



Notice of Meeting and Meeting Agenda Capital Regional District Board

Wednesday, October 9, 2024

1:05 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. [24-952](#) Minutes of the September 11, 2024 Capital Regional District Board Meeting

Recommendation: That the minutes of the Capital Regional District Board meeting of September 11, 2024 be adopted as circulated.

Attachments: [Minutes - Sept. 11, 2024](#)

4. REPORT OF THE CHAIR

5. PRESENTATIONS/DELEGATIONS

5.1. Presentations

5.2. Delegations

- 5.2.1. [24-1004](#) Delegation - Jonathan O'Riordan; Representing Mt. Work Coalition: Re: Agenda Item: 7.3. Short-term Biosolids Management Plan - October Update

6. CONSENT AGENDA

- 6.1. [24-936](#) Liquid Waste Management Plan Engagement Plan

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

Attachments: [Staff Report: Liquid Waste Management Plan Engagement Plan](#)
[Appendix A: Report to TCAC \(February 13, 2024\)](#)

6.2. [24-957](#) Core Area Wastewater Service Esquimalt Nation Capacity Allocation Request

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

Attachments: [Staff Report: CAWW Service Esquimalt Nation Capacity Allocation Request](#)
 [Appendix A: Bylaw No. 2312](#)
 [Appendix B: Sample Letter](#)

6.3. [24-882](#) BC Active Transportation Grant - Infrastructure Grant Application - SSI - Rainbow Road Pedestrian and Bike Path

Recommendation: That the Salt Spring Island Local Community Commission recommends to the Capital Regional District Board:

- 1) That the Rainbow Road pedestrian and bike path be considered a priority project.
- 2) That an application to the Province of British Columbia Active Transportation - Infrastructure Grant Program for up to \$315,000 be progressed for the purpose of construction of the Rainbow Road Path on Salt Spring Island.
- 3) That the funding provided through the British Columbia Active Transportation Infrastructure Grant Program will be supported with up to \$135,000 budgeted from the Salt Spring Island Local Community Commission's Financial Plan; and
- 4) That staff be instructed to apply for, negotiate, and if successful, enter into an agreement and do all such things necessary for accepting Active Transportation Infrastructure grant funds and overseeing grant management for the proposed project. (NWA)

Attachments: [Staff Report: BCAT Application SSI Rainbow Rd Ped. & Bike Path](#)
 [Appendix A: Location Map and Draft Engineered Trail Design](#)

6.4. [24-994](#) BC Active Transportation Grant - Infrastructure Grant Application - Pender Island, Schooner Way - School Trail

Recommendation: The Electoral Areas Committee recommends to the Capital Regional District Board:

- 1) That the shovel ready Schooner Way-School Trail on Pender Island be considered a priority project.
- 2) That an application to the Province of British Columbia Active Transportation - Infrastructure Grant Program for \$500,000 be progressed for the purpose of construction of Phase 2 of the Schooner Way-School Trail on North Pender Island within the required timeline.
- 3) That the funding provided through the British Columbia Active Transportation - Infrastructure Grant Program will be supported with contributions from the Pender Island Parks and Recreation Commission's Financial Plan; and
- 4) That staff be instructed to apply for, negotiate, and if successful, enter into an agreement and do all such things necessary for accepting Active Transportation - Infrastructure Grant funds and overseeing grant management for the proposed project. (NWA)

Attachments: [Staff Report: BCAT Application Pender Island Schooner Way Trail](#)
 [Appendix A: Location Map and Draft Engineering Trail Design](#)

- 6.5. [24-892](#) Motion with Notice: SSI Electoral Area Director and Local Community Commissioners Remuneration (Director Holman)
- Recommendation:** The Electoral Areas Committee recommends to the Capital Regional District Board: WHEREAS the newly-established Salt Spring Island Local Community Commission (LCC) has now assumed responsibility for the administration of most local Salt Spring services that were formerly the sole responsibility of the local CRD Director;
- THEREFORE be it resolved that the remuneration for the Salt Spring Island CRD Director and LCC Commissioners be revised to better reflect the shift in responsibilities, by reducing the Director's annual remuneration by \$10,000 per year and increasing LCC Commissioner annual remuneration by \$2,500 per year, starting in 2025.
(NWA)
- Attachments:** [Memo: Notice of Motion](#)
- 6.6. [24-893](#) Motion with Notice: Advocacy to Province for Rural Housing Stream (Director Brent)
- Recommendation:** The Electoral Areas Committee recommends to the Capital Regional District Board: WHEREAS housing needs are critical in rural communities and coastal islands, and rural housing projects which have applied for BC Housing support have not received it;
- THEREFORE the CRD Board resolves to send a letter to the Premier and Minister of Housing calling on the Province to consider creating a rural housing stream and supports to facilitate construction of projects suited with the unique constraints of rural housing.
(NWA)
- Attachments:** [Memo: Notice of Motion](#)
- 6.7. [24-851](#) New Hartland Policies - Quarterly Update
- Recommendation:** There is no recommendation. This report is for information only.
- Attachments:** [Staff Report: New Hartland Policies - Quarterly Update](#)
- 6.8. [24-865](#) Update on Corporate Greenhouse Gas Emissions Targets
- Recommendation:** There is no recommendation. This report is for information only.
- Attachments:** [Staff Report: Update on Corporate Greenhouse Gas Emissions Targets](#)
 [Appendix A: Timeline of Work - Recent CRD Board Directives & CAS Renewal](#)
 [Appendix B: P & A Action Details: CRD Corporate GHG Reduction Projects](#)

6.9. [24-870](#) Climate Budgeting Update

Recommendation: The Environmental Services Committee recommends to the Capital Regional District Board:

That staff be directed to:

1. Work internally on the elements of Climate Budgeting to understand what new governance mechanisms would look like in practice.
2. Develop public communications materials, based on the latest greenhouse gas inventory data, for use by the CRD and local governments that more clearly communicate the urgency of this policy issue; and
3. Utilize Climate Budgeting approaches in the CRD's next climate action strategy planning cycle.

(NWA)

Attachments: [Staff Report: Climate Budgeting Update](#)
[Appendix A: What We Heard Summary Report - Climate Workshop \(Dec 2023\)](#)
[Appendix B: Climate Budgeting Report - C40 Cities & Arup](#)

6.10. [24-873](#) Solid Waste Disposal: Hartland Landfill Tonnage Report - July 2024

Recommendation: [At the September 25, 2024 Environmental Advisory Committee meeting, staff noted a typographical error. In July 2024, 14,021 tonnes of general refuse was received at Hartland. Attached is a revised Appendix A.]

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

Attachments: [Staff Report: Solid Waste Disposal: Hartland Landfill Tonnage Report - July/24](#)
[Appendix A: Solid Waste Disposal: Hartland Landfill Tonnage Report \(Revised\)](#)
[Appendix A: Solid Waste Disposal: Hartland Landfill Tonnage Report](#)

6.11. [24-836](#) Legislative and General Government, Facilities Management Services -
2025 Operating and Capital Budgets

Recommendation: [At the October 2, 2024 Governance Committee meeting, the recommendation to the October 30th provisional budget meetings of COW and Board was carried. Discussion on the proposed budget increases ensued and the following motion arising was carried:]

The Governance Committee recommends to the Capital Regional District Board:
To ask staff to report to Committee of the Whole on October 30th meeting regarding possible cost-savings in the entire Provisional 2025 budget.
(NWA)

Attachments: [Staff Report: Leg & Gen Gov Facilities Mgmt-2025 Operating Capital Budgets](#)

[Appendix A: 2025 Leg & Gen Consolidated Operating Budget](#)

[Appendix B: Budget Board Expenditures](#)

[Appendix C: Budget Other Leg & Gen Climate](#)

[Appendix D: Budget CAO Exec Services](#)

[Appendix E: Budget Corp Services](#)

[Appendix F: Budget Real Estate](#)

[Appendix G: Budget HR](#)

[Appendix H: Budget Finance](#)

[Appendix I: Budget Health & Capital Planning Status](#)

[Appendix J: Budget IT](#)

[Appendix K: Budget GM Planning & Protective Services](#)

[Appendix L: Budget Corp Emergency](#)

[Appendix M: Budget First Nations Relations](#)

[Appendix N: Budget GM PES](#)

[Appendix O: Budget Corp Comms](#)

[Appendix P: GM - EA Services](#)

[Appendix Q: Budget Facility Mgmt](#)

6.12. [24-939](#) Upcoming Alternative Approval Processes and Communication Options

Recommendation: The Governance Committee recommends to the Capital Regional District Board:
That staff be directed to include a communications plan in the AAP Requirements Report that is approved by the Board prior to the commencement of each AAP process.
(NWA)

Attachments: [Staff Report: Upcoming AAP's and Communication Options](#)
[Appendix A: Public Notice Bylaw](#)
[Appendix B: Examples of Public Notices on Website](#)
[Appendix C: Public Notice Policy](#)
[Appendix D: Previous Staff Report re: Bylaw No. 4566 \(August 2, 2023\)](#)
[Appendix E: AAP Communications Plan Options](#)
[Appendix F: Future Planned and Potential AAPs \(2024-2025\)](#)

6.13. [24-867](#) Capital Regional District Accessibility Plan

Recommendation: The Governance Committee recommends to the Capital Regional District Board:
That the Capital Regional District Accessibility Plan be approved.
(NWA)

Attachments: [Staff Report: CRD Accessibility Plan](#)
[Appendix A: Accessibility Plan](#)

6.14. [24-942](#) Regional Resident Survey Progress Report

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

Attachments: [Staff Report: Regional Resident Survey Progress Report](#)

6.15. [24-880](#) Motion with Notice: Chair Elections (Director Alto)

Recommendation: The Governance Committee recommends to the Capital Regional District Board:
Whereas annual elections for local government leadership can be disruptive to operational and strategic decision-making, resolved that the CRD advocate to the Minister of Municipal Affairs to make changes to the Local Government Act to allow for 2-year terms for Regional District Board Chairs and Vice-chairs.
(NWA)

6.16. [24-860](#) Designation of Watershed Security Officers

Recommendation: The Regional Water Supply Commission recommends that the Capital Regional District Board:
Appoint Nathan Prenger as Watershed Security Officer for the purpose of Section 233 of the Local Government Act and Section 28(3) of the Offence Act, and in accordance with Capital Regional District Bylaw No. 2681.
(NWA)

Attachments: [Staff Report: Designation of Watershed Security Officers](#)

6.17. [24-868](#) Safety on Multi-Use Trails

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

1. That staff engage a consultant to develop a study to build on previous efforts and provide recommendations to further enhance safety on the CRD's multi-use trails in light of the evolving characteristics of trail users, including the increasing prevalence of motorized personal mobility devices, such as e-bikes.
2. That staff report back to the Regional Parks Committee on the findings of the safety study through bi-annual Regional Trestle Renewal, Trail Widening and Lighting Project updates.

(NWA)

Attachments: [Staff Report: Safety on Multi-Use Trails](#)

**6.18. [24-757](#) Motion with Notice: Island View Beach Regional Park Boat Launch
(Director Windsor)**

Recommendation: The Regional Parks Committee recommends to the Capital Regional District Board:
Be it resolved that staff reexamine and report to the Regional Parks Committee on the feasibility of reconstructing the marine access ramp at Island View Beach regional park as a regional asset including all necessary steps (permits, etc) and consulting Tsawout First Nation and other relevant stakeholders.

(NWA)

6.19. [24-955](#) 2024 Committee and External Membership Appointments - Update #5

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

Attachments: [2024 Board & Committee Membership Appointments](#)

7. ADMINISTRATION REPORTS**7.1. [24-964](#) CAO Quarterly Progress Report No. 3, 2024**

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

Attachments: [Staff Report: CAO Quarterly Progress Report No. 3, 2024](#)
 [Appendix A: Photographs of Corporate Activities and Initiatives](#)
 [Appendix B: Board Priorities Dashboard Progress Q3, 2024](#)
 [Appendix C: Board Priorities Dashboard - Summary of Completed Actions](#)
 [Appendix D: Capital Regional District Advocacy Strategy](#)
 [Appendix E: Advocacy Dashboard Progress Q3, 2024](#)
 [Appendix F: Operating Variance Financial Report Q2, 2024](#)
 [Appendix G: Capital Variance Financial Report Q2, 2024](#)
 [Appendix H: Human Resources Trends and Corporate Safety](#)

7.2. [24-937](#) CRD Evolves 2024-2025

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

Attachments: [Staff Report: CRD Evolves 2024-2025](#)
 [Appendix A: Scope Overview](#)

7.3. [24-935](#) Short-term Biosolids Management Plan - October Update

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

Attachments: [Staff Report: Short-term Biosolids Management Plan - October Update](#)

7.4. [24-903](#) Bylaw No. 4644: 2024 to 2028 Financial Plan Bylaw, 2024, Amendment No. 4, 2024

Recommendation: 1. That Bylaw No. 4644, "2024 to 2028 Financial Plan Bylaw, 2024, Amendment Bylaw No. 4, 2024", be introduced and read a first, second, and third time; and (WA)
2. That Bylaw No. 4644 be adopted.
(WA, 2/3rds on adoption)

Attachments: [Staff Report: Bylaw 4644, 2024-28 Financial Plan Amendment No. 4](#)
 [Appendix A: Bylaw 4644](#)

8. REPORTS OF COMMITTEES**Electoral Areas Committee****8.1. [24-827](#) Bylaw No. 4631: Tax Exemption (Permissive) Bylaw, 2024**

Recommendation: The Electoral Areas Committee recommends to the Capital Regional District Board:
1. That Bylaw No. 4631, "Tax Exemption (Permissive) Bylaw, 2024", be introduced and read a first, second and third time; and (WA)
2. That Bylaw No. 4631 be adopted.
(WA, 2/3rds on adoption)

Attachments: [Staff Report: Bylaw No. 4631 Permissive Tax Exemption 2024](#)
 [Appendix A: Bylaw No. 4631](#)
 [Appendix B: Correspondence Tax Exempt Requests](#)
 [Appendix C: BC Assessment Property Classifications](#)
 [Appendix D: Permissive Tax Exempt Application Process](#)

Juan de Fuca Land Use Committee

- 8.2. [24-842](#) Zoning Bylaw Amendment Application for That Part of Section 90, Renfrew District, Shown Outlined in Red on Plan 913R Lying to the South of the Southerly Boundary of Plan 503RW and to the West of a Boundary Parallel to and Perpendicularly Distant 575 Feet from the Easterly Boundary of that Part of Said Section Shown Outlined in Red on Said Plan 913R, Except Part in Plan VIP80043 (PID: 009-592-130) - 9285 Invermuir Road

Recommendation: The Juan de Fuca Land Use Committee recommends to the Capital Regional District Board:

1. That the referral of proposed Bylaw No. 4616, "Juan de Fuca Land Use Bylaw, 1992, Amendment Bylaw No. 166, 2024", to the Shirley-Jordan River Advisory Planning Commission; CRD departments; Pacheedaht First Nation; T'Sou-ke First Nation; BC Hydro; District of Sooke; Island Health; Ministry of Forests - Archaeology Branch; Ministry of Forests - Water Protection Section; Ministry of Water, Land and Resource Stewardship; Ministry of Transportation & Infrastructure; RCMP; and Sooke School District #62 be approved and the comments received;
(NWP - Voting Block A: JDF EA, Colwood, Langford (Goodmanson), Metchosin, Sooke)
2. That proposed Bylaw No. 4616 be introduced and read a first, second and third time; and
(NWP - Voting Block A: JDF EA, Colwood, Langford (Goodmanson), Metchosin, Sooke)
3. That adoption of proposed Bylaw No. 4616 be withheld pending receipt by the CRD of a Preliminary Layout Review from the Ministry of Transportation and Infrastructure for subdivision application SU000766.
(NWP - Voting Block A: JDF EA, Colwood, Langford (Goodmanson), Metchosin, Sooke)

Attachments: [Staff Report: Zoning Amendment Application RZ000286](#)
 [Appendix A: Subject Property and Zoning Map](#)
 [Appendix B: Rural \(A\) Zone](#)
 [Appendix C: Rural Residential 6A \(RR-6A\) Zone](#)
 [Appendix D: Proposed Subdivision Plan](#)
 [Appendix E: Proposed Bylaw No. 4616](#)
 [Appendix G: Water and Sewerage Servicing Assessment and Environmental As](#)
 [Appendix F: Referral Comments](#)

- 8.3. [24-841](#) Zoning Bylaw Amendment Application That Part of Lot 2, Section 60, Renfrew District, Plan 6764 Lying to the South of the 66 Foot Road Dedicated by Said Plan (PID: 003-175-201) - 9333 Invermuir Road

Recommendation: The Juan de Fuca Land Use Committee recommends to the Capital Regional District Board:

1. That the referral of proposed Bylaw No. 4615, "Juan de Fuca Land Use Bylaw, 1992, Amendment Bylaw No. 165, 2024", to the Shirley-Jordan River Advisory Planning Commission; CRD departments; Pacheedaht First Nation; T'Sou-ke First Nation; BC Hydro; District of Sooke; Island Health; Ministry of Forests - Archaeology Branch; Ministry of Forests - Water Protection Section; Ministry of Water, Land and Resource Stewardship; Ministry of Transportation & Infrastructure; RCMP; and Sooke School District #62 be approved and the comments received;
(NWP - Voting Block A: JDF EA, Colwood, Langford (Goodmanson), Metchosin, Sooke)
2. That proposed Bylaw No. 4615 be introduced and read a first, second and third time; and
(NWP - Voting Block A: JDF EA, Colwood, Langford (Goodmanson), Metchosin, Sooke)
3. That adoption of proposed Bylaw No. 4615 be withheld pending receipt by the CRD of a Preliminary Layout Review from the Ministry of Transportation and Infrastructure for subdivision application SU000763.
(NWP - Voting Block A: JDF EA, Colwood, Langford (Goodmanson), Metchosin, Sooke)

Attachments: [Staff Report: Zoning Amendment Application RZ000285](#)
 [Appendix A: Subject Property and Zoning Map](#)
 [Appendix B: Rural \(A\) Zone](#)
 [Appendix C: Rural Residential 3 \(RR-3\) Zone](#)
 [Appendix D: Proposed Subdivision Plan](#)
 [Appendix E: Proposed Bylaw No. 4615](#)
 [Appendix F: Referral Comments](#)
 [Appendix G: Environmental DP Review Report and RAPR Assessment](#)

9. BYLAWS

10. NOTICE(S) OF MOTION

11. NEW BUSINESS

12. MOTION TO CLOSE THE MEETING

12.1. [24-953](#) 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. [2 items]
 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 the Legal Update in accordance with Section 90(1)(i) of the Community Charter. [2 items]
 6. That the meeting be closed for Intergovernmental Negotiations in accordance with Section 90(2)(b) of the Community Charter. [2 items]

13. RISE AND REPORT**14. ADJOURNMENT****Voting Key:****NWA - Non-weighted vote of all Directors****NWP - Non-weighted vote of participants (as listed)****WA - Weighted vote of all Directors****WP - Weighted vote of participants (as listed)**

Meeting Minutes

Capital Regional District Board

Wednesday, September 11, 2024

1:05 PM

6th Floor Boardroom
625 Fisgard Street
Victoria, BC

PRESENT

DIRECTORS: C. Plant (Chair), M. Little (Vice Chair), M. Alto (1:20 pm), J. Bateman (for M. Tait) (1:09 - 1:22 pm)(EP); P. Brent, S. Brice, J. Brownoff, J. Caradonna, C. Coleman, Z. de Vries, B. Desjardins, S. Goodmanson, G. Holman, P. Jones, D. Kobayashi, C. McNeil-Smith, K. Murdoch, D. Murdock, L. Szpak, M. Tait (EP)(1:22 pm), D. Thompson, S. Tobias, A. Wickheim, K. Williams, R. Windsor

STAFF: T. Robbins, Chief Administrative Officer; N. Chan, Chief Financial Officer; A. Fraser, General Manager, Integrated Water Services; K. Lorette, General Manager, Planning and Protective Services; K. Morley, General Manager, Corporate Services; R. Smith, Acting General Manager, Parks, Recreation & Environmental Services; M. Alsdorf, Manager, SEAPARC Recreation; N. Brotman, Research Planner; S. Carby, Senior Manager, Bylaw Enforcement; A. Constabel, Senior Manager, Watershed Protection; J. Douillard, Senior Transportation Planner; D. Elliott, Senior Manager, Regional Housing; S. Henderson, Senior Manager, Real Estate and SGI Administration; P. Klassen, Senior Manager, Regional Planning; M. MacIntyre, Senior Manager, Regional Parks; D. Ovington, Senior Manager, SSI Administration; M. Lagoa, Deputy Corporate Officer; S. Orr, Senior Committee Clerk (Recorder)

EP - Electronic Participation

Guest: D. Bracewell, Contractor Senior Project Director

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

1. TERRITORIAL ACKNOWLEDGEMENT

A Territorial Acknowledgement was provided in the preceding meeting.

2. APPROVAL OF THE AGENDA

MOVED by Director Little, **SECONDED** by Director Murdoch,
That the agenda be amended to add a late delegation, Rob Thomas.
CARRIED

MOVED by Director Little, **SECONDED** by Director Murdoch,
That the agenda for the September 11, 2024 Session of the Capital Regional District Board be approved as amended.
CARRIED

Alternate Director Bateman joined the meeting electronically at 1:09 pm.

3. ADOPTION OF MINUTES

- 3.1. [24-830](#) Minutes of the July 10, 2024 Capital Regional District Board Meeting
- MOVED** by Director de Vries, **SECONDED** by Director Goodmanson,
That the minutes of the Capital Regional District Board meeting of July 10, 2024
be adopted as circulated.
CARRIED

4. REPORT OF THE CHAIR

It is great to see everyone again. As we see students returning to school in our region, we too are back after a bit of a hiatus in August. I hope you and your friends and families have had a pleasant summer full of good memories. Today has the potential to be part of a foundational day for this Board as we consider bylaws to advance two of our board's strategic priorities. When we initiated our work together two years ago after the 2022 election, we identified transportation as a theme we were committed to acting on. Today we could advance a bylaw to establish a new service that would see the CRD work on what is one of the most impactful collective issues in our region's transportation. I thank the committee, staff and all stakeholders who helped shape the development of this proposed bylaw to where we are at today. We had an excellent meeting this morning where the committee considered and unanimously made their recommendation. The Foodlands Access service is another exciting opportunity for our Board to act on what is undeniably an issue in our region; food-growing sovereignty. We all understand that one of the greatest impediments to farming in our region is the access to land for young farmers and this initiative is a demonstrable example of our commitment to making sure our region is trying to address this important issue. The fact we are starting by using part of one of our regional parks that we have agreed upon, is an example of the CRD showing leadership in this area. I have a couple of other items I would like to update the Board on. As you will note the agenda has a notice of motion that had been postponed regarding our region's representation at the Federation of Canadian Municipalities [FCM]. I will not be moving this forward and hope no Director will put it on the floor for debate. This is because there is good news, I want to thank Director Alto for providing me the following info to share with the Board. The City of Victoria has formally requested membership in FCM's big city mayor's caucus, and has been advised that the caucus has recently discussed changes to their membership that confirm their membership is open to cities only, in order to stay focused on core urban concerns, and that membership criteria will evolve to consider more than just population. New caucus Chair Josh Morgan recognized the importance of the City of Victoria as an economic, cultural and political force in the municipal sector, and our leadership on issues like housing, climate change, and community safety and wellbeing, which closely link to the work of FCM. With that recognition of the city's work, and those changes to relevant criteria, Victoria is to be considered for membership no later than 2027, and in the interim, the city and the caucus will discuss how to involve the city of Victoria in the caucus' work, including options for participation. This is a good step forward. Thank you for listening to my remarks.

5. PRESENTATIONS/DELEGATIONS

5.1. Presentations

- 5.1.1. [24-835](#) Presentation: Gord Horth (General Manager) Capital Region Emergency Service Telecommunications (CREST); Re: Member Agency Report

G. Horth presented the Member Agency Report.

Discussion ensued regarding capital costs on proposed developments.

5.2. Delegations

- 5.2.1. [24-845](#) Delegation - Jim Jordan; Representing First Unitarian Church: Re: Agenda Item: 8.5. Bylaw No. 4602: Foodlands Access Service

J. Jordan spoke to Item 8.5.

- 5.2.2. [24-846](#) Delegation - Katie Underwood; Resident of Victoria: Re: Agenda Item: 8.5. Bylaw No. 4602: Foodlands Access Service

K. Underwood spoke to Item 8.5.

Director Alto joined the meeting in person at 1:20 pm.

Director Tait joined the meeting electronically at 1:22 pm.

Alternate Director Bateman left the meeting at 1:22 pm.

- 5.2.3. [24-847](#) Delegation - Derek F Powell; Representing West Coast Garlic: Re: Agenda Item: 8.5. Bylaw No. 4602: Foodlands Access Service

D. Powell spoke to Item 8.5.

- 5.2.4. [24-852](#) Delegation - Christine Fuller; Representing Fuller Farm Organics: Re: Agenda Item: 8.5. Bylaw No. 4602: Foodlands Access Service

C. Fuller spoke to Item 8.5.

- 5.2.5. [24-853](#) Delegation - Véronique Emmett; Representing Frozen Coast Farm: Re: Agenda Item: 8.5. Bylaw No. 4602: Foodlands Access Service

V. Emmett spoke to Item 8.5.

- 5.2.6. [24-986](#) Delegation - Rob Thomas; Representing South Island Disc Golf Society: Re: Agenda Item 8.6.: Royal Oak Golf Course Lands - Interim Management Guidelines

R. Thomas spoke to Item 8.6.

6. CONSENT AGENDA

Item 6.10. was removed from the consent agenda and moved to be considered under Reports of Committees as item 8.5.b.

**MOVED by Director Brice, SECONDED by Director Brent,
That consent agenda items 6.1. through 6.9. and 6.11. through 6.13. be approved.
CARRIED**

6.1. [24-131](#) Capital Regional District External Grants Update

This report was received for information.

6.2. [24-790](#) Community Resiliency Initiative Grant - 2024 FireSmart Community Funding & Supports

This report was received for information.

6.3. [24-711](#) Update to Provincial Local Government Climate Action Program

That the funding associated with the extended BC Local Government Climate Action Program be distributed as follows in years 2025 and 2026: \$75,088 for CRD Climate Action Service; \$11,512 for Juan de Fuca Electoral Area; \$24,552 for Salt Spring Island Electoral Area; and \$10,522 for Southern Gulf Islands Electoral Area.

CARRIED

6.4. [24-712](#) Reporting Back on Collaborative Action Regional Boats Workshop

**1. That staff bring back a report that considers expanding the core area harbours service to a regional service, including costs and resourcing requirements;
2. That the report, What We Heard Summary Report: Regional Workshop: Collaborative Action to Resolve Boat-Related Issues in the Capital Region, be provided to local governments and First Nations in the capital region for consideration; and
3. That the CRD Board continue to advocate to the provincial and federal governments to take a leadership role in developing a coast-wide solution that will support local governments.**

CARRIED

6.5. [24-799](#) Recent Provincial Housing Initiatives

This report was received for information.

6.6. [24-800](#) Thuthiqut Hulelum' (Forest Homes) Grant Application Authority

That the Chief Administrative Officer, or their duly authorized delegate, be authorized to apply for, negotiate and accept the terms to receive funds, execute agreements and do all things necessary to secure grant funding and financing for the project at 280 Georgeson Bay Road on Galiano Island through funding programs as necessary and as they become available.

CARRIED

- 6.7. [24-742](#) Motion with Notice: Rental Protection Fund (Director de Vries)
- That staff report back to the Hospitals and Housing Committee about options and opportunities with respect to the province's Rental Protection Fund.
- CARRIED**
- 6.8. [24-758](#) Development Variance Permit for Parcel A (DD 80053I) of Section 86, Sooke District - 315 Becher Bay Road
- That Development Variance Permit VA000162 to authorize the construction of a garage and accessory building with a detached accessory suite on Parcel A (DD 80053I) of Section 86, Sooke District, to vary Juan de Fuca Land Use Bylaw, 1992, Bylaw No. 2040:
1. Part 1, Section 4.01 2(c) by increasing the maximum combined total floor area allowance for accessory buildings and structures on a lot with an area of more than 5,000 m² from 250 m² to 314 m²;
 2. Part 1, Section 4.20(f) by increasing the maximum floor area permitted for a detached accessory suite from 90 m² to 103 m²; and
 3. Part 1, Section 4.20(g) by increasing the maximum height of an accessory building used for a detached accessory suite from 7 m to the peak of the roof to 8.37 m;
- be approved and that issuance of the permit be withheld pending approval by the Agricultural Land Commission for a non-adhering residential use in accordance with the Agricultural Land Reserve Use Regulation.
- CARRIED**
- 6.9. [24-759](#) Non-Adhering Residential Use within the Agricultural Land Reserve Application for Parcel A (DD 80053I) of Section 86, Sooke District - 315 Becher Bay Road
- That staff be directed to forward comments from the Juan de Fuca Agricultural Advisory Planning Commission and the Juan de Fuca Land Use Committee to the Agricultural Land Commission for the Land Commission's consideration of the non-adhering residential use application for Parcel A (DD 80053I) of Section 86, Sooke District, in accordance with Section 34(4) of the Agricultural Land Commission Act.
- CARRIED**
- 6.11. [24-679](#) Wildfire Resilient Futures Initiative Grant Application
- This report was received for information.
- 6.12. [24-709](#) Motion with Notice: Accessibility at Island View Beach Regional Park (Director Windsor)
- That staff report to the Regional Parks Committee on the development and potential partnerships with the District of Central Saanich and Tsawout First Nation on park accessibility improvements in Island View Beach Regional Park around three major areas:
1. Parking facilities;
 2. Trails and kiosks; and
 3. Development of a wheelchair accessible foreshore (beach) access.
- CARRIED**

- 6.13. [24-753](#) Septage Diversion to the Saanich Peninsula Wastewater Treatment Plant
- That the Saanich Peninsula Wastewater Commission continues to support the existing private model for delivery of septage treatment services.
- CARRIED**

7. ADMINISTRATION REPORTS

- 7.1. [24-761](#) Bylaw No. 4626: 2024 to 2028 Financial Plan Bylaw, 2024, Amendment No. 3, 2024

N. Chan spoke to Item 7.1.

MOVED by Director Brice, **SECONDED** by Director Jones,
1. That Bylaw No. 4626, "2024 to 2028 Financial Plan Bylaw, 2024, Amendment Bylaw No. 3, 2024", be introduced and read a first, second, and third time.
CARRIED

MOVED by Director Brice, **SECONDED** by Director Jones,
2. That Bylaw No. 4626 be adopted.
CARRIED

- 7.2. [24-822](#) Award of Contract: Construction Services for Hartland Landfill - Cell 5A Liner

R. Smith spoke to Item 7.2.

MOVED by Director Desjardins, **SECONDED** by Director Tobias,
That Contract 30.22.06-04, Construction Services for Hartland Landfill Cell 5A Liner, be awarded to Hall Constructors in the amount of \$6,435,118.62.
CARRIED

- 7.3. [24-811](#) Short-term Biosolids Management Plan - September Update

R. Smith presented Item 7.3. for information.

- 7.4. [24-791](#) Service Planning 2025

T. Robbins presented Item 7.4. for information.

8. REPORTS OF COMMITTEES

Electoral Areas Committee

8.1. [24-762](#)

Bylaw No. 4590, 4591, 4594 and 4595 - Electoral Area Economic Development Services

MOVED by Director Brent, **SECONDED** by Director Holman,

1. Bylaw No. 4590, "Economic Development Commission Establishing Bylaw No. 1, 1990, Amending Bylaw No. 1, 2024", be read a first, second, and third time.
CARRIED

MOVED by Director Brent, **SECONDED** by Director Holman,

2. Bylaw No. 4591, "Economic Development Commission Establishing Bylaw No. 1, 1990, Amending Bylaw No. 2, 2024", be read a first, second, and third time.
CARRIED

MOVED by Director Brent, **SECONDED** by Director Holman,

3. Bylaw No. 4594, "Economic Development Service Establishing Bylaw (Southern Gulf Islands) No. 1, 2024", be read a first, second, and third time.
CARRIED

MOVED by Director Brent, **SECONDED** by Director Holman,

4. Bylaw No. 4595, "Economic Development Service Establishing Bylaw (Juan de Fuca) No. 1, 2024", be read a first, second, and third time.
CARRIED

MOVED by Director Brent, **SECONDED** by Director Holman,

5. That participating approval for Bylaws No. 4590, 4591, 4594, and 4595, be provided to the respective Electoral Area Directors for consent on behalf of electors.

6. That Bylaws No. 4590, 4591, 4594, and 4595 be forwarded to the Inspector of Municipalities for approval.
CARRIED

8.2. [24-839](#)

Establishment of Electoral Area Services Department

Discussion ensued regarding estimated impact on the five year requisition.

MOVED by Director Brent, **SECONDED** by Director Holman,

1. That the CAO be directed to establish a new department for Electoral Area Services under the CRD organizational structure, create a new General Manager position to oversee the new department, and reflect these changes in the 2025 provisional budget and service plans; and

2. That staff be directed to bring back proposed amendments to CRD Bylaw No. 3343 (Officers', General Managers' and Management Staff's Bylaw No. 1, 2006), Schedule A, to incorporate this General Manager position.

CARRIED

Hospitals and Housing Committee

8.3. [24-802](#)

Capital Regional District's Role in Regional Homelessness and Alliance to End Homelessness in the Capital Region Funding Increase Request

MOVED by Director Murdoch, **SECONDED** by Director Caradonna,

1. That the Capital Regional District (CRD) commits to continue funding the Alliance to End Homelessness in the Capital Region through annually negotiated service agreements at their core service level of \$225,000 to the end of 2026; and
2. That the CRD includes a one-time increase of \$100,000 in the CRD's 2025 Financial Plan for CRD staff to undertake regional engagement to determine the CRD's potential role in advancing regional supportive housing and sheltering objectives.

Discussion ensued regarding annual contributions.

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

That the main motion be amended by replacing the amount of \$225,000 with the amount of \$345,000.

Discussion ensued regarding:

- incremental contributions and funding
- cost and value of the service
- risk of under-funding the organization

The question was called on the amendment:

That the main motion be amended by replacing the amount of \$225,000 with the amount of \$345,000.

DEFEATED

Opposed: Alto, Brent, Brice, Caradonna, Desjardins, Jones, Kobayashi, Plant, Spzak, Thompson, Tobias, Wickheim, Windsor

The question was called on the main motion:

1. That the Capital Regional District (CRD) commits to continue funding the Alliance to End Homelessness in the Capital Region through annually negotiated service agreements at their core service level of \$225,000 to the end of 2026.

CARRIED

2. That the CRD includes a one-time increase of \$100,000 in the CRD's 2025 Financial Plan for CRD staff to undertake regional engagement to determine the CRD's potential role in advancing regional supportive housing and sheltering objectives.

CARRIED

Opposed: Tobias

Directors Holman, Thompson and Windsor left meeting at 2:46 pm.

Juan de Fuca Land Use Committee

- 8.4. [24-760](#) Zoning Bylaw Amendment Application for Two Properties Located at 11237 West Coast Road - described as:
- Lot A Section 74 Renfrew District Plan VIP71883 - 11237 West Coast Road; PID: 024-937-207; and
 - That Part of Section 74, Renfrew District Lying to the North of the Northerly Boundary of Plan 109RW; PID: 009-590-412

MOVED by Director Wickheim, **SECONDED** by Director Little,

1. That the referral of proposed Bylaw No. 4518, "Juan de Fuca Land Use Bylaw, 1992, Amendment Bylaw No. 158, 2022", to the Shirley-Jordan River Advisory Planning Commission, Pacheedaht First Nation; T'Sou-ke First Nation; CRD departments, BC Hydro; District of Sooke; the Archaeology Branch and Water Protection; the Ministry of Land, Water, and Resource Stewardship; the Ministry of Transportation & Infrastructure; RCMP; and Sooke School District #62 be approved and comments be received.

CARRIED

MOVED by Director Wickheim, **SECONDED** by Director Little,

2. That proposed Bylaw No. 4518, as amended, be introduced and read a first time and read a second time.

CARRIED

MOVED by Director Wickheim, **SECONDED** by Director Little,

3. That in accordance with the provisions of Section 469 of the Local Government Act, the Director of the Juan de Fuca Electoral Area, or Alternate Director, be delegated authority to hold a Public Hearing with respect to Bylaw No. 4518.

4. That prior to adoption of Bylaw No. 4518:

a. That a commercial access permit be issued by the Ministry of Transportation and Infrastructure; and

b. That the landowner provide an amenity contribution by registering a statutory right-of-way adjacent to West Coast Road in favour of the Capital Regional District for the purpose of establishing a public trail, and that staff be directed to ensure that all conditions are satisfied towards completion and registration.

CARRIED

Planning and Protective Services Committee

8.5. [24-681](#)

Bylaw No. 4602: Foodlands Access Service

MOVED by Director de Vries, **SECONDED** by Director Williams,**1. That Bylaw No. 4602, "Foodlands Access Service Establishing Bylaw No. 1, 2024", be introduced and read a first, second and third time.****CARRIED**

Directors Holman, Thompson and Windsor returned to the meeting at 2:50 pm.

MOVED by Director de Vries, **SECONDED** by Director Williams,**2. That participating area approval be obtained by regional alternative approval process.****CARRIED****MOVED** by Director de Vries, **SECONDED** by Director Williams,**3. That Bylaw No. 4602, be forwarded to the Inspector of Municipalities for approval.****4. Subject to consideration of approval by the municipal inspector, the timing of the AAP, and staff reporting at the September board meeting on the feasibility that the CRD expedite farming in 2025 through this service.****CARRIED**

8.5.b. [24-536](#)**Bylaw Notice Enforcement and Adjudication System**

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

- 1. That a Bylaw Notice Enforcement and Adjudication System be endorsed;**
- 2. That staff be directed to prepare bylaws, policies and agreements for the implementation of the Bylaw Notice Enforcement and Adjudication System provided for in the Local Government Bylaw Notice Enforcement Act, for the Board's approval; and**
- 3. That staff be directed to work with Court Services Branch, Ministry of Attorney General to request the Lieutenant Governor in Council of the Province of British Columbia enact a Regulation under Section 29 of the Local Government Bylaw Notice Enforcement Act, applying the Act to the Capital Regional District.**

MOVED by Director Holman, **SECONDED** by Director Windsor,

That the main motion be amended by adding the following as bullet 4:

- 4. That the proposed Bylaw Notice Enforcement and Adjudication System be referred to the Electoral Areas Committee for input before finalizing bylaws, policies, and agreements that will be submitted for CRD Board approval.**

CARRIED

The question was called on the main motion as amended:

- 1. That a Bylaw Notice Enforcement and Adjudication System be endorsed;**
- 2. That staff be directed to prepare bylaws, policies and agreements for the implementation of the Bylaw Notice Enforcement and Adjudication System provided for in the Local Government Bylaw Notice Enforcement Act, for the Board's approval; and**
- 3. That staff be directed to work with Court Services Branch, Ministry of Attorney General to request the Lieutenant Governor in Council of the Province of British Columbia enact a Regulation under Section 29 of the Local Government Bylaw Notice Enforcement Act, applying the Act to the Capital Regional District.**
- 4. That the proposed Bylaw Notice Enforcement and Adjudication System be referred to the Electoral Areas Committee for input before finalizing bylaws, policies, and agreements that will be submitted for CRD Board approval.**

CARRIED

Regional Parks Committee**8.6. [24-508](#)****Royal Oak Golf Course Lands - Interim Management Guidelines**

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

That the Royal Oak Golf Course Lands Interim Management Guidelines be adopted.

CARRIED

Sooke and Electoral Area Parks and Recreation Commission

8.7. [24-828](#) Capital Project Funding - SEAPARC

MOVED by Director Wickheim, **SECONDED** by Director Brent,
That staff be directed to prepare a new loan authorization bylaw to fund the
Sooke Skate Park replacement and phase one of the heat recovery project for
SEAPARC Recreation Centre, with electoral approval obtained through the
alternative approval process.
CARRIED

Transportation Committee

8.8. [24-786](#)

Bylaw No. 4630: Regional Transportation Service

D. Murdock spoke to Item 8.8.

**MOVED by Director Murdock, SECONDED by Director Szpak,
1. That Bylaw No. 4630, "Regional Transportation Service Establishment Bylaw
No. 1, 2024", be introduced and read a first, second and third time.**

Discussion ensued regarding:

- clarification of "higher order transit"
- clarification of services provided in the bylaw
- proposed 2025 maximum requisition increase

The question was called on the first reading of the bylaw:

That Bylaw No. 4630, "Regional Transportation Service Establishment Bylaw No. 1, 2024", be introduced and read a first time.

CARRIED

Opposed: Holman, Wickheim

Discussion ensued regarding second reading of the bylaw.

**MOVED by Director Holman, SECONDED by Director Wickheim,
That the bylaw be amended to exclude Salt Spring Electoral Area from the
proposed CRD Regional Transportation Service.**

Discussion ensued regarding:

- exclusion from Salt Spring Island as a participant
- benefits to electoral areas
- regional service versus sub-regional service
- cost apportionment impact
- regional impact of service

The question was called on the amendment:

**That the bylaw be amended to exclude Salt Spring Electoral Area from the
proposed CRD Regional Transportation Service.**

DEFEATED

**Opposed: Alto, Brent, Brice, Brownoff, Caradonna, Desjardins, Coleman, de
Vries, Goodmanson, Jones, Kobayashi, Little, McNeil-Smith, Murdoch, Murdock,
Plant, Szpak, Tait, Tobias, Thompson, Williams, Windsor**

Discussion ensued regarding:

- planning process and priorities for the service
- clarification on the residential assessment estimates process

Director Caradonna left the meeting at 4:06 pm.

**MOVED by Director Jones, SECONDED by Director Windsor,
That the meeting be extended past the 3 hour scheduled time.**

CARRIED

Director Caradonna returned the meeting at 4:10 pm.

Discussion ensued regarding regional impacts and benefits of a transportation service.

**MOVED by Director Murdoch, SECONDED by Director Windsor,
That the bylaw be amended to reduce the maximum requisition amount to
\$11,000,000.**

Discussion ensued regarding:

- impact of reducing the maximum requisition amount
- current requisition limit on transportation planning service

**MOVED by Director Caradonna, SECONDED by Director Brice,
That the question be called.
CARRIED
Opposed: Holman, Wickheim, Windsor**

The question was called on the amendment:
**That the bylaw be amended to reduce the maximum requisition to \$11,000,000.
DEFEATED
Opposed: Alto, Brent, Brice, Brownoff, de Vries, Caradonna, Coleman,
Desjardins, Goodmanson, Jones, Little, McNeil-Smith, Murdock, Plant, Williams,
Szpak, Tait, Thompson**

The question was called on the second reading of the bylaw:
**That Bylaw No. 4630, "Regional Transportation Service Establishment Bylaw No.
1, 2024", be read a second time.
CARRIED
Opposed: Holman, Wickheim**

The question was called on the third reading of the bylaw:
**That Bylaw No. 4630, "Regional Transportation Service Establishment Bylaw No.
1, 2024", be read a third time.
CARRIED
Opposed: Holman, Wickheim**

**MOVED by Director Murdock, SECONDED by Director Szpak,
2. That participating area approval be obtained by regional alternative approval
process.
CARRIED
Opposed: Holman, Wickheim**

**MOVED by Director Murdock, SECONDED by Director Szpak,
3. That Bylaw No. 4630, be forwarded to the Inspector of Municipalities for
approval; and
4. That staff be directed to continue to consider governance options and report
back in Q1, 2025.
CARRIED
Opposed: Wickheim**

9. BYLAWS

- 9.1. [24-751](#) Adoption of Bylaw No. 4560 - "Royal Theatre Local Service Area Establishment Bylaw No. 1, 1998, Amendment Bylaw No. 1, 2023"
- MOVED** by Director Brice, **SECONDED** by Director Murdoch,
That Bylaw No. 4560 - "Royal Theatre Local Service Area Establishment Bylaw No. 1, 1998, Amendment Bylaw No. 1, 2023" be adopted.
CARRIED
- 9.2. [24-755](#) Adoption of Bylaw No. 4588 - "Regional Parks Loan Authorization Bylaw No. 1, 2024"
- MOVED** by Director Brice, **SECONDED** by Director Jones,
That Bylaw No. 4588 - "Regional Parks Loan Authorization Bylaw No. 1, 2024" be adopted.
CARRIED
Opposed: Holman
- 9.3. [24-750](#) Adoption of Bylaw No. 4601 - "Salt Spring Island Ganges Sewerage Local Service Establishment Bylaw, 1991, Amendment Bylaw No. 14, 2024"
- MOVED** by Director Holman, **SECONDED** by Director McNeil-Smith,
That Bylaw No. 4601 - "Salt Spring Island Ganges Sewerage Local Service Establishment Bylaw, 1991, Amendment Bylaw No. 14, 2024" be adopted.
CARRIED

10. NOTICE(S) OF MOTION

- 10.1. [24-622](#) Motion with Notice: Big City Mayor's Caucus, Federation of Canadian Municipalities (Chair Plant)
- This Motion with Notice was withdrawn.**
- 10.2. [24-879](#) Notice of Motion: Chair Elections (Director Alto)
- Director Alto provided the following Notice of Motion for consideration at the next meeting of the Governance Committee:
- "Whereas annual elections for local government leadership can be disruptive to operational and strategic decision-making, resolved that the CRD advocate to the Minister of Municipal Affairs to make changes to the Local Government Act to allow for 2-year terms for Regional District Board Chairs and Vice-chairs."

11. NEW BUSINESS

There was no new business.

12. MOTION TO CLOSE THE MEETING

12.1. [24-831](#)

Motion to Close the Meeting

MOVED by Director Little, **SECONDED** by Director Murdoch,
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,
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,
That such disclosures could reasonably be expected to harm the interests of the
Regional District.

CARRIED

MOVED by Director Little, **SECONDED** by Director Murdoch,
That the meeting be closed for the Legal Update in accordance with Section
90(1)(i) of the Community Charter.

CARRIED

MOVED by Director Little, **SECONDED** by Director Murdoch,
That the meeting be closed for Intergovernmental Negotiations in accordance
with Section 90(2)(b) of the Community Charter.

CARRIED

Director Brice left the meeting at 4:40 pm.

The Capital Regional District Board moved to the Closed Session at 4:41 pm.

13. RISE AND REPORT

The Capital Regional District Board rose from the closed session at 6:05 pm and reported on the following:

In accordance with Bylaw 4288 that the following be appointed to the Juan de Fuca Board of Variance for a term to expire December 31, 2027: Ali Alamolhoda, Paul Clarkston, Axel Joosting

In accordance with Bylaw 3654 that the following be appointed to the North Galiano Fire Protection and Emergency Response Service Commission for a term to expire December 31, 2024: Raymond Chouinard, Kieran Kelleher, Idora Scott

In accordance with Bylaw 3654 that the following be appointed to the North Galiano Fire Protection and Emergency Response Service Commission for a term to expire December 31, 2025: Sarah Knoebber, Ken Kucille, Rob Snape

In accordance with Bylaw 3749 that the following be appointed to the Southern Gulf Islands Electoral Area Emergency Advisory Commission for a term to expire December 31, 2025: Brenda Clairo, Roger Pettit, Wayne Quinn, Kyle Stobart

In accordance with Bylaw 3749 that the following be appointed to the Southern Gulf Islands Electoral Area Emergency Advisory Commission for a term to expire December 31, 2026: Wynn Lewis

In accordance with the Technical Advisory Committee Terms of Reference that the following be appointed to the Technical Advisory Committee for a term to expire December 31, 2025: Adrian Nyland, Aileen Penner, Barri Rudolph, Ben Martin, Bridget Irving, Chris Lowe, Dale Puskas, Glenn Harris, Jenn Clary, Malcolm Cowley, Octavio Cruz, Peter Kickham

14. ADJOURNMENT

MOVED by Director Holman, SECONDED by Director Brent,
That the September 11, 2024 Capital Regional District Board meeting be adjourned at 6:06 pm.
CARRIED

CHAIR**CERTIFIED CORRECT:**

CORPORATE OFFICER

**REPORT TO CORE AREA LIQUID WASTE MANAGEMENT COMMITTEE
MEETING OF WEDNESDAY, OCTOBER 9, 2024**

SUBJECT Liquid Waste Management Plan Engagement Plan

ISSUE SUMMARY

Capital Regional District (CRD) staff are ready to proceed with an engagement plan to solicit comments on an amendment to the Core Area Liquid Waste Management Plan (CALWMP) Section 5 - Management of Infiltration and Inflow (I&I) and Control of Wastewater Overflows. This report provides an update on work to date and the next steps.

BACKGROUND

Liquid Waste Management plans allow the CRD and local governments to develop community-specific solutions for the management of liquid waste, stormwater and environmental protection in accordance with the BC *Environmental Management Act*. The current Plan was originally approved by the Minister of Environment in 2003 and was last updated with Amendment 12 in 2018.

The CRD is updating components of the Plan and formed a Technical and Community Advisory Committee (TCAC) in October 2023 to assist the Core Area Liquid Waste Management Committee (CALWMC), and the CRD Board, regarding amendments to the CALWMP. As part of the TCAC process, Kerr Wood Leidal Associates Ltd. (KWL) reviewed options regarding amendments to Section 5 and has worked with staff and the TCAC to make recommendations in a report.

At the February 13, 2024 meeting, the TCAC reviewed and provided final comments on the proposed new Section 5 of the CALWMP and the KWL report, expressing their support for both (the staff report to the TCAC is attached as Appendix A). The agenda and minutes from that meeting were subsequently received for information by the CALWMC at their June 26, 2024 meeting.

On May 14, 2024, Esquimalt Nation and Songhees Nation were contacted and offered an opportunity to review and comment on this material (in their roles as participants in the CALWMP) and staff are awaiting their response.

Staff are now ready to begin engagement before finalizing Amendment 13 as follows:

- receiving public comment through the CRD's Get Involved website
- referring to municipal engineering staff for internal discussions at the municipal level
- inviting comment from the First Nations listed in the Province of British Columbia First Nation Consultation Areas database where there may be a duty to consult

The results of this engagement will be incorporated as needed into an Amendment 13 package which will come back to the CALWMC and the CRD Board in early 2025 for recommendation and then submitted to the provincial regulator. This amendment will satisfy a regulatory requirement as a condition of the provincial approval of Amendment 12.

CONCLUSION

Staff are ready to proceed with an engagement plan to solicit comments on an amendment to the Core Area Liquid Waste Management Plan (CALWMP) Section 5 - Management of Infiltration and Inflow and Control of Wastewater Overflows. This process will include invitations to comment from the public, municipal engineering staff and the First Nations listed in the Province of British Columbia First Nation Consultation Areas database.

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:	Russ Smith, Acting General Manager, Parks, Recreation & Environmental Services
Concurrence:	Alicia Fraser, P. Eng., General Manager, Integrated Water Services
Concurrence:	Ted Robbins, B. Sc., C. Tech., Chief Administrative Officer

ATTACHMENT

Appendix A: Report to Technical and Community Advisory Committee (February 13, 2024)

**REPORT TO TECHNICAL AND COMMUNITY ADVISORY COMMITTEE
MEETING OF TUESDAY, FEBRUARY 13, 2024**

SUBJECT Amendment 13 - Core Area Liquid Waste Management Plan

ISSUE SUMMARY

Capital Regional District (CRD) staff are seeking final comments from the Technical and Community Advisory Committee (TCAC) regarding the update to Section 5 of the Core Area Liquid Waste Management Plan (the Plan) and supporting technical report so that staff can forward information to the Core Area Liquid Waste Management Committee (CALWMC) for consideration.

BACKGROUND

Liquid Waste Management plans allow the CRD and local governments to develop community-specific solutions for the management of liquid waste, stormwater and environmental protection in accordance with the BC *Environmental Management Act*. The current Plan was originally approved by the Minister of Environment in 2003 and was last updated with Amendment 12 in 2018. The CRD is updating components of the Plan and has formed a Technical and Community Advisory Committee to assist the CALWMC in making appropriate recommendations to the CRD Board in the areas of:

- Inflow and infiltration (I&I)
- Sanitary sewer overflows
- Biosolids management and beneficial use

The first two items will be addressed in an updated Section 5 (Management of Infiltration and Inflow and Control of Wastewater Overflows) of the Plan (Amendment 13) with biosolids planning anticipated to be a separate amendment.

The TCAC has met four times since October 2023 to discuss I&I items including:

- reviewing the background for the need of an update of Section 5
- receiving presentations from CRD staff and Kerr Wood Leidal
- discussing options for managing I&I in the region
- receiving a report from Kerr Wood Leidal summarizing recommendations for updating Section 5
- hearing the municipal approach to asset management for I&I

CRD staff now seek TCAC's final comments and support for the proposed new Section 5 and the Kerr Wood Leidal report which will be submitted as part of an Amendment 13 package to the CALWMC prior to an eventual submission to Ministry of Environment and Climate Change Strategy.

IMPLICATIONS

Climate Action Implications

Since the last meeting of TCAC, CRD staff and Kerr Wood Leidal have made minor changes to the updated Section 5 to incorporate climate change adaptation language to recognize that

climate change is an important consideration for I&I and management of wastewater overflows.

Environmental Implications

The Municipal Wastewater Regulation stipulates that overflows must not occur, unless during a storm with a greater than five-year return period. The Clover Point outfall is the only remaining location that does not meet this requirement, excluding Oak Bay combined sewers, which are being managed separately. Currently, Clover Point overflows are predicted to occur for approximately 60 hours per year during the eight largest winter storm events. These overflows consist of highly dilute sewage mixed with rainwater, are generally short in duration, and are predicted to represent a very low risk to the marine receiving environment.

The goal of updating the CRD and municipal commitments in the Plan is to clarify efforts to reduce sub-five-year return period overflows on an appropriate timeline. The proposed approach of reducing and eliminating overflows during sub-five-year storm events is intended to be a practical solution that meets regulatory requirements while ensuring long-term environmental protection.

Intergovernmental Implications

An amendment to the CALWMP to address management of I&I will satisfy a provincial regulatory requirement as a condition of the provincial approval of Amendment 12.

When the TCAC review of the updated Section 5 and supporting report is complete, this information will be forwarded to the CALWMC for consideration. The CALWMC would then approve a package to be referred to all service participants for review and comment. Public consultation will be required since this is an amendment to the Liquid Waste Management Plan. After receiving all comments, the information will be brought back to the CALWMC and CRD Board to be finalized and submitted to the provincial regulator.

CONCLUSION

The TCAC has considered an updated Section 5 of the Core Area Liquid Waste Management Plan and a report from Kerr Wood Leidal summarizing recommendations for updating Section 5. To move forward with Amendment 13 to the Plan, CRD staff must forward the proposed Section 5 and supporting report to the CALWMC as a next step.

RECOMMENDATION

Staff recommend that the TCAC provide final comments and support for the proposed new Section 5 and Kerr Wood Leidal report so that staff can forward to the CALWMC.

ATTACHMENTS

Appendix A: Proposed update of Section 5 of the Core Area Liquid Waste Management Plan
Appendix B: Review of Core Area LWMP Section 5: Management of I&I and Control of Wastewater Overflows, Kerr Wood Leidal

Submitted by:	Peter Kickham, Manager, Regulatory Services, M.E.T., R.P.Bio.
Concurrence:	Glenn Harris, Ph.D., R.P.Bio., Senior Manager, Environmental Protection

SECTION 5 MANAGEMENT OF INFILTRATION AND INFLOW AND CONTROL OF WASTEWATER OVERFLOWS

REGULATORY REQUIREMENT

The Municipal Wastewater Regulation (MWR), ***Part 3, Division 2 – Overflows, and Inflow and Infiltration Requirements***, sets out the conditions for overflows and inflow and infiltration.

With respect to Overflows, MWR Article 42 (1) (a) states: “A discharger must ensure that an overflow does not occur during storm or snowmelt events with a less than 5-year return period, unless the person responsible for the municipal wastewater collection system develops and implements, as part of a liquid waste management plan, measures to eliminate overflows” .

And with respect to Inflow and Infiltration, MWR Article 44 (1) (a), states that: “a discharger must ensure that inflow and infiltration does not occur such that the maximum daily flow exceeds 2 times the ADWF at the treatment plant during storm or snowmelt events with a less than 5-year return period, unless the person responsible for the municipal wastewater collection system addresses, as part of a liquid waste management plan, how inflow and infiltration can be reduced”.

On March 24, 2022 The CRD was directed to “complete the separation of combined sewers in the Humber Catchment area by December 31, 2025” and to propose a new timeline for the separation of the Rutland Catchment that is “in line with the overarching commitment to reduce inflow and infiltration to below four times average dry weather by 2030.”

GOAL

The goal of the Core Area Liquid Waste Management Plan is to meet the intent of the MWR by preparing Inflow, Infiltration and Overflow Management Plans to achieve the following:

The primary objective is to reduce inflow and infiltration to eliminate overflows for storm events with less than a 5-year return period from all CRD facilities by 2030, except the Clover Point Long outfall. The next key objective would be to eliminate overflows for storm events with less than a 5-year return period from all CRD facilities including the Clover Point Long outfall by year 2045.

COMMITMENTS

To achieve the goals and objectives noted above, the CRD and participants discharging into the CRD wastewater system commit to the following actions:

CRD Commitments:

1. Monitoring municipal sewer flows into the core area trunk sewer system and assessing compliance with the peak flow allocations in CRD Bylaw 4304 (Table 1).
2. Analyzing available flow data for I&I on a periodic basis including flow data from the CRD cost sharing meters and municipal pump stations (when suitable).
3. Completing a study assessing the impacts of storm event overflows from the Clover Long outfall including: climate change implications, environmental impacts, social impacts, budget estimates to eliminate 5-year overflows, and impact on taxpayers.

4. Establishing an education program for homeowners and key stakeholders (i.e. home inspectors, realtors, plumbers) that promotes repair and maintenance of private property sewer laterals.
5. Assisting municipalities with catchment specific studies designed to address high I&I and/or overflows (as budget allows).
6. Assessing storage and treatment options to reduce overflows caused by I&I at the Clover Point Long outfall.
7. Reviewing and updating, if appropriate, the CRD model bylaw for private sewer lateral laterals (2015) for municipalities to consider adopting or incorporating into existing bylaws.
8. Creating a mass balance model/tool to assess, document, and improve the effectiveness of the municipal asset management plans and CRD I&I Management Plan for eliminating overflows at the Clover Long Outfall by 2045.
9. Submitting 5-year updates of the I&I Management Plan to the Province.

The Participants who discharge into the CRD wastewater system commit to the following actions:

1. Performing detailed catchment investigations and preparing compliance plans for participant area inputs to the core area sewer system that both (1) exceeds their sewer allocations and (2) contribute to sub 5-year overflows.
2. Preparing asset management plans identifying sewer asset life span, when sewer assets will be replaced, the level of funding required, and how that will help to reduce inflow and infiltration over time as infrastructure is renewed.
3. Preparing drainage improvement plans for those areas where building foundation drains are unable to connect to the storm drainage system.
4. Applying for grants targeted specifically to address catchment areas contributing to overflows less than a 5-year return period.
5. Carrying out additional flow monitoring in catchments with elevated I&I, as appropriate.
6. Carry out the recommendations outlined in the I&I Management Plan that relate to their specific participant area or collection system.
7. If sanitary municipal sewer flows exceed allotted flows from Bylaw 4304, consider implementing a private sewer lateral replacement bylaw to replace laterals that have exceeded their service life and separate combined storm and sanitary connections.

Table 1: Allocated Sewer Flows from Bylaw 4304

Allocation Point	Allocated Average Dry Weather Flow (ML/day)	Allocated Peak Daily Flow (ML/day)
COLWOOD		
Total (Parson's minus Meaford)	4.70	18.8
ESQUIMALT		
Esquimalt Panhandle	0.12	0.48
Lang Cove Pump Station	1.28	5.12
Dockyard	1.01	4.04
Kinver	0.44	1.76
Pooley Place	0.06	0.24
Devonshire	1.85	7.40
Wilson	0.37	1.48
Head	1.68	6.72
Anson	0.24	0.97
Total	7.09	28.36
LANGFORD		
Total (Meaford)	14.12	56.48
OAK BAY		
Windsor	2.92	11.68
Humber (<i>combined sewers</i>)	0.60	2.40
Rutland (<i>combined sewers</i>)	0.37	1.48
Currie Net	0.97	3.88
Currie Lift Station	1.62	6.48
Harling Point Pump Station	0.20	0.79
Total	6.62	26.48
SAANICH		
Marigold PS	13.19	52.76
City Boundary	5.88	23.52
Harriet	3.27	13.08
Townley	0.61	2.44
Haultain	0.57	2.27
Arbutus	7.08	28.31
Haro	0.79	3.17
Penrhyn Lift Station	0.93	3.73
Total	32.89	131.56
VICTORIA		
Cecelia	3.14	12.57
Chapman & Gorge	0.35	1.40
Selkirk	0.28	1.11
Langford - Vic West	0.19	0.77

Allocation Point	Allocated Average Dry Weather Flow (ML/day)	Allocated Peak Daily Flow (ML/day)
Hereward	1.91	7.65
Sea Terrace	0.33	1.32
Trent Net	7.33	29.32
Hollywood	0.54	2.16
Olive	23.06	92.24
Clover Net	1.50	6.01
Total	38.30	153.19
VIEW ROYAL		
Craigflower Pump Station	3.54	14.16
Shoreline Trunk	0.14	0.55
Total	3.54	14.16
ESQUIMALT NATION		
Total	0.07	0.28
SONGHEES NATION		
Songhees Nation	0.59	2.36
Maplebank	0.010	0.04
Total	0.63	2.52



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Review of Core Area LWMP Section 5

Management of I&I and Control of Wastewater Overflows

Final Report Version 1
February 6, 2024
KWL Project No. 0283.481-300

Prepared for:
Capital Regional District



Making a difference...together



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- Appendix A: 2019 Consolidated LWMP Section 5 Existing Commitments
- Appendix B: 2024 LWMP Section 5 Updates (April 2022 Draft)
- Appendix C: 2024 LWMP Section 5 Updates (Proposed KWL Suggestions)



1. Review of Core Area LWMP Section 5

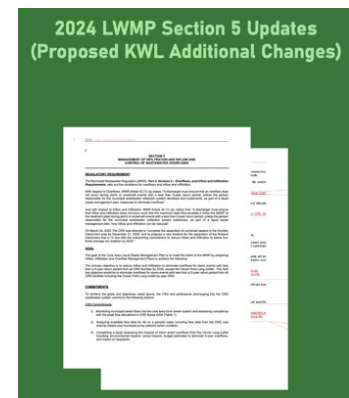
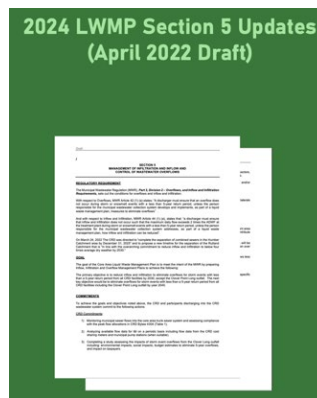
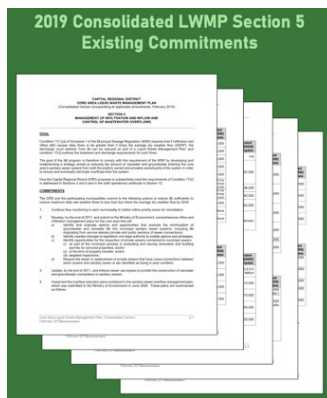
1.1 Background

The purpose of this report is to review the options for the Capital Regional District (CRD) and member municipalities regarding the CRD's proposed amendments to *Section 5: Management of Infiltration and Inflow and Control of Wastewater Overflows* of the *Core Area Liquid Waste Management Plan* (LWMP). Specifically, this report reviews the CRD's proposed amendments developed by a CRD Technical Working Group in April 2022.

Section 1 of this report reviews the current commitments, develops a strategy on how they may be improved, and recommends some changes for consideration. Sections 2 through 6 provide further detail and clarity regarding the proposed changes.

1.2 Previous and Updated Changes to LWMP Section 5 Commitments

There are three versions of Section 5 discussed in this section, namely the original commitments, the CRD's proposed changes developed in 2022, and suggested changes for consideration put forward by KWL.



2019 LWMP Section 5 Commitments

The current commitments of Section 5 of the LWMP are presented as Appendix A and were consolidated in 2019. There are four commitments focusing on the following: developing I&I management plans, continued flow monitoring, enforcement of sewer use bylaws, and a commitment to undertake specific capital programs.



Proposed 2022 Section 5 Commitments Update

The CRD formed a Technical Working Group (consisting of Core Area municipal engineers and CRD staff) in early 2022 as part of a project to update the LWMP. The group's first task was to develop an update to Section 5. The proposed update was developed in April 2022 and is included as Appendix B.

The proposed changes adopted in 2022 are included as Appendix B. The proposed changes re-commit the municipalities to I&I management and SSO reduction with the following objectives:

The primary objective is to reduce inflow and infiltration to eliminate overflows for storm events with less than a 5-year return period from all CRD facilities by 2030, except the Clover Point Long outfall. The next key objective would be to eliminate overflows for storm events with less than a 5-year return period from all CRD facilities including the Clover Point Long outfall by year 2045.

The changes also commit the CRD to eight commitments ranging from monitoring and flow analysis to assisting municipalities in I&I management programs and reporting to the province. Further, there are five commitments for participants that discharge wastewater into the CRD's conveyance system ranging from conducting I&I investigations to development of asset management plans and funding levels.

Proposed Recommendations to the 2024 Commitments Update

The CRD and the member municipalities dramatically reduced sanitary sewer overflows (SSOs) over the past 25-years such that there is only one location (Clover Point) where SSOs occur less than a 5-year return period. As a result of this achievement, the new commitments reflect a combination of managing existing I&I in younger collection systems and further reducing I&I in older systems, particularly in areas tributary to Clover Point. However, there is a deadline extension request of fifteen years to allow more time for member municipalities to lower I&I flows. The deadline originally proposed by the CRD and granted by the Province was 2030. The new requested deadline is 2045. For the Province to accept this request, it is likely that a number of conditions will be required.

KWL's recommended changes to the proposed 2024 Section 5 Commitments are discussed in Section 1.3 below.



1.3 Approach to 2024 Review

The strategy adopted in this review focusses on four points:

1. **Understanding the rationale for the proposed timeline extension:** Considerable work has been performed by the CRD and member municipalities on understanding the extent of I&I response since the mid 1990s. Significant lessons have been learned on the amount of I&I reduction required to complete the next phase including understanding the scale of partially separated service connections. The CRD should strive to develop an 'auditable' I&I reduction strategy that shows how the SSO elimination target of 2045 can be met. Dealing with the partially separated service connections and implementing a private service renewal bylaw will take additional time. This should be the basis for the request of an extension;
2. **Linking existing asset management plans and life-expectancy infrastructure planning to funding levels.** This establishes the funding that can be put into place to rehabilitate sewer systems. It is an important step to establishing the scope of I&I reduction programs. Showing how these rehabilitation programs will achieve the I&I reduction needed to meet the 2045 deadline will be an important step in demonstrating proof;
3. **Establishing a date when a private sewer lateral renewal bylaw can be implemented.** Since private property I&I levels can range from 50% to 80% of total I&I, establishing a date when services can be renewed/replaced is important; and
4. **Develop drainage plans to properly service areas with partially separated sewer laterals.** Laterals from partially separated lots cannot be separated without a proper drainage system. A sewer lateral renewal bylaw cannot be enforced without providing a homeowner with a proper connection.
5. **Evaluate the impact of a changing climate on the 5-year return period.** Rainfall patterns are changing. Storms are becoming less frequent but more intense. The current 5-year return period analysis is based on historical rainfall records. It is important for the CRD to review the current analysis and adjust for future climate trends.



1.4 Proposed Additional Commitments

Based on the strategy above, the following additional commitments are recommended to be included in the 2024 Section 5 update.

Additional/Modified CRD Commitments

1. *Complete a study assessing the impacts of storm event overflows from the Clover Long outfall including climate change implications, environmental impacts, social impacts, budget estimates to eliminate 5-year overflows, and impact on taxpayers.*
2. *Assess storage and treatment options to reduce overflows caused by I&I at the Clover Point Long outfall.*
3. *Create a mass balance model/tool to assess, document, and improve the effectiveness of the municipal asset management plans and CRD I&I Management Plan for eliminating overflows at the Clover Long Outfall by 2045.*

The first additional commitment provides an order of magnitude cost to accommodate the current flows and eliminate SSOs at Clover Point. It is important to know this number, and understand the consequence of not reducing I&I.

The second additional commitment creates a tool that when coupled with a proper asset management plan and funding levels can predict how the 2045 deadline will be achieved.

Additional Participants (municipalities) Commitments

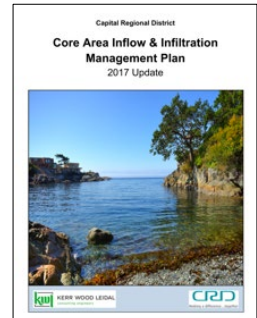
1. *Prepare drainage improvement plans for those areas where building foundation drains are unable to connect to the storm drainage system.*
2. *If sanitary municipal sewer flows exceed allotted flows from Bylaw 4304, consider implementing a private sewer lateral replacement bylaw to replace laterals that have exceeded their service life and separate combined storm and sanitary connections.*

The first additional participant commitment recognizes the increased effort to resolve and correct partially separated sewer laterals. In some cases, the solution will involve the rebuilding of the local storm sewer system.

The second additional commitment recognizes that I&I originating from private sewer laterals can range from 50 to 80% of all I&I. Therefore, if a participant is close to or exceeding their allotted flows, that participant should consider implementing a bylaw that renews service laterals.

2. I&I Management

The CRD and the member municipalities began their I&I reduction programs in the 1990 through a program of pilot studies. Those pilot programs continued through to 2020. In 2017, the CRD issued the Core Area I&I Management Plan. The plan laid out a common approach to I&I reduction and how it was to be measured, reported, and compared between municipalities. It also set in place the basis of how I&I reduction programs were to be undertaken.



2.1 Current Trends in CRD I&I Reduction

As previously mentioned, considerable effort and expense has been expended on I&I reduction and sanitary collection system expansion in the Core area since 2000. Table 2-1 shows the progress that has been achieved in the Core Area.

Table 2-1: Storm Related Overflows: 1995 to 2023 (Sub 5-year Return Period)

	Location	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
SSOs	Western Trunk (sensitive)	13	4	3	3	7	1	0	0	5	0	0	0	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Eastern Trunk (sensitive)	8	10	13	11	15	5	7	4	12	8	11	12	11	4	0	2	0	0	1	0	0	0	0	0	0	2	0	0	0
	West/East Trunks (other)	21	28	32	30	50	7	9	19	45	9	18	30	38	13	52	36	25	14	10	6	21	2	10	21	8	10	11	9	1
CSOs	Uplands Combined Sewer	11	20	26	22	25	8	14	7	24	14	21	21	19	6	26	17	14	19	17	20	23	7	6	19	10	19	24	13	7
	Total*	52	62	74	66	97	21	30	30	86	31	50	63	70	23	78	53	39	33	28	26	44	9	16	40	18	31	35	22	8

SSOs up to a 5-year return period only occur at the Clover Point Long Outfall now as of 2023

*All waters including Macaulay, McMicking, Clover, Finnerty

Completion of the Marigold Storm Tank and Macaulay o/f Improvements (2004)

Completion of the Trent Street Pump Station (2009)

Completion of the Arbutus Storm Tank, Macaulay P.S., Clover P.S., Trent Forcemain Extension, and McLoughlin WWTP (2022)



Significant projects include the following:

1. Completion of the Marigold Storm Tank and Macaulay Emergency Overflow improvements in 2004;
2. Completion of the Trent Street Pump Station in 2009; and
3. Completion of the Arbutus Storm Tank, Macaulay P.S., Clover P.S., Trent Forcemain Extension, and McLoughlin WWTP in 2022.

Concurrently, the member municipalities have all formalized their I&I reduction programs and have made progress either by reducing I&I response or not allowing I&I to increase further.

Table 2-2 shows the trend in I&I levels throughout the core area.

Table 2-2: I&I Reduction Trends

	2010	2012	2014	2016	2019	Trend
Colwood	10,309	8,540	7,965	8,777	8,777	↓
Esquimalt	52,412	52,599	48,727	51,471	48,786	↓
Langford	11,023	9,364	9,222	10,606	8,587	↓
Oak Bay	51,873	48,133	46,600	55,686	56,123	→
Saanich	15,514	13,613	15,427	15,223	14,369	→
Victoria	96,734	94,281	84,650	76,026	73,490	↓
View Royal	12,322	12,294	13,216	14,525	11,541	→

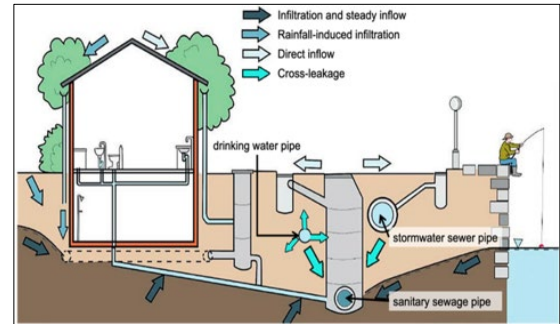
Based on 5-year, 24-hour, volume L/ha/day I&I response

As a result of both the I&I reduction programs and system improvements, sanitary sewer overflows (SSOs) have been reduced substantially such that they only occur at the long overflow at Clover Point for rainfall events less than a 5-year return period. SSOs have been reduced to less than 80 hours annually. The Clover Long Overflow is 1.2 km long and discharges into the Juan de Fuca Strait at a depth of 65 m. The overflow, along with the Macaulay long overflow, were the original outfalls used to discharge screened, raw sewage from the 1970s to the commissioning of the McLoughlin WWTP in 2022.

2.2 Identification of Partially Separated Service Laterals

One of the discoveries of multiple pilot studies has been the identification of partially separated service laterals. These laterals are still a combined storm and sanitary service. Their existence is usually due to the absence of a public storm sewer or storm sewer with sufficient depth for connection. They could also be a result of older homes constructed prior to a public storm sewer, and not separated after the storm sewer was installed.

Shallow storm sewers were constructed as a result of ditch enclosure projects. Ditches were enclosed with storm sewers to provide drainage for street surfaces. However, it was never the intention to connect the houses.



Shallow storm sewers are at an elevation higher than the elevation of the building foundation drains. As a result, the lots in these areas cannot separate their sanitary and storm sewer connections without public-side drainage improvements (See Section 2.3).

Partially separated service laterals (also known as semi-combined service laterals in some parts of North America) are also found in other parts of Canada as well. The consequence of this finding will result in significantly more expensive I&I reduction programs in those areas.

2.3 Need for Drainage System Improvements

To rectify the partially separated laterals, a proper drainage path will need to be created. Possible proper drainage service paths include the following:

- Identification of older, partially connected services that can be separated and connected to newer storm sewers (i.e., for older services that were never connected to new storm sewers);
- Extending existing storm sewers to service lots that do not have adequate drainage alternatives then separating partially separated sanitary services;
- Construction of a new storm sewer system at a lower elevation to connect both the roof and foundation drains;
- Disconnection of roof leaders to drain to pervious areas and construction of foundation drain sump-pump systems to connect to the existing shallow storm sewer system;
- Disconnection of roof leaders and replacement of storm sewer system with bio-infiltration (rain garden) systems with low elevation groundwater collection pipe systems to drain foundation drains; or,
- Rain barrel collection system for roof leaders with directed releases to pervious areas, road-side bio infiltration facilities, and deep perforated drains picking up only foundation piping and trench groundwater.

Depending on the characteristics of each area, different solutions are also possible including rainwater harvesting options. However, existing master drainage plans should be modified to incorporate these changes and implemented over time to provide a proper outlet. The timing of implementation will be a factor of existing storm sewer condition, elevation of downstream connection point, and available budget.



2.4 Impact of Re-Diverting I&I to the Storm Sewer System

Concern was raised at a fall 2023 Technical Advisory Committee (TAC) meeting regarding the impact of diverting I&I to storm sewers and what the resultant impact would be on pipe flows. From an ideological point of view, rainwater and groundwater should not be conveyed in sanitary sewer systems as it is expensive to treat, and it has more beneficial uses elsewhere such as augmenting creek systems for aquatic habitat and recharging local, seasonal groundwater aquifers. Diverting the I&I from rehabilitated sanitary sewers will increase stormwater flows but only marginally.

The amount of water re-diverted into the storm sewer system can be calculated as follows:

Table 2-3: Estimation of Re-Diverted I&I to Storm Sewer System

Component	Volume (L/ha/d)
5-year, 24-hour Rainfall (64.2 mm) ¹	624,000
Average Victoria I&I Rate (from Table 2-2)	73,490
Difference	550,510
I&I Expressed as a % of Total Rainfall	11.8%
Estimated Percentage Split between the I&I Groundwater/ Interflow Components (GWI/RII-Slow) and Faster Runoff Components (SWI/RII-Fast) ²	50/50
Resulting impact to peak flows in stormwater system	5.9%
1. Based on the updated 2020 Gonzales IDF Curves and multiplied by one representative hectare. 2. Assumes that once I&I is removed from the sanitary sewer, only the stormwater inflow (SWI) and rainfall-induced infiltration-fast (RII-Fast) components contribute to stormwater peak flows.	

In other words, stormwater flows can be expected to increase approximately 6% (a maximum amount assuming all runoff I&I components are diverted). These increases can be lessened through roof leader disconnection strategies and green infrastructure implementation such as bio-infiltration facilities and rain gardens.

3. Asset Management Programs

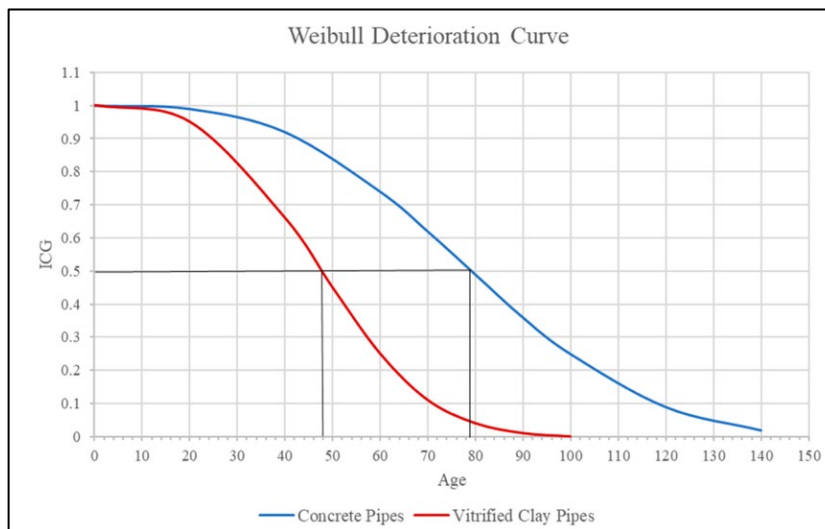
3.1 Background

Most municipalities have development of asset management plans either underway or completed. However, many plans are under-funded as the utility fees charged do not cover the expected asset replacement costs in a timeline that matches the expected service life of the piping systems. Further, there are insufficient funds to also cover interim rehabilitation costs to repair the collection system from structural and I&I related defects (i.e., prior to its ultimate replacement).

For these reasons, many municipalities find it difficult to predict future I&I reduction levels without the certainty of future funding levels. If the Province is being asked to grant an extension to the existing 2030 deadline, the CRD will likely be asked to provide some form of certainty that the 2045 extension is achievable. The decision to balance the funds collected versus the funds required to maintain and replace an asset is political and requires public support.

3.2 Identification of Service Life

All assets will eventually deteriorate to the point of failure or loss of function. It is important that municipalities assign reasonable service lives to their assets then develop financing plans to fund their replacement. Figure 3-1 shows an example of an expected Internal Condition Grade (ICG) probability based on an assumed service life of 60 years for VC pipe and 100 years for concrete pipe. Actual condition assessment data from CCTV inspections can help establish reasonable service lives.



(ICG score out of 5 is divided by 5 to obtain a probability fraction)

Figure 3-1: Internal Condition Grading (ICG) Example ¹

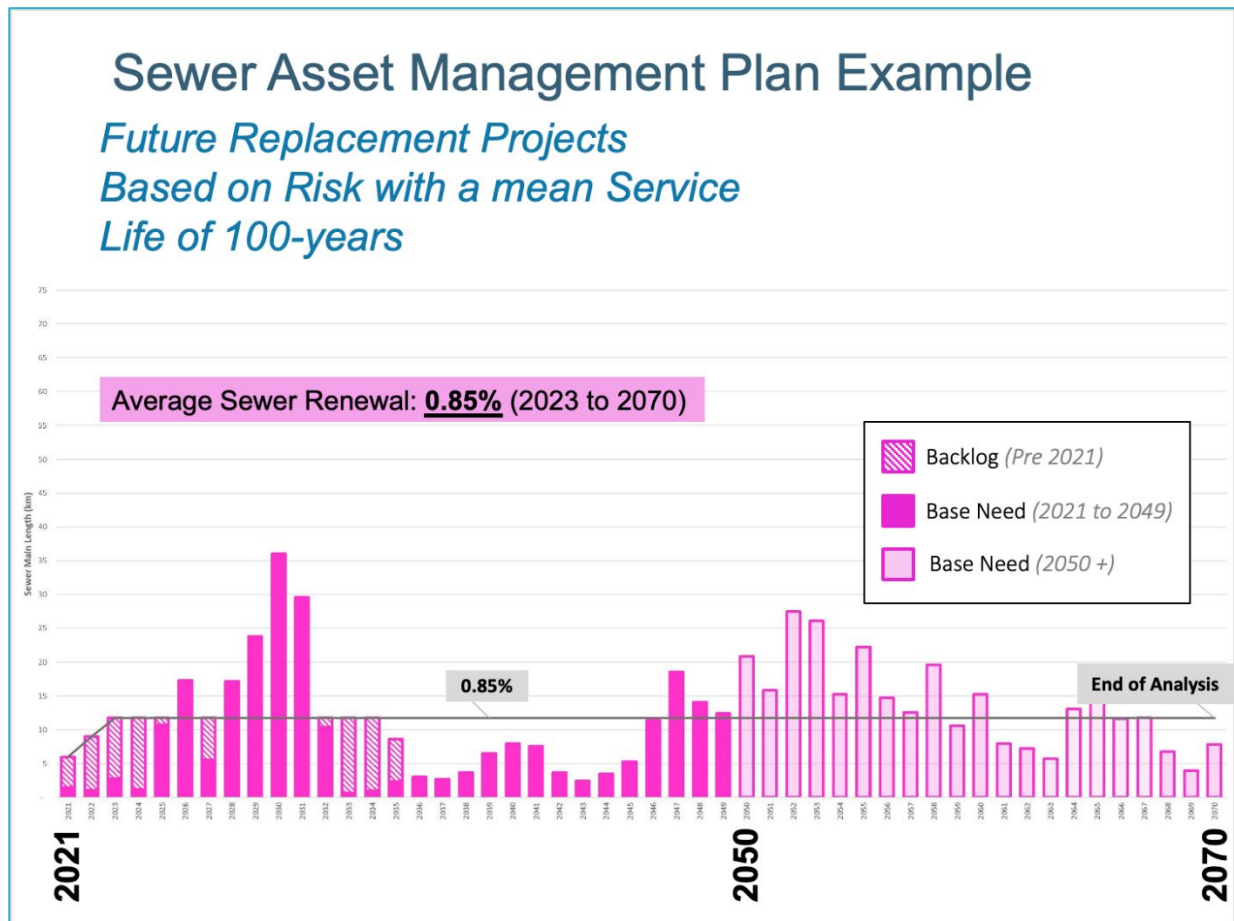
Determining expected service lives of sanitary sewer piping systems, allows the establishment of proper capital replacement levels. Adding inspection/maintenance and interim repair components to the capital replacement levels, yields recommended funding budgets.

¹ A Deterioration Model for Sewer Pipes Using CCTV and Artificