b>	Board	LG/EA	Partner	Staff	Comments	Status/Update
23-01-01	Active Transportation Infrastructure Investment	Request the Provincial government to secure funding support for the Trails Widening and Lighting Project.	✓			✓	Letter to <u>Minister Fleming</u>	



Tracking #	Issue	<b>Objective</b>		Advocates		Comments	Status/Update
Hacking #	Issue	Objective	Board	LG/EA Partner	Staff	Comments	Status/ opuate
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.	<b>√</b>		<b>√</b>	Chair, CRHC and CAO attended in person meeting with Minister Kahlon at UBCM on Sept. 19, 2023. Letter to Minister Kahlon Letter to MLAs Letter to Premier Eby *Note Premier Eby forwarded the letter to Minister Kahlon Letter from Minister Kahlon	
23-06-02	Secondary Suite Incentive Program	Request the Province to include Electoral Areas in the Secondary Suite Incentive Program.	<b>√</b>	✓	<b>√</b>	Letter to Minister Kahlon	
23-06-03	Housing needs in Electoral Areas	Support for Mike Harcourt to advocate for rural housing solutions.	<b>✓</b>	✓	<b>✓</b>	Letter to <u>Mike Harcourt</u>	
23-06-04	Drake Road Housing Project on Salt Spring Island (SSI)	Request the Province to expedite the completion of the Drake Road supportive housing project on SSI.	<b>√</b>	✓	<b>√</b>	Letter to <u>Minister Kahlon</u>	

### Climate Action & Environment





Teneline #	Janua	Objective		Advo	cates		Commonts	Chahua / Na daha
Tracking #	Issue	Objective	Board	LG/EA	Partner	Staff	Comments	Status/Update
19-02-01	Climate Emergency	Ask Federal government to strengthen national efforts to meet the Paris Agreement. Ask Provincial government to fully implement CleanBC and provide data on utilities vehicles and community energy emission inventories to local governments.	✓	<b>✓</b>	<b>✓</b>	✓	Letter to <u>Premier Horgan</u> Letter to <u>Minister McKenna</u> 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 <u>Minister Heyman</u> Response from <u>Minister Heyman</u> Letter to <u>Minister McKenna</u>	Continue to seek partnership with senior governments.
20-02-02	Parkland Acquisition	Ask provincial government to participate in further parkland acquisition in the Capital Region.	<b>√</b>			<b>√</b>	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.	<b>√</b>			✓	Letter to <u>Premier John Horgan</u> , <u>Minister Osborne</u> , <u>Minister Heyman and Brian Frenkel (UBCM)</u> . Letter from <u>Minister Osborne</u>	CARIP was replaced with the Local Government Climate Action Program (LGCAP) with approved funding through 2024.

### Climate Action & Environment





Tanakin	# Janua	Ohiostivo		Advocate		Advocates			Comments	Chahur / Ha daha
Tracking	# Issue	<b>Objective</b>	Board	LG/EA	Partner	Staff	Comments	Status/Update		
23-02-0	Update of Marine Invasive Species List	Ask provincial and federal government to list the red algae Asparagopsis on its invasive species list and review the aquaculture permitting requirements.	<b>✓</b>			<b>✓</b>	Letter to <u>Minister Ralston</u> Letter to <u>Minister Murray</u> Letter from <u>Minister Murray</u>			

### First Nations





Tracking #	leguo	Issue Objective Advocates		cates		Comments	Status/Hadata	
Tracking #	12206	Objective	Board	LG/EA	Partner	Staff	Comments	Status/Update
19-03-01	First Nations Reconciliation	Enhance Indigenous reconciliation at the community level.	<b>√</b>			<b>✓</b>	Letter from Minister Robinson identifying the opportunity to meet with Snr. Provincial staff from the Ministry of Indigenous Relations and Reconciliation.  Letter to Ministers Fraser and Robinson Letter from Minister Robinson Met with senior provincial staff on March 7, 2019 and agreed to follow up as required. Letters to MPs (Collins, Garrison, MacGregor and May) Letter to JOLELP (Tsartlip First Nation) Chief and Council Forum of All Councils took place on	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.	✓			✓	November 28, 2019.  Board Chair met with Minister Rankin to communicate the need for Provincial capacity funding on August 12, 2022.	



Tracking #	Jama	Objective		Advo	cates		Comments	Cantus /IIIn data
Tracking #	Issue	Objective	Board	LG/EA	Partner	Staff	Comments	Status/Update
22-04-01	Greater Victoria Harbour Authority (GVHA)	Advocate for funding for the GVHA Shore Power Project	✓			✓	Letter to <u>Minister LeBlanc</u> seeking federal support Letter from <u>Minister LeBlanc</u>	
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 <u>Minister Robinson</u> Letter from <u>Minister Robinson</u> Letter to <u>Minister Conroy</u> Letter from <u>Minister Conroy</u>	
23-04-01	Recapitalization of the Island Coastal Economic Trust	Ask the provincial government to recapitalize the Island Coastal Economic Trust.	✓			✓	Letter to <u>Minister Bailey</u>	
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.	✓		<b>✓</b>	✓	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.

### Governance





Tracking #	Jame	Objective		Advo	cates		Comments	Chatus/Na data
Tracking #	Issue	<b>Objective</b>	Board	LG/EA	Partner	Staff	Comments	Status/Update
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.	<b>✓</b>		✓	<b>✓</b>	Letter to <u>Minister Farnworth</u>	





Tanakina	# Janua	Objective		Advo	cates		6	Chahus /IIIa daha
Tracking	# Issue	<b>Objective</b>	Board	LG/EA	Partner	Staff	Comments	Status/Update
23-07-0	Advocacy for the Salt Spring Island Electoral Area	Support for Farmland Trust's funding application.		<b>√</b>		✓	Letter of Support	
	Aled	Support for the Universal Broadband Fund application.		✓		✓	Letter to <u>CityWest</u>	
		Support for Kings Lane affordable housing project.		✓		✓	Letter of support	
		Support for SSI Chamber of Commerce as official provider of community visitor services.		✓		✓	Letter to <u>Destination BC</u>	
23-07-02	Advocacy for the Southern Gulf Islands Electoral Area	Support for New Horizons' grant application.		<b>√</b>		✓	Letter to <u>Chair, Pender Island Health Care Society</u>	
		Support for the Rural Islands Economic Partnership Society's (RIEP) application to fund the expansion of the		<b>√</b>		<b>√</b>	Letter to Ministry of Jobs, Economic Development and Innovation	
		RIEP's Rising Tide Business Services.						
		Support for New Horizons' grant application.		<b>√</b>		<b>√</b>	Letter to Employment and Social Development Canada	





Tanakin n #	I	Okioatina		Advo	ocates		6	Chahua lila daha
Tracking #	Issue	Objective	Board	LG/EA	Partner	Staff	Comments	Status/Update
		Support for the Connected Coast Project.		<b>√</b>		$\checkmark$	Letter to <u>CityWest</u>	
		Support for REDIP Economic Diversification application by the Islands Futures Society of Gabriola Island for Islands Alive Project.		<b>√</b>		✓	Letter to Ministry of Jobs, Economic Development and Innovation	
		Support for application by the SGI Community Resource Centre and the Housing NOW Project.		✓		✓	Letter to Ministry of Jobs, Economic Development and Innovation	
		Support for the AquaLink Application by the SGI Tourism Partnership Funding.		<b>√</b>		✓	Letter to <u>Rural Economic Diversification and</u> <u>Infrastructure Program</u>	
		Support for the Salish Grove Affordable Housing Project by Mayne Island Housing Society.		✓		✓	Letter of support	
		Support for the Galiano Affordable Living Initiative (GALI) Project application to		<b>√</b>		<b>√</b>	Letter of support	





Tracking #	Issue	<b>O</b> bjective	Adv	ocates		Commonts	Status/Hodato
Tracking #	Issue	objective	Board LG/EA	Partner	Staff	Comments	Status/Update
		the BC Housing Community Housing Fund.					
		Support for the Pender HANDY-Dart Taxi Pilot Project by Moving Around Pender Alternate Transportation Society.	<b>✓</b>		✓	<u>Letter of support</u>	
		Support for the Galiano Island Recycling Resources Society Grant application to the Plastics Action Fund.	<b>√</b>		✓	<u>Letter of support</u>	
		Support for the SGI Neighbourhood House Society application for a community gaming grant.	<b>✓</b>		✓	Letter of support	
		Support for Green Municipal Fund's Study Grant Program.	<b>√</b>		<b>√</b>	Letter of support	

## No Associated Board Priority



Quarter 4 – 2023



Tracking #	Janua	Objective		Advo	cates		Communic	Ctatus/IIIadata
Tracking #	Issue	Objective	Board	LG/EA	Partner	Staff	Comments	Status/Update
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.	<b>✓</b>	<b>✓</b>			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.	<b>✓</b>	<b>✓</b>			Letter to <u>UBCM and FCM</u> Board Chair and CAO - call with FCM on May 21 Board Chair and CAO - call with UBCM on June 4 Letter from <u>FCM</u> Letter from <u>UBCM</u> 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 #	lague	Objective		Advo	cates		Commants	Ctatus/Hadata
	Tracking #	Issue	Objective	Board	LG/EA	Partner	Staff	Comments	Status/Update
		of the COVID-19 pandemic						Government to utilize the gas tax funding model for recovery funding and granting.	
								There continue to be challenges with Regional District EAs with respect to the request for funding non-profits and ineligible projects and risks to RDs in proceeding to fund projects that might ultimately not received UBCM and Federal funding approval.	
X								EA continue to what to pursue funding approvals for non-profit services.	
								UBCM administer under the Federal Provincial agreement approved in 2014 for 10 years and that would be difficult to change without renegotiating the whole agreement which would come with some risks.	
								Acknowledged social services and emergency and public service buildings being asked to be included as eligible projects.	

## No Associated **Board Priority**





Tracking #	Issue	Objective			cates		Comments	Status/Update
Trocking "	13300	00,000	Board	LG/EA	Partner	Staff	esiminents	Diates, openie
21-05-01	Opioid Overdose Crisis	Advocate the provincial and federal government to declare the overdose crisis a national public health emergency and develop comprehensive action plans.	<b>√</b>		<b>√</b>	<b>√</b>	Resolution to UBCM and AVICC.	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
23-05-03	Letters of congratulations to locally elected First Nations Leaders	Relationship building, discuss issues of mutual interest and establish means of communication.	✓		✓	✓	Letter to <u>Pauquachin First Nation</u> Letter to <u>STÁUTW</u> Letter to <u>xwsepsum</u> Letter to <u>Sc'ianew</u>	

# Capital Regional District Quarterly Operating Variance Report - Q3, 2023 Service Budgets Greater than \$1,500,000

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				Year to Q3				Annual Forecast			Year to Q3				Annual Forecast
Service Number	Service Description	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	20,912,510	57%	61%	33,722,413	8%	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, the timing of residual consulting work on Enterprise Asset Management (EAM) and Electronic Records Management (EDRMS) initiatives partially deferred to 2024, and the deferral of one-time costs for the Electronic Project Document Management System (EPDMS) to 2024.	36,520,973	28,539,032	78%	80%	35,448,666	3%	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, some deferral of EAM and EDRMS consultancy work to 2024, and the deferral of one-time reserve-funded costs for the Electronic Project Document Management System (EPDMS) to 2024.
1.105	Facility Management	2,016,211	1,355,733	67%	64%	1,960,000	3%	Service is facilities management services delivered to CRD HQ and satellite facilities. Service is projected to be under plan due to temporary staff vacancies.	2,016,211	1,553,720	77%	72%	1,960,000	3%	Revenues derived from delivery of service to other services, and projected to be under plan for the year due to temporary staff vacancies.
1.106	CRD Headquarters Building	1,977,438	1,591,760	80%	78%	1,981,000	0%	Service experienced slightly higher operating costs as a result of a winter cold snap in Q1 and commissioning of 1st floor renovations. Service projected to be on plan for the fiscal year.	1,977,438	1,495,269	76%	76%	1,981,000	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	1,573,359	103%	100%	1,595,903	-4%	Revenue mostly consists of 2022 surplus carry forward; forecasting increase in revenue due to higher interest income.
1.226	Health Facilities - VIHA	1,720,718	375,820	22%	82%	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	1,166,442	68%	70%	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	13,191,639	75%	73%	17,260,000	2%	Service experiences a seasonal nature to expenditures, primarily weighted to Q2 and Q3. Forecasted temporary staff vacancies on new service levels for 2023 are partially offset by one-time costs for studies, auxiliary staff backfills and deferred maintenance.	17,528,007	17,625,276	101%	100%	17,720,000	-1%	Revenues are primarily from requisition and are on plan. Revenue generated from fees is expected to be higher than budget.
1.297	Arts Grants & Development	3,132,037	3,000,334	96%	96%	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 primally distributed in Q3.	3,132,037	3,045,751	97%	99%	3,132,037	0%	Revenues are primarily from requisition and are on plan.
1.309	Climate Action and Adaptation	2,288,185	1,548,003	68%	32%	2,142,870	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	2,024,640	88%	104%	2,170,533	5%	Revenues are approximately 80% from requisition; 20% Grant Revenue. Grant revenue is forecasted lower than budget due to delay in final approval of the Investing in Canada Infrastructure Program grant.
1.310	Land Banking & Housing	3,048,387	2,224,183	73%	72%	3,000,600	2%	Forecast one-time savings primarily due to staff vacancies and hiring delays.	3,048,387	2,492,484	82%	84%	3,180,000	-4%	Revenues are approximately 50% requisition and 50% federal grants. Forecasting slightly higher than anticipated recovery from Reaching Home Grant and recovery from Development Services for consulting fees.
1.311	Regional Housing Trust Fund	3,676,394	639,951	17%	53%	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 was paid out in 2023. Balance of forecast is admin costs.	3,676,394	3,770,697	103%	100%	3,800,000	-3%	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 and interest earned on carry-forward balance.
1.313	Animal Care Services	1,663,324	1,424,907	86%	74%	1,758,239	-6%	Forecasting costs above budget due to increased auxiliary staff costs due to new Royal Roads University service contract and extended sick leave of three staff. Additional costs for the purchase of protective vests for Bylaw officers as mandated by OH&S and legal expenses.	1,663,324	1,422,453	86%	80%	1,747,867	-5%	Service is funded approximately 26% from requisition, 56% from contract revenue, 15% from dog tag sales and 3% from other. Forecasting higher revenue due to higher than expected dog tag sales, increased volume of adoptions, and additional contract revenue due to new service contract with Royal Roads University.
1.318	Building Inspection	2,026,725	1,402,159	69%	61%	1,967,560	3%	Operating expenses are forecasted lower the budget, mainly due to one-time savings forecasted for staff vacancies.	2,026,725	1,705,727	84%	107%	2,020,089	0%	Service is funded approximately 70% by permit fee revenue, with the balance funded by requisition and reserve. Permit fee revenue is forecasted to be in line with the budget.
1.324	Regional Planning Services	1,554,118	979,398	63%	70%	1,430,740	8%	Operating expenses are lower the budget due to savings in salaries from temporary staff vacancies, auxiliary wages, staff overtime, and training.	1,554,118	2,142,156	138%	89%	1,567,173	-1%	Funding sources consist of approximately 59% requisition, 41% operating reserve and 3% other. Forecasting increase in revenue due to higher interest income.
1.40X	SEAPARC	4,571,131	3,657,258	80%	73%	4,804,000	-5%	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	4,591,568	100%	93%	5,025,000	-10%	Revenues are approximately 70% from requisition; 30% from fees. Higher than budgeted fees projected for the full year based on higher Q1 to Q3 utilization in increased volume of membership fees and other recreation user fees.
1.44X	Panorama Rec. Center	10,136,965	7,213,444	71%	68%	10,160,000	0%	Service utilization returning to pre-pandemic level. Service is seasonal in nature, and full year expense projected to be in line with budget.	10,136,965	8,923,386	88%	84%	10,260,000	-1%	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 to Q3 utilization, particularly in rental revenues, child care grants and membership sales.
1.459	Salt Spring Is- Pool, Parks, Land, Art & Rec. Prog	2,154,490	1,866,575	87%	82%	2,287,955	-6%	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	2,070,862	96%	92%	2,219,557	-3%	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.

#### **Capital Regional District**

**Quarterly Operating Variance Report - Q3, 2023** 

Service Budgets Greater than \$1,500,000

						Operating E	xpenses						Operating	Revenue	
				Year to Q	3			Annual Forecast			Year to Q3				Annual Forecast
Service Number	Service Description	Annual Budget \$ (Schedule A)	Actuals \$	% of Rudget	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
1.521	Environmental Resource Management	29,690,987	20,886,319	70%	86%	28,932,285	3%	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. Termination of BC Hydro sales contract with the transition to the RNG facility is forecast for Q4, and projected to be in line with budget.	29,690,987	26,469,676	89%	102%	34,208,358	-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.
1.576	Environmental Engineering Services	2,765,567	1,880,329	68%	65%	2,561,000	7%	Service provides engineering and project management services to multiple services across the CRD's recreation and environmental management services. Service is forecast to be below budget due to a small saving in temporary staff vacancies and the postponement of the Project Management Office study.	2,765,567	2,083,370	75%	75%	2,630,000	5%	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, reserve transfers will be lower due to the postponed Project Management Office study.
1.577	IW - Environmental Operations	13,875,220	9,278,716	67%	71%	13,136,980	5%	Overhead service budget, continuing to deliver services as planned. Expenditures forecasted under budget largely due to temporary staff vacancies.	13,875,220	9,554,493	69%	76%	13,166,366	5%	97% of revenue is driven by labour recovery, providing services to other CRD services. The remaining 3% 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	6,288,119	69%	68%	9,010,756	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	6,713,819	73%	73%	8,940,819	3%	Revenues are driven by providing services to other CRD services that continue to operate as planned. Both Water Quality recovery revenue from service and reserve transfer will be lower due to the temporary staff vacancies.
1.911	911 Systems	2,495,079	1,670,121	67%	65%	2,523,757	-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	1,909,669	77%	77%	2,473,795	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	1,352,146	76%	75%	1,821,203	-2%	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	1,795,065	100%	100%	1,802,649	-1%	Operating revenues are primarily requisition and are on plan. Forecasting increase i revenue due to higher interest income.
2.610	Saanich Peninsula Water Supply	7,407,397	6,119,501	83%	74%	7,666,500	-3%	Operational services and system maintenance are continuing as planned. Expenditures are forecasted to exceed budgeted amounts due to higher than budgeted bulk water purchases as a result of increased water demand.	7,407,397	7,255,896	98%	87%	7,860,500	-6%	Revenues are driven by seasonal water sales. Demand is forecasted above prior yea and above current year budget largely due to dry summer weather.
2.670	Regional Water Supply	39,915,804	20,380,374	51%	52%	39,620,000	1%	Operational services and system maintenance are continuing as planned. Expenditures are forecasted below budget primarily due to temporary staff vacancies, which will be partially offset by increased agriculture subsidy payments due to increased water demand, and chemical costs due to inflationary cost increases and demand volume.	39,915,804	32,520,277	81%	78%	40,607,000	-2%	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	12,682,747	53%	51%	24,667,800	-3%	Operational services and system maintenance are continuing as planned. Expenditures are forecasted to exceed budgeted amounts due to higher than budgeted bulk water purchases as a result of increased water demand.	23,970,506	21,125,935	88%	81%	25,897,000	-8%	Revenues are driven by seasonal water consumption. Demand is forecasted above prior year and above current year budget largely due to dry summer weather. Additional revenue from connection cost recovery is driven by development activity
3.717	Core Area Wastewater Operations	33,765,016	24,187,876	72%	70%	32,862,599	3%	After addressing the Q3 budget amendment related to unexpected overspending on waste sludge disposal, operational services are largely on track as planned. Savings in repair maintenance, water, electricity, and purchasing maintenance are partially offset by higher-than-anticipated expenses in chemicals and internal allocation costs. Overall, the service is forecasted to have a favorable variance at year-end.	33,765,016	29,673,811	88%	94%	33,765,015	0%	Requisition serves as the primary source of service revenue; while additional funding for one-time expenses, increased spending on waste sludge disposal, and delayed revenue from tipping fees was sourced from the Operating Reserve Fund. Overall, the revenue is forecast in line with the Q3 amended plan.
3.718	Saanich Peninsula Wastewater	4,747,515	3,078,603	65%	63%	4,098,618	14%	Service delivering on plan. Current expenditures are projected to show a favorable variance due to operational delays at the OMS receiving facility and savings from labor allocation expenses.	4,747,515	4,719,477	99%	95%	4,759,233	0%	Revenues are approximately 93% from requisition, 7% other. Overall revenue is expected to be on plan.
3.755	Regional Source Control	1,641,038	1,188,957	72%	73%	1,579,538	4%	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 and deferral of some consultant work to 2024.	1,641,038	1,566,027	95%	92%	1,577,789	4%	Service revenue is primarily from requisition. Overall revenue is expected to be on plan. Reserve transfer will be lower due to postponed consultant work.
	Total Services above Other CRD Services Total CRD	266,790,151 51,623,331 318,413,482	84% 16%						266,790,151 51,623,331 318,413,482	16%					

#### **Capital Regional District**

#### **Quarterly Operating Variance Report - Q3, 2023**

Service Budgets Greater than \$1,500,000

						Operating Ex	xpenses						Operating	Revenue	
				Year to Q3	3			Annual Forecast			Year to Q3				Annual Forecast
Service Number	Service Description	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	13,590,735	42%	74%	32,356,232	1%	Forecasted savings due to the deferral of feasibility studies to 2024, and lower debt servicing costs due re-prioritization of some Island Health capital projects from 2023 to future years.	32,678,574	32,099,583	98%	92%	32,811,574	0%	Higher interest earnings on savings accounts, partially offset by fewer reserve fund transfers required for initiatives and deferral of feasibility studies to 2024.
	Total CRHD	32,678,574							32,678,574						
CRHC	Administration	3,586,855	2,234,885	62%	63%	3,188,047	11%	Savings forecasted primarily due to temporary staff vacancies.	3,586,855	2,701,250	75%	73%	3,691,727	-3%	Revenues are directly tied to property management fees. Forecasting higher than budgeted fees due to the new CHF property at 2782 Spencer.
CRHC	Development Services	801,498	383,448	48%	55%	511,535	36%	Savings forecasted due to temporary staff vacancies.	838,851	230,628	27%	53%	670,828	20%	Revenues are 100% project management fees from multiple projects. Forecasting less revenues in 2023 due to the delay of Michigan Square completion to Q2 2024, and the Campus View fees cannot be collected until final project approval is achieved, now forecasted for 2024.
CRHC	CHF Operating	1,347,674	720,416	53%	n/a - new	981,955	27%	Forecasted savings at new building (2782) primarily due to mortgage savings, lower insurance premiums than budgeted, and completion of Michigan building B delayed to Q2 2024.	1,347,674	755,460	56%	n/a - new	1,001,176	26%	New building (2782) still in rent-up phase and completion of Michigan Building B is delayed until Q2 2024. Revenues are approximately 50% tenant rents and 50% provincial grants.
CRHC	UOA buildings	13,182,306	9,938,890	75%	73%	13,326,883	-1%	Forecasted in line with budget. Savings in caretaker salaries, insurance and hydro are offset by one-time increased maintenance expenses.	13,030,302	10,142,479	78%	77%	13,273,367	-2%	Revenues are approximately 85% from tenant rents and 15% from provincial grants. Forecasted slightly higher than budget due to rent increases.
CRHC	ILBC building	868,056	663,345	76%	74%	873,941	-1%	Forecasted on plan.	729,881	503,519	69%	71%	671,764	8%	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 and BC Housing subsidy adjustment.
CRHC	NOA buildings	1,653,452	1,224,166	74%	71%	1,662,899	-1%	Forecasted on plan.	1,684,250	1,303,380	77%	74%	1,724,390	-2%	Revenues are 100% from tenant rents. Forecasting small increase in rents.
CRHC	RHFP buildings	9,183,431	6,593,008	72%	74%	8,700,312	5%	Savings forecasted primarily due to temporary staff vacancies, and delay of Michigan A completion to Q2 2024, partially offset by increased maintenance costs at current buildings.	9,217,057	6,528,711	71%	73%	9,030,482	2%	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 and delay of Michigan A completion to Q2 2024.
CRHC	IHI building	760,553	579,698	76%	83%	758,692	0%	Forecasted on plan.	857,570	633,642	74%	74%	833,010	3%	Revenues are 100% from tenant rents. Forecasting a small decrease in rents due to vacancy.
	Total CRHC Total Services (CRD + CRHD + CRHC)	31,383,825 \$382,475,881							31,292,440 \$382,384,496						

\*Amended Budget as at September 13, 2023 (#Bylaw 4570)

						Quart	or 2	
Department	Service Description	Capital Project Title	Q3 Budget	Q3 Forecast	Q3 Actuals	Variance \$ (over) / under	Variance % (over) / under	Q3 Variance Explanation (if necessary)
	CRD							T
	Core Area Wastewater	Core Area Wastewater Treatment Project	761,500	700,000	615,864	84,136	12%	In Q3, the majority of expenditures were for commitments to external stakeholders, in line with project closeout plan. An amendment to budget was actioned in Q3 to recognize payments of commitments over Q3-Q4, forecasted on plan with amendment. Overall project forecast to remain within scope and budget.
	Core Area Wastewater	Bowker Sewer Rehabilitation	5,000,000	5,000,000	4,301,584	698,416	14%	Construction continuing through Q3 and Q4. Substantial completion forecast fo 2023, within scope and better than budget.
	Core Area Wastewater	SCADA and Radio Assessment	50,000	50,000	2,074	47,926	96%	Some small equipment purchased in Q3. The project has been delayed due to prioritization and necessary alignment between various departments, no significant work forecasted for 2023. Overall project is still within scope and budget.
	Core Area Wastewater	Annual Provisional Emergency Repairs	250,000	350,000	96,724	253,276	72%	The nature of the project is to address emergency repairs arising from unforeseen events and circumstances. In Q3, the cost was related to repairing disk filter and installing C2B isolation. 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.
	Core Area Wastewater	Marigold Electrical and Building Upgrades	50,000	50,000	13,689	36,311	73%	Project management work occurred in Q3. The tender had to be cancelled because the proposed price surpassed the budget constraints. Staff look to phase portions of this project in while requesting additional funds in 2024. Q1 2024 is forecast for re-tendering period.
	Core Area Wastewater	Process & Mechanical Upgrades	212,500	260,000	103,970	156,030	60%	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. Q3 activities included continuation of odour dispersion modeling. SCADA upgrades at Clover Pump Station, and chemical conversion upgrades. More upgrades will be executed in Q4. Project forecast to remain on time and within scope and budget.
	Core Area Wastewater	Safety & Security Upgrades	150,000	15,000	2,079	12,921	86%	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 implementation of upgrades for Fall Protection and Access Hatch started late Q3 continuing into Q4. Project forecas to remain on time and within scope and budget.
	Core Area Wastewater	Manhole Repairs and Replacement	100,000	10,000	-	10,000	100%	Tendered prices for Craigflower inlet chamber received in Q1 exceeds the budget. Plan to re-evaluate the project in 2024 Budget.
	Regional Water Supply	Goldstream IWS Field Office	1,000,000	50,000	22,828	27,172	54%	Q3 forecasted planning work delayed due potential scope considerations prior to procurement process. Timing change and additional budget required has been submitted as part of 2024 RWS Capital Plan.
	Regional Water Supply	Replace Gatehouse at Goldstream Entrance	200,000	50,000	101,735	(51,735)	-103%	The project is nearing completion, with commissioning items not completed in Q2 completed in Q3. The project will be complete by end of 2023 within scope and budget.
Integrated Water Services	Regional Water Supply	Main No.3 Segment Replacement	250,000	25,000	16,357	8,643	35%	RFP process completed in Q3, and the design process has begun as part of a multiple project Transmission main upgrade program. Forecasting will become more accurate in detailed design and construction phases. Construction remains anticipated for 2025, overall project within scope and budget.
	Regional Water Supply	Sooke Lake Dam - Instrumentation System Improvements	200,000	150,000	104,802	45,198	30%	Detailed design work continued in Q3. The Consultant is behind schedule, and the construction window is to be determined. Construction start deferred to 2024 due to internal resource availability and procurement delays. Overall project within scope and budget.
	Regional Water Supply	Replacement of UV System	100,000	550,000	550,581	(581)	0%	External contract work progressed in line with forecast for Q3; project is in a procurement stage. Construction continues to be forecast for Q4 2024/2025. Overall project is within scope and budget.
	Regional Water Supply	Integrate Dam Performance and Hydromet to SCADA	100,000	5,000	-	5,000	100%	Project remains on hold in Q3 with no project activity due to prioritization of internal resources. 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.
	Regional Water Supply	RWS Supply Main No. 4 Upgrade	75,000	25,000	21,636	3,364	13%	RFP process completed in Q3, and design process has begun as part of a multiple project Transmission main upgrade program. Forecasting will become more accurate in detailed design and construction phases. Construction remains anticipated after 2026, overall project within scope and budget.
	Regional Water Supply	Vehicle & Equipment Replacement (Funding from Replacement Fund)	155,000	672,770	584,493	88,277	13%	Delivery and vehicle road preparation of 5 F150 Lightnings, a Ford cargo van an Chewy Silverado 3500. 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.
	Regional Water Supply	Main No. 4 - Mt Newton to Highway 17	75,000	10,000	8,137	1,863	19%	remains anticipated for 2024, overall project within scope and budget.
	Regional Water Supply	SCADA Masterplan and System Upgrades	50,000	5,000	8,522	(3,522)	-70%	Some materials purchased in Q3. 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 scop and budget.
	Regional Water Supply	EV Charging Stations Electrical Infrastructure	100,000	100,000	82,267	17,733	18%	Design work and construction procurement completed in Q3, and construction has begun. Project remains on schedule for construction to be completed in Q4 2023. Overall project is within scope and budget.
	Regional Water Supply	Post Disaster Emergency Water Supply	200,000	55,000	115,037	(60,037)	-109%	Drop kits procurement completed in Q3, accelerated from Q4. Annual spend is still expected to be within approved funding. Project is within scope and budget.
	Regional Water Supply	Deep Northern Intake and Sooke Lake Pump Station	20,000	-	-	-	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.
	Regional Water Supply	Electrical Infrastructure  Post Disaster Emergency Water Supply  Deep Northern Intake and	200,000				-109%	2023. Overall project is within scope and budget.  Drop kits procurement completed in Q3, accelerated from istill expected to be within approved funding. Project is with budget.  No 2023 work forecasted; project has been deferred to 202 prioritization and internal resource availability. Overall proj

	Total 2023			Total 2023
% Budget	Forecasted Budget Variance \$ (under) / over	Total 2023 Actuals	Total 2023 Forecast	amended Budget (as per approved budget)
100%	(793)	951,207	1,632,207	1,633,000
91%	(730,201)	5,069,799	7,569,799	8,300,000
13%	(1,353,314)	96,686	196,686	1,550,000
49%	(509,339)	140,661	490,661	1,000,000
6%	(1,878,095)	96,906	121,906	2,000,000
48%	(444,293)	105,707	405,707	850,000
42%	(347,921)	2,079	252,079	600,000
1%	(740,000)	-	5,000	745,000
4%	(3,805,494)	44,506	144,506	3,950,000
84%	(199,918)	1,060,082	1,080,082	1,280,000
11%	(715,174)	34,826	84,826	800,000
21%	(751,204)	148,796	198,796	950,000
8%	(7,655,591)	594,409	644,409	8,300,000
82%	(106,849)	3,151	493,151	600,000
3%	(3,197,415)	52,585	102,585	3,300,000
97%	(24,960)	735,799	970,040	995,000
2%	(2,741,863)	8,137	58,137	2,800,000
2%	(782,000)	13,000	18,000	800,000
95%	(34,945)	100,055	645,055	680,000
99%	(4,179)	588,821	618,821	623,000
0%	(600,000)	-	-	600,000

Scol	pe Timing	Budget	Notes
			S - on plan T - on plan B - 2023 Amended, on plan
			S - on plan T - completion expected Q4 2023 B - better than plan
	R		S - on plan T - completion deferred to 2024 B - on plan
			S - on plan T - on plan B - better than 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 - better than plan
			S - on plan T - on plan B - better than plan
R	R	R	S - re-evaluation for 2024 plan T - re-evaluation for 2024 plan B - re-evaluation for 2024 plan
R	R	R	S - under review for potential revision T - construction delayed to 2024 B - project budget updated on 2024 Capital 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 in 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
			S - on plan T - on plan B - on plan S - on plan
	R		S - on pian T - project start deferred to 2025 B - on plan

Status of Total Project Plan

	1	T
Department	Service Description	Capital Project Title
	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)
Integrated Water	JDF Water Distribution	Sooke Henlyn Supply & Distribution Mains
Services	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	Maliview Sewer Utility (SSI)	Wastewater Treatment Plant Upgrade
	Willis Point Fire	Engine 2 Replacement
Local Services	Magic Lake Sewer Utility (SGI)	Pump Station and Treatment Plant Upgrades & Sewer Replacement

II			Quart	er 3	
Q3 Budget	Q3 Forecast	Q3 Actuals	Variance \$ (over) / under	Variance % (over) / under	Q3 Variance Explanation (if necessary)
75,000	75,000	15,444	59,556	79%	Ad hoc work completed when resources available. Project slated to be constructed by CRD staff but postponed due to competing priorities. Completion deferred to 2024, overall project is within scope and budget.
40,000	5,000	1,348	3,652	73%	Small amount of planning work occurred in Q3. Construction remains deferred to 2024. Overall project is within scope and budget.
150,000	150,000	307,064	(157,064)	-105%	Design work on Coppermine and close out of Ludlow occurred in Q3, accelerating some Q4 work into Q3. Completion of Coppermine is deferred to 2024. Overall project within scope and budget.
-	850,000	850,201	(201)	0%	Q3 construction work in line with forecast. Overall the project is within scope and budget and is expected to be completed by end of Q1 2024.
-	265,000	242,043	22,957	9%	Substantial completion achieved in Q2, project closeout work in Q3. Remainir work to be completed by end of Q4 2023. Overall the project is within scope and budget.
1,500,000	90,000	35,082	54,918	61%	Design work began in Q3 and is expected to continue in Q4. Construction remains expected in 2024. Overall project within scope and budget.
200,000	2,000,000	1,189,909	810,091	41%	Construction continued in Q3; scope and schedule remain on target for completion in Q4 2023. Coordination with local governments, businesses and other stakeholders has allowed for increased work hours, which may result in cost savings. Project still forecasted to be substantially complete by end of 20 within scope and budget.
325,000	140,000	221,231	(81,231)	-58%	Annual Provisional work contracted out to complete the work based on limit internal staff availability due to other commitments, accelerating some Q4 wo into Q3. Overall project is expected to be within scope and budget.
160,000	737,986	493,201	244,785	33%	Delivery and road preparation of Ford Transit 350 Cargo Van, 2 F150 Lightning trucks, and a Ford service step van. Supply chain issues continue to impact the delivery schedules of vehicles expected in 2023, final vehicle budgeted for 20: is forecasted to arrive Q1 2024.
1,000,000		-	-	0%	DCC funded project based on development predictions. Project to begin whe associated housing development work has been completed. Project work expected to be delayed to 2024 as housing development work is not ready fo 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. Construction work foreca for Q4, completion delayed to 2024, overall project within scope and budget.
500,000	400,000	204,598	195,402	49%	Upgrade work continued in Q3. Seasonal constraints have delayed some word and logistical challenges with radio installations has resulted in fewer charges than expected. Substantial completion is expected by end of 2023, overall project within scope and budget.
200,000	300,000	287,309	12,691	4%	Engineering work continued in Q3, replacement generator expected to arrive 2024. Completion deferred to 2024, overall project is within scope and budge
80,000	40,000	11,446	28,555	71%	Design work begun Q3 in combination with the AC Replacement Program. Construction forecast to begin in 2024. Overall project is within scope and budget.
900,000	900,000	126,363	773,637	86%	Construction costs commenced in Q3, but delayed contractor mobilization wipush work into Q4. Overall construction is still expected to be completed on time and within scope and budget.
400,000	100,000	-	100,000	100%	No costs incurred in Q3. the project will incur detailed design costs beginning Q4, with the construction tender process expected to take place in mid-2024. Construction is anticipated to commence in late 2024. Overall project scope a budget will be refined and reviewed once detailed design is complete.
500,000	5,000	5,626	(626)	-13%	Design work in Q3. Project remains on hold due to market cost escalation and the criticality is being reassessed amid the increased cost expectations.
425,000	40,000	10,903	29,097	73%	RFP process completed in Q3, and design process has begun as part of a muci larger program. Forecasting will become more accurate in detailed design and construction phases. Construction remains anticipated to start in late 2024 or early 2025, overall project within scope and budget.
200,000	2,500	1,144	1,356	54%	Q3 costs were for CRD Project Management support to MoTi project. Project work is delayed due to MoTi delay in tendering and awarding contract. CRD v have some minor support effort in 2023, but most of the costs will occur in 20 as driven by MoTi's project and contractor. Overall project is within scope an budget.
600,000	200,000	11,751	188,249	94%	Q3 variance is due to late receipt of vendor equipment drawings. Detailed design completion delayed to Q1 2024. The start of fabrication work has been moved from Q4 2023 to Q1 2024, with overall completion deferred to 2025. Project is within scope and budget.
-	42,570	26,605	15,965	38%	Purchase completed in Q2; road preparation began in Q3 and will be completed in Q4. Project is within scope and budget
3,000,000	800,000	1,134,552	(334,552)	-42%	Equipment purchases planned for Q4 received in Q3 resulting in higher than planned spending. Project scope reduced in Q2 due to tenders coming in ove budget., completion deferred to 2024, budget on plan.

	Total 2023							Stat	us of Total Project Plan
Total 2023 amended Budget (as per approved budget)	Total 2023 Forecast	Total 2023 Actuals	Total 2023 Forecasted Budget Variance \$ (under) / over	% Budget		Scope	Timing	Budget	Notes
600,000	43,281	40,781	(556,719)	7%			R		S - on plan T - completion deferred to 2024 B - on plan
510,000	18,987	3,987	(491,014)	4%			R		S - on plan T - construction deferred to 2024 B - on plan S - on plan
2,300,000	543,108	468,108	(1,756,892)	24%			R		B - on plan S - on plan
5,000,000	4,555,454	4,355,454	(444,546)	91%			R		B - better than plan S - on plan
1,710,000	1,707,120	1,657,120	(2,880)	100%					S - on plan S - on plan
3,900,000	158,302	88,302	(3,741,698)	4%			R		5 - Oir plain T - construction deferred to 2024 B - on plan
5,200,000	5,200,000	3,355,763	(0)	100%					S - on plan T - completion expected Q4 2023 B - on plan
1,300,000	1,300,000	1,090,680	0	100%					S - on plan T - on plan B - on plan
1,080,000	983,728	803,728	(96,272)	91%			R		S - on plan T - completion expected Q1 2024 B - on plan
1,000,000	-	-	(1,000,000)	0%			R		S - on plan T - deferred to 2024 B - on plan
900,000	101,787	51,787	(798,213)	11%			R		S - on plan T - completion delayed to 2024 B - on plan
1,300,000	1,243,810	943,810	(56,190)	96%					S - on plan T - on plan B - on plan
530,000	305,649	305,649	(224,351)	58%			R		S - on plan T - completion delayed to 2024 B - on plan
2,350,000	36,918	16,918	(2,313,082)	2%			R		S - on plan T - construction expected in 2024 B - on plan
1,000,000	899,784	139,784	(100,216)	90%					S - on plan T - completion delayed to Q4 2023 B - better than plan
1,000,000	-	-	(1,000,000)	0%			R		S - on plan T - construction deferred to 2024 B - on plan
1,100,000	5,626	5,626	(1,094,374)	1%			R	R	S - on plan T - completion delayed to 2024 B - to be re-evaluated
1,700,000	51,991	26,991	(1,648,009)	3%			R		S - on plan T - construction deferred to 2024 B - on plan
900,000	11,091	8,591	(888,909)	1%			R		S - on plan T - construction deferred to 2024 B - on plan
2,010,000	67,980	47,980	(1,942,020)	3%			R		S - on plan T - completion deferred to 2025 B - on plan S - on plan
580,000	579,017	564,017	(983)	100%					S - on plan T - on plan B - on plan
6,130,000	2,890,644	1,390,644	(3,239,356)	47%		R	R		S - Reduced scope T - completion deferred to 2024 B - on plan

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Department	Service Description	Capital Project Title
	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
Parks and Environmental	Environmental Resource Management	Aggregate Production for Internal Use
Services	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	Interior Renovations
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
		Total Projects
*Amended Rudge	t as at September 13, 2	023 (#Bylaw 4570)

Quarter 3						
Q3 Budget	Q3 Forecast	Q3 Actuals	Variance \$ (over) / under	Variance % (over) / under	Q3 Variance Explanation (if necessary)	
1,006,020	1,400,000	718,501	681,499	49%	Project construction continued in Q3. Project was amended in Q3 to reflect increased volume of material to be removed for development of trail. Project completion forecast for Q1 2024, within amended scope and budget.	
420,000	800,000	1,098,214	(298,214)	-37%	Bilston Bridges 1 and 2 bridge replacement substantially completed in Q3 ahead of forecast. Project will continue in Q4 for minor items. Overall project is ahead of time and within scope and budget.	
657,000	534,255	422,087	112,168	21%	Project substantially complete, awaiting BC Hydro hookup in Q4. System to be commissioned in November 2023, in scope and amended budget.	
471,746	-	-	-	0%	No work to occur in 2023. Project will be combined into the 2024 Trestles Renewal, Trails Widening and Lighting Project. Activity will occur on this new project over 2024-2029.	
-	200,000		200,000	100%	Procurement process has begun, but long lead times for vehicle procurement have delayed the vehicle acquisitions. No vehicles were delivered in Q3. Forecast additional acquisitions to begin Q4. Project is within scope and budget.	
-	220,000	-	220,000	100%	Procurement process has begun, but long lead times for vehicle procurement have delayed the vehicle acquisitions. Forecast for acquisitions to begin late Q4. Project is within scope and budget.	
-		-	-	0%	No work to occur in 2023. Project will be combined into the 2024 Trestles Renewal, Trails Widening and Lighting Project. Activity will occur on this new project over 2024-2029.	
2,000,000	750,000	34,995	715,006	95%	Project management occurred in Q3. Some delays in design and tendering shifts to 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	1,854,403	145,597	7%	Phase 2 Blasting, aggregate removal and crushing continued in Q3. Overall project is within scope and budget.	
3,015,000	2,500,000	822,624	1,677,376	67%	Electrical Design was conducted in Q3. Manufacturing of major equipment is in progress, with completion and installation deferred to 2024. Overall project forecasted to be completed within scope and on budget.	
1,000,000	1,000,000	502,789	497,211	50%	Procurement of flares and blower package continued in Q3. The bulk of the flare spending and project construction cost is forecasted to occur in Q4. Overall project is within scope and budget.	
750,000	100,000	9,453	90,547	91%	Project management occurred in Q3 on design and community engagement plan. A consultant for the project has been secured and traffic design concepts are underway for Q4. Majority of construction costs will occur in 2024, with completion deferred to 2024. Overall project is within scope and budget.	
500,000	100,000	32,678	67,323	67%	Site preparation work at the NE Stockpile began in Q3. Some delays in design and tendering shifts costs to Q4, with majority of construction forecast to occur in 2024. Completion deferred to 2024. Overall project is within scope and budget.	
250,000		-	-	0%	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.	
600,000	-	-	-	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.	
400,000		-	-	0%	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.	
84,000	84,000	336,459	(252,459)	-301%	Vehicle purchases forecast to arrive in Q4 were delivered in Q3 ahead of forecast. Environmental Protection Fleet Replacements are forecast to be completed in Q4. Overall project is on time and within scope and budget.	
500,000	150,000	198,278	(48,278)	-32%	Reconfiguration work began in Q3 and will continue to Q2 2024. Project progressing on plan and within scope and budget.	
733,000	306,388	207,522	98,866	32%	Two term FTEs were onboarded, and a consultant engaged for phase 1 in Q3.  One FTE to be onboarded in Q1 2024. Purchase of equipment forecasted for Q4 2023. Project planning phase continues with project budget under review.  Overall project is on time and within scope.	
-	-	-	-	0%	Project is grant dependent and has not as yet received a grant. Overall project is within scope and budget.	
-	-	9,602	(9,602)	-100%	Prosser purchase was executed in early Q2 as forecasted. Residual legal costs incurred in Q3 are related to managing the deficiency work being completed by the seller.	
200,000	5,000	1,790	3,210	64%	Project has been scaled back to be a multiyear brick re-pointing program. Limited work on project in Q3, next period of work to occur in 2024. Overall project is within scope and budget.	
-	_	-	-	0%	Project Management work performed in Q2. Balance of project is deferred pending the analysis of the results of the brick repointing work carried out (2024). Overall project is within scope and budget.	
33,990,766	25,475,469	18,177,593	7,297,876	29%		

		Total Flojects
*Amondod Budgot as at Contombor 12	21	122 (#Bylaw 4E70)

		Total 2023		
Total 2023 amended Budget (as per approved budget)	Total 2023 Forecast	Total 2023 Actuals	Total 2023 Forecasted Budget Variance \$ (under) / over	% Budget
4,253,400	3,571,901	2,337,146	(681,499)	849
1,400,000	1,400,000	1,202,721	(1)	1009
1,534,000	1,534,000	1,271,831	0	1009
3,789,350	-	-	(3,789,350)	09
615,000	615,000	63,275	0	1009
540,000	540,000	-	-	1009
1,006,210	-	-	(1,006,210)	09
7,200,000	3,823,467	155,984	(3,376,534)	539
6,763,149	6,762,372	6,117,250	(777)	1009
9,600,000	6,674,339	3,274,339	(2,925,661)	709
2,610,000	2,609,882	654,882	(118)	1009
2,000,000	259,453	11,658	(1,740,547)	139
1,250,000	732,678	33,573	(517,323)	599
750,000	-	-	(750,000)	09
750,000	-	-	(750,000)	09
1,000,000	-	-	(1,000,000)	09
535,000	534,965	401,195	(35)	1009
1,602,000	1,300,278	638,907	(301,722)	819
1,466,000	1,487,583	273,800	21,583	1019
1,050,000	-	-	(1,050,000)	09
17,104,721	17,114,323	17,114,323	9,602	1009
750,000	3,580	3,580	(746,420)	09
2,176,000	13,116	13,116	(2,162,885)	19

Status of Total Project Plan				
Scope	Timing	Budget	Notes	
	R		S - on plan T - completion deferred to Q1 2024 B - 2023 Amended, on plan	
			S - on plan T - on plan B - on plan	
			S - on plan T - on plan B - 2023 Amended, on plan	
R	R	R	S - re-evaluation for 2024 plan T - re-evaluation for 2024 plan B - re-evaluation for 2024 plan	
			S - on plan T - completion deferred to Q4 2023 B - on plan	
			S - on plan T - completion deferred to Q4 2023 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 - project completion deferred to 2024 B - on plan	
			S - on plan T - on plan	
	R		B - on plan S - on plan T - project completion deferred to 2024	
	"		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 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	
			S - on plan T - on plan B - under review	
	R		S - on plan T - deferred pending grant funding	
			B - on plan S - on plan T - completed in Q2 2023 B - completed in Q2 2023;	
	R		incurred S - on plan T - deferred to 2024	
	R		B - on plan S - on plan T - deferred to 2024	
			B - on plan	

Status of Total Project Plan

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226,783,865

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

Total Projects >\$500
Total Projects
<\$500K; Capital
Grants
Total Projects

Total Projects

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

	Quarter 3						
Q3 Budget	Q3 Forecast	Q3 Actuals	Variance \$ (over) / under	Variance % (over) / under	Q3 Variance Explanation (if necessary)		
10,000,000	10,000,000	-	10,000,000		Contribution to RHFP is forecasted to occur in Q4 2023 through the acquisition of the Mt. Tolmie property from the Province. Overall project is on time and within scope and budget.		
10,000,000			10,000,000	0%			

500,000 25,000 - 25,000 100%  Project received final approval throcontractor remediation costs forecase amended in Q3 to reflect heating, or construction work from 2023 to 202  This project remains in the predeve approve the rezoning and developm Permits and funding must be in plac  Q3 variance primarily due to timing all Pinehurst. Routine upgrades of h	of contractor billing for large roofing project ousing townhouses and apt buildings are availability and weather. Overall project is t.
Project received final approval throw contractor remediation costs foreca mended in Q3 to reflect heating, construction work from 2023 to 202	
Project received final approval throm     Project received final approval throm	lopment phase. Saanich Council has yet to ent permit application, presented in Q2. e before final project approval is awarded.
on time and within scope and stuge	st to begin Q4. Overall project scope poling and ventilation systems, and pushing
198 320 (198 320) costs incurred in Q3 relate to interin	cuted in Q2 in line with forecast. Project in financing interest and mortgage fees ut of the project account. Overall project is it.
6,333,333 7,021,838 5,597,417 1,424,421 20% and 2, pushing costs into future per	ion and foundations for both townhouse 1 ods. Townhouse 2 permits were issued late ay for both 1 and 2 simultaneously for Q4.
,	rflect increased cost of construction. Q3 on draws. Overall project is now forecasted remains within scope.

		Total 2023	I	
Total 2023 amended 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				

	S - on plan T - completion deferred to Q4 B - on plan

Scope Timing Budget

Status of Total Project Plan

2 704 604				
66,499,454	55,219,528	41,603,048	(11,279,926)	
4,724,826	3,263,625	2,161,993	(1,461,201)	
2,500,000	445,001	26,652	(2,054,999)	
1,200,000	1,044,767	23,683	(155,233)	
13,613,091	13,035,027	13,035,027	(578,064)	
23,000,000	21,419,647	14,759,519	(1,580,353)	
21,461,537	16,011,461	11,596,175	(5,450,076)	

R	S - on plan T - deferred completion to Q2 2024 B - 2023 Amended, on plan
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
	S - 2023 Amended, on plan T - on plan B - 2023 Amended, on plan
R	S - on plan T - pending rezoning and development permits B - on plan
R	S - on plan T - 2023 uncompleted works will be executed in 2024 B - on plan

3,794,684 70,294,138

Page 4 of 4



## APPENDIX H HUMAN RESOURCES TRENDS AND CORPORATE SAFETY

## OPEN CAPITAL REGIONAL DISTRICT BOARD MEETING OF WEDNESDAY, JANUARY 10, 2024

#### 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 – 731.94 regular and 27 term positions (with terms ranging from one to five years, with the majority being two years or longer). For 2024 the SEC identifies 786.94 FTEs – 756.94 regular and 30 term positions. The CRD also has 502 auxiliary staff, with most of these staff working Parks and Recreation where we see a number of seasonal opportunities. In addition, the CRD engages 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. 90.1% of the CRD's paid workforce is unionized. The average length of service and average workforce age of CRD staff is 9.1 years and 45.5 years respectively. After global pandemic restrictions were reduced, and as economic conditions changed, turnover rates were trending upwards; these rates have levelled off in 2023 and are now within pre-pandemic norms. Retirements account for approximately 22% 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% Q3: 90.4%	90.1%	79.1%	89.3%	81.2%
Average Length of Service (regular staff)	Q1: 9.2 years Q2: 9.1 years Q3: 9.1 years	9.1 years	10.7 years	9.5 years	11.1 years
Average Employee Age (regular staff)	Q1: 45.4 yrs Q2: 45.5 yrs Q3: 45.5 yrs	45.5 years	46.6 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.) Q3: 2.9% (0.5% retire.)	5.9% (1.3% retirements)	6.7% (1.3% retirements)	11.7% (3.4% retirements)	11.1% (2.9% retirements)

#### 2. Job Opportunities

Through Quarter 3 of 2023, a total 253 job postings and 408 individual job opportunities have been posted. This is consistent with 2022, where 565 individual job opportunities were open for competition. These figures far exceed previous years. Currently there are four regular positions and 16 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. 172 staff have been put through the program through Quarter 3, and 1,017 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 Q3:113	408	N/A	565	N/A
Vacancy Rate (regular staff)	Q1: 2.6% Q2: 2.4% Q3: 2.1%	2.4%	2.8%	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. 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 3 of 2023, sick leave absenteeism rates were trending consistently with quarters of previous pre-pandemic years and remain below industry average. Typically, sick leave absenteeism rates will be higher in Quarters 1 and 4 of a year given higher levels of cold-and-flus in the community.

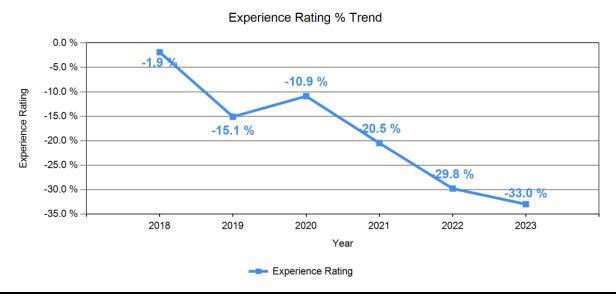
Table 3:

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% Q3: 1.3%	3.4%	4.9%	5.1%	5.8%
WorkSafeBC Employer Rate (all staff)	Q1/2: 2.14% less 10% <sup>1</sup>	2.14% less 10% <sup>1</sup>	3.19%	2.05% less 10% <sup>1</sup>	2.92%

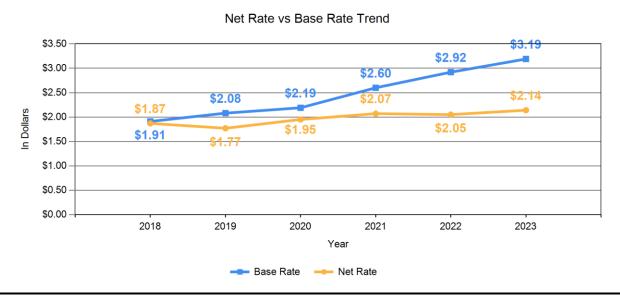
With our proactive focus on safety, absences related to workplace illness or injury remain far below those of industry. This has also resulted in the CRD being in a positive (merit) position with WorkSafeBC resulting in a lower-than-industry Employer Rating Assessment (ERA). The ERA is the premium WorkSafeBC charges employers based on their claims experience over the previous three-year period.

WorkSafeBC base rates for the industry continue to increase by almost 50% since 2019. Despite this trend, 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:



<sup>&</sup>lt;sup>1</sup> an addition 10% reduction in assessed premiums is applied to the assessed rate, as a result of the CRD's Certificate of Recognition program and designation.



#### 4. Awards and Recognition

For the third consecutive year, the CRD has been recognized as one of the safest employers in Canada as the recipient of the 2023 Canada's Safest Employers Award - Public Sector/Non-Profit Employer as an Excellence Awardee.

#### **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.



## REPORT TO CAPITAL REGIONAL DISTRICT BOARD MEETING OF WEDNESDAY, JANUARY 10, 2024

#### **SUBJECT** Long-Term Biosolids Management Planning – Consultation Update

#### **ISSUE SUMMARY**

To provide an update on the structure, components and progress of the consultation in support of the development and submission of a Long-Term Biosolids Management Plan in advance of a June 18, 2024 deadline submission to the Province.

#### **BACKGROUND**

Since the commissioning of the core area wastewater treatment project in 2020, the Capital Regional District (CRD) has been responsible for the residuals management of the Class A biosolids produced from the Residuals Treatment Facility (RTF). This new function requires a management plan that demonstrates beneficial use to the provincial regulator. Currently, the CRD is operating under a five-year Short-Term Biosolids Management Plan, with a primary focus to provide biosolids to a cement manufacturing plant in Richmond, BC as an alternative fuel source for their kiln operations. A supplement to the plan has been the beneficial use of biosolids as a cover material at the regional landfill. Due to significant maintenance, operational and economic challenges at the cement plant, and limited space for cover material, a significant volume of biosolids had to be landfilled even though this is out of compliance with provincial regulatory direction. Staff have recently developed an option to move biosolids to a former mine quarry site in Cassidy, BC, which has alleviated some of the recent logistical and financial challenges with landfilling.

Beyond 2025, the Province requires a Long-term Biosolids Management Plan (Plan). This Plan will be dynamic and should be able to adapt to new information and opportunities over the coming years. The CRD has undertaken an options analysis with expert technical support. The CRD has initiated a consultation process that will include all current information and solicit input to a draft plan for the Board's consideration before submission to the Province under the Core Area Liquid Waste Management Plan (CALWMP) commitments. A Technical and Community Advisory Committee (TCAC) was established in late 2023 to provide recommendations for updates to the CALWMP in the areas of Inflow & Infiltration (I&I) and Biosolids and this committee has met monthly since October 2023.

The two TCAC meetings to date have focused on presentation and discussion of background material relating to the CALWMP and I&I. The TCAC toured the RTF in December and is now turning its focus to the scientific, regulatory and technical information and discussing the options in the context of public opinions, concerns and priorities. The TCAC will meet January 19, February 13, March 19 and, if necessary, in April, to complete its mandate for technical and public review of the information.

First Nations consultation, in collaboration with the CRD's First Nations Relations team, will run parallel to the public consultation process and will include in-person and online engagement sessions.

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Public consultation on long-term options and technologies to harness the benefits of biosolids will launch on Thursday, January 11, 2024 via the CRD's Get Involved engagement platform (<a href="www.getinvolved.crd.bc.ca">www.getinvolved.crd.bc.ca</a>). Concurrent with the input from the TCAC and First Nations consultation, the public consultation process will involve a range of activities from January to March 2024, including an online survey, a virtual open house and the opportunity to provide written feedback by email to a dedicated and monitored email (<a href="mailto:biosolids@crd.bc.ca">biosolids@crd.bc.ca</a>). Materials developed to date include: media release, social media content, overview video, RTF virtual tour, survey, options overview and frequently asked questions. A consultation summary report will capture what was heard throughout the process and will be presented to the Board and shared online.

#### CONCLUSION

The Capital Regional District (CRD) is undertaking a comprehensive consultation process to support the development of a draft Long-Term Biosolids Management Plan as part of its commitments under the Core Area Liquid Management Plan. Public consultation will launch January 11, 2024, with a draft report to the Board in early Q2 followed by submission to the Province by June 18, 2024. The public will be able to provide input through the CRD's Get Involved engagement platform on the public website, as well as through written submissions and a virtual open house.

#### **RECOMMENDATION**

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

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

ENVS-2017537726-656 ERO2024-001



## TO REPORT TO FINANCE COMMITTEE MEETING OF WEDNESDAY, JANUARY 03, 2024

**SUBJECT** Bylaw No. 4597: Security Issuing Bylaw, Spring 2024

#### **ISSUE SUMMARY**

Approval of the Security Issuing Bylaw No. 4597 for borrowing by the Capital Regional District (CRD).

#### **BACKGROUND**

Under Sections 410 and 411 of the *Local Government Act*, the CRD must adopt a security issuing bylaw to provide for the issue of debt for all or any part of the debt authorized under loan authorization bylaws for its own borrowings and on behalf of municipalities requesting debt.

Debt issuance is undertaken twice annually by the Municipal Finance Authority (MFA). The process requires the CRD Board to adopt separate security issuing bylaws for each borrower. The approved bylaws are then submitted to the Ministry of Municipal Affairs for approval.

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

**TABLE 1: CRD Financial Plan Borrowing – (\$ Millions)** 

Security Issuing	Service		LOAN AUTHORIZATION			Term of	Issue amount	Notes
Bylaw No.	Service	Bylaw No.	Authorized (\$M)	Borrowed (\$M)	Remaining (\$M)	issue	(\$M)	Notes
4597	Environmental Resource Management	4515	\$36.00	\$7.45	\$28.55	15	\$4.30	2024 Capital Plan Projects
	TOTAL						\$4.30	

There were no municipal requests submitted to the CRD for the MFA 2024 Spring Issue.

#### **ALTERNATIVES**

#### Alternative 1

The Finance Committee recommends to the Capital Regional District Board:

- 1. That Bylaw No. 4597, "Security Issuing Bylaw No. 1, 2024", be introduced and read a first, second, and third time; and
- 2. That Bylaw No. 4597 be adopted.

#### Alternative 2

That adoption of Bylaw No. 4597 be deferred back to staff for amendments.

#### **IMPLICATIONS**

#### Financial Implications

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

The Environmental Resource Management service is borrowing for two capital plan items, the first being the landfill gas utilization project with a borrowing of \$4.0 million. The total planned borrowing for this project is \$7.2 million, with the remaining \$3.2 million issue anticipated in the Fall of 2024. The second borrowing of \$0.3 million is for construction related to the northeast and northwest aggregate stockpile cover project. The total planned borrowing for this project is \$0.75 million, with the remaining \$0.45 million issue anticipated in the Fall of 2024.

#### **Borrowing Terms**

Each borrowing request will be funded by the MFA as part of the Fall issue, with proceeds expected to be received in April. The amortization period is stipulated in the respective loan authorization bylaw and is for a period established during the public approval process. The rate and initial term of the loan will be determined by the MFA at the time of issuance. As of 2021, the period rates will be locked in will no longer follow the general 10-year initial term, with 5-year renewal terms thereafter. Depending on market conditions at the time of issuance, the MFA may use longer initial and renewal periods.

The MFA provides current indicative market interest rates as an estimate of potential rates for the upcoming issue. The indicative rates as of December 12, 2023 are:

Loan Amortization	MFABC - Indicative Rates
5 years	3.99%
10 years	4.25%
15 years	4.50%
20 years	4.48%
25 years	4.48%
30 years	4.48%

#### **CONCLUSION**

The CRD, through security issuing bylaws, is enabled to borrow from the MFA for both regional district and municipal borrowings. The borrowing costs are funded by the requesting CRD service or the municipality. For the Spring MFA 2024 issue, the CRD has one request and there were no municipal requests. Approval of this bylaw is recommended to permit participation in the MFA Spring 2024 debt issuance.

#### **RECOMMENDATION**

The Finance Committee recommends to the Capital Regional District Board:

- 1. That Bylaw No. 4597, "Security Issuing Bylaw No. 1, 2024", be introduced and read a first, second, and third time; and
- 2. That Bylaw No. 4597 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:	Larisa Hutcheson, P. Eng., Acting Chief Administrative Officer

#### **ATTACHMENT**

Appendix A: Bylaw No. 4597, Security Issuing Bylaw No. 1, 2024

#### CAPITAL REGIONAL DISTRICT BYLAW NO. 4597

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

#### WHEREAS:

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

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

1. The Authority is hereby requested and authorized to finance from time to time the undertakings, as further described in the Loan Authorization Table below, at the sole cost and on behalf of the Regional District up to, but not exceeding Four Million and Three Hundred Thousand Dollars (\$4,300,000) in lawful money of Canada (provided that the Regional District may borrow all or part of such amount in such currency as the Trustees of the Authority shall determine but the aggregate amount in lawful money of Canada and in Canadian Dollar equivalents so borrowed shall not exceed \$4,300,000 in Canadian Dollars) at such interest and with such discounts or premiums and expenses as the Authority may deem appropriate in consideration of the market and economic conditions pertaining.

Page 2

Security Issuing Bylaw No.	Service	LOAN AUTHORIZATION			Term	Issue	New	
		Bylaw No.	Authorized (\$M)	Borrowed (\$M)	Remaining (\$M)	of issue	amount (\$M)	Notes
4597	Environmental Resource Management	4515	\$36.00	\$7.45	\$28.55	15	\$4.30	2024 Capital Plan Projects
	TOTAL						\$4.30	

- 2. Upon completion by the Authority of financing undertaken pursuant hereto, the Chair and officer assigned the responsibility of financial administration of the Regional District, on behalf of the Regional District and under its seal shall, at such time or times as the Trustees of the Authority may request, enter into and deliver to the Authority one or more agreements, which said agreement or agreements shall be substantially in the form annexed hereto as Schedule "A" and made part of this bylaw (such Agreement or Agreements as may be entered into, delivered or substituted hereinafter referred to as the "Agreement") providing for payment by the Regional District to the Authority of the amounts required to meet the obligations of the Authority with respect to its borrowings undertaken pursuant hereto, which Agreement shall rank as debenture debt of the Regional District.
- 3. The Agreement in the form of Schedule "A" shall be dated and payable in the principal amount or amounts of monies and in Canadian dollars or as the Authority shall determine and subject to the *Local Government Act*, in such currency or currencies as shall be borrowed by the Authority under Section 1 and shall set out the schedule of repayment of the principal amount together with interest on unpaid amounts as shall be determined by the Treasurer of the Authority.
- 4. The obligation incurred under the said Agreement shall bear interest from a date specified therein, which date shall be determined by the Treasurer of the Authority, and shall bear interest at a rate to be determined by the Treasurer of the Authority.
- 5. The Agreement shall be sealed with the seal of the Regional District and shall bear the signature of the Chair and the officer assigned the responsibility of financial administration of the Regional District.
- 6. The obligations incurred under the said Agreement as to both principal and interest shall be payable at the Head Office of the Authority in Saanich and at such time or times as shall be determined by the Treasurer of the Authority.
- 7. During the currency of the obligations incurred under the said Agreement to secure borrowings in respect of the Regional District Loan Authorization Bylaw No. 4515 if the anticipated revenues accruing to the Regional District from the operation of the "Solid Waste Disposal Local Service Establishment Bylaw No. 1, 1991" service is at any time insufficient

Bylaw No. 4597 Page 3

to meet the annual payment of interest and the repayment of principal in any year, there shall be requisitioned an amount sufficient to meet such insufficiency.

- 8. The Regional District shall provide and pay over to the Authority such sums as are required to discharge its obligations in accordance with the terms of the Agreement, provided, however, that if the sums provided for in the Agreement are not sufficient to meet the obligations of the Authority, any deficiency in meeting such obligations shall be a liability of the Regional District to the Authority and the Board of the Regional District shall make due provision to discharge such liability.
- 9. The Regional District shall pay over to the Authority at such time or times as the Treasurer of the Authority so directs such sums as are required pursuant to section 15 of the *Municipal Finance Authority Act* to be paid into the Debt Reserve Fund established by the Authority in connection with the financing undertaken by the Authority on behalf of the Regional District pursuant to the Agreement.
- 10. This bylaw may be cited as "Security Issuing Bylaw No. 1, 2024".

READ A FIRST TIME THIS	th day of	20
READ A SECOND TIME THIS	th day of	20
READ A THIRD TIME THIS	th day of	20
ADOPTED THIS	<sup>th</sup> day of	20
CHAIR	CORPORATE OFFICER	

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

# CANADA PROVINCE OF BRITISH COLUMBIA AGREEMENT

Regional Distric	ct of	
The Regional District of the Municipal Finance Authority of British (Saanich, British Columbia, the sum of money of Canada, together with interest the varying rates of interest, calculated semi-attached commencing on the day of the payments of principal and interest here Authority undertaken on behalf of the Register to the Authority.	Columbia (the "Authority") at its Head DOLLARS (\$ bereon from the day of annually, in each and every year during I and interest shall be as specified in 20, provided eunder are insufficient to satisfy the column in the provided by the column in the provided and interest shall be as specified in 20, provided eunder are insufficient to satisfy the column in the provided provided by the provided provided and provided	d Office in) in lawful 20, at ng the currency of the schedule that in the event abligations of the all pay over to
DATED at, Br 20	ritish Columbia, this day of	,
	IN TESTIMONY WHEREOF and under Bylaw # cited as "	
	this Agreement is sealed with the Cor Regional District of by the Chair and Treasurer thereof.	
	Chair	
	Treasurer	
Pursuant to the <i>Local Government Act</i> , I c validly made and issued and that its validit in any court of the Province of British Colu	ty is not open to question on any grou	
Deputy Inspector of	Municipalities of British Columbia	

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

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



## REPORT TO FINANCE COMMITTEE MEETING OF WEDNESDAY, JANUARY 03, 2024

**SUBJECT** Bylaw No. 4596: Saanich Peninsula Wastewater Services Loan Authorization Bylaw No. 1, 2024

#### **ISSUE SUMMARY**

Pursuant to the Capital Regional District (CRD) provisionally approved 2024 to 2028 Financial Plan, this report brings forward the loan authorization Bylaw No. 4596 for the purpose of financing approved capital plan projects.

#### **BACKGROUND**

On October 25, 2023, the Board gave provisional approval for the CRD 2024 Financial Plan, inclusive of the Saanich Peninsula Wastewater Service five-year (2024 to 2028) capital plan. As is the case each year following plan approval, staff prepare the necessary loan authorization bylaws and security issuing bylaws. The Saanich Peninsula Wastewater Service capital plan includes planned infrastructure and improvements totaling \$12.3 million, which requires the borrowing of \$7.72 million from the Municipal Finance Authority of British Columbia (MFABC) starting in 2025.

The Saanich Peninsula Wastewater capital plan (the 'Capital Plan') includes replacing and improving aging wastewater infrastructure, upgrading odour control, relining trunk sewers, repairing and replacing manholes, enhancing control and communications systems and other improvements.

Loan authorization bylaws expire after five years, so bylaws are drafted to cover the five-year financial plan for services requiring borrowing to fund capital. The loan authorization bylaw will specify the maximum amount, the restricted use and the debt repayment amortization period. Requests to draw funds against the loan authorization bylaw will only be authorized with Board approval of a subsequent security issuing bylaw. The security issuing bylaws, prepared biannually, include only those borrowings that are necessary based on the cash flow needs as determined by the approved financial plan.

The following bylaw is proposed:

Service Area	Action	Purpose	Bylaw
3.718	Loan Authorization Bylaw	To create a loan authorization bylaw to permit long-term borrowing related to the Capital Plan for this service.	4596

#### **ALTERNATIVES**

#### Alternative 1

The Finance Committee recommends to the Capital Regional District Board:

- 1. That Bylaw No. 4596, "Saanich Peninsula Wastewater Services Loan Authorization Bylaw No. 1, 2024", be introduced and read a first, second and third time; and
- 2. That participating area approval for Bylaw No. 4596 be obtained by way of the municipal consent process for North Saanich, Central Saanich and Sidney, and if successful, be referred to the Inspector of Municipalities for approval.

#### Alternative 2

That Bylaw No. 4596 be referred to staff for additional information.

#### **IMPLICATIONS**

Legislative & Financial Implications

Section 24 of the *Municipal Finance Authority Act*, RSBC 1996 c 325 states that a regional district security issuing bylaw may only be enacted and financed if the long-term borrowing is arranged through the MFABC. The loan authorization required is up to \$7.72 million and will support the planned five-year capital plan expenditures commencing in January 2025. The estimated debt servicing costs for the borrowing are included in the 2024 CRD provisional financial plan.

With the MFABC's indicative interest rate at 4.58% as of December 11, 2023, borrowing the full authorized amount over a 15-year amortization period would result in an estimated annual debt service cost of approximately \$0.75 million. The total financing cost over this period is projected to be \$11.3 million. These debt servicing expenses are planned to be funded through requisition and the actual amount borrowed each year will be based on the specific cash flow requirements for the year.

Long-term borrowing (i.e., loans with a term of more than five years) cannot be undertaken without the loan authorization bylaw being approved and, subsequently and separately, a security issuing bylaw being approved, in accordance with the *Local Government Act*.

As part of the loan authorization bylaw approval process, the bylaw requires participant approval. Participant approval can be obtained through consent on behalf of municipal participants or by sub-regional alternative approval process (AAP). Consent on behalf of the municipal participants of North Saanich, Central Saanich and Sidney will be initiated once the loan authorization bylaw has received third reading by the Board and is the preferred method administratively in this instance.

To ensure optimization of interest and timing of long-term debt, issuance of a temporary borrowing will be proposed if Ministerial approval is obtained, and the municipal consent process proves successful. The timing of the debt issuance will be based on the timing of expenditures and will be dependent on prevailing interest rates at the time. Before long-term debt issuance can be exercised, a security issuing bylaw will be brought forward for approval. The term of debt issuance under the loan authorization will be 15 years.

#### **CONCLUSION**

The CRD 2024 provisional financial plan sets out the capital expenditure for each service, including planned borrowing. Borrowing for the Saanich Peninsula Wastewater Service was identified as \$7.72 million for planned infrastructure and improvements. Bylaw No. 4596, "Saanich Peninsula Wastewater Services Loan Authorization Bylaw No. 1, 2024", is presented now in preparation for the future borrowing to enable the identified projects within the Service's five-year (2024-2028) capital plan.

#### **RECOMMENDATION**

The Finance Committee recommends to the Capital Regional District Board:

- 1. That Bylaw No. 4596, "Saanich Peninsula Wastewater Services Loan Authorization Bylaw No. 1, 2024", be introduced and read a first, second and third time; and
- 2. That participating area approval for Bylaw No. 4596 be obtained by way of the municipal consent process for North Saanich, Central Saanich and Sidney, and if successful, be referred to the Inspector of Municipalities for approval.

Submitted by:	Rianna Lachance, BCom, CPA, CA, Senior Manager, Financial Services
Concurrence:	Nelson Chan, MBA, FCPA, FCMA, Chief Financial Officer
Concurrence:	Jan van Niekerk, P.Eng. Acting General Manager, Integrated Water Services
Concurrence:	Kristen Morley, J.D., General Manager, Corporate Services & Corporate Officer
Concurrence:	Larisa Hutcheson, P. Eng., Acting Chief Administrative Officer

#### **ATTACHMENT**

Appendix A: Bylaw No. 4596, "Saanich Peninsula Wastewater Services Loan Authorization Bylaw No. 1, 2024"

#### **CAPITAL REGIONAL DISTRICT**

#### **BYLAW NO. 4596**

A BYLAW TO AUTHORIZE THE BORROWING OF SEVEN MILLION SEVEN HUNDRED TWENTY THOUSAND DOLLARS (\$7,720,000) FOR THE PURPOSE OF PLANNING, DESIGNING, AND CONSTRUCTING TRUNK SEWERS AND SEWAGE DISPOSAL FACILITIES OF SAANICH PENINSULA WASTEWATER TREATMENT PLANT

FACILITIES OF SAANICH PENINSULA WASTEWATER TREATMENT PLANT

#### WHEREAS:

- A. Under Bylaw No. 2388, "Liquid Waste Management Saanich Peninsula Local Service Establishment Bylaw No. 1, 1996", the Board of the Regional District established a local service for the operation of a service for the collection, conveyance, treatment and disposal of sewage;
- B. It is deemed desirable to provide sewerage system facilities described hereunder described in accordance with the local service of Saanich Peninsula Wastewater;
- C. The works shall include the capital renewal and upgrade of the Saanich Peninsula wastewater system which will involve the planning, study, project administration, project communications, and staff time required for design and construction of facilities, design and construction of facilities for the collection, conveyance, treatment and disposal of wastewater, as well as other related works, facilities and equipment purchases;
- D. The estimated cost of the works, including expenses incidental thereto to be funded from debt servicing, is the sum of Seven Million Seven Hundred and Twenty Thousand (\$7,720,000) dollars, which is the amount of debt intended to be authorized by this bylaw;
- E. Pursuant to sections 407(3)(c) of the *Local Government Act*, participating area approval is required for this borrowing and shall be obtained by municipal council consent under s. 346 of the *Local Government Act*, and
- F. Financing is proposed to be undertaken by the Municipal Finance Authority of British Columbia pursuant to agreements between it and the Capital Regional District;

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

- 1. The Board is hereby empowered and authorized to undertake and carry out or cause to be carried out the planning, study, public consultation, site selection, design, land and material acquisition, construction, supply and installation of all material, equipment and components and all construction necessary for the collection, conveyance, treatment and disposal of wastewater, as well as other related works, facilities and equipment therein before described and to do all things necessary in connection therewith and without limiting the generality of the foregoing:
  - a) to borrow upon the credit of the Capital Regional District a sum not exceeding seven million seven hundred twenty thousand dollars (\$7,720,000); and

- b) to acquire all such real property, easements, rights-of-way, licenses, rights or authorities as may be requisite or desirable for or in connection with the design and construction of a system for the collection, conveyance, treatment and disposal of sewage and all related ancillary works, studies and equipment deemed necessary by the Board.
- 2. The maximum term for which debentures may be issued to secure the debt intended to be created by this bylaw is fifteen (15) years.
- 3. This Bylaw may be cited as "Saanich Peninsula Wastewater Services Loan Authorization Bylaw No. 1, 2024".

CHAIR	CORPORATE OFFICER	
ADOPTED THIS	day of	202_
APPROVED BY THE INSPECTOR OF MUNICIPALITIES THIS	day of	202_
APPROVED BY MUNICIPAL COUNCIL CONSENT PROCESS PER S.346 OF THE LOCAL GOVERNMENT ACT THIS	T day of	202_
READ A THIRD TIME THIS	day of	202_
READ A SECOND TIME THIS	day of	202_
READ A FIRST TIME THIS	day of	202_

day of

FILED WITH THE INSPECTOR OF MUNICIPALITIES THIS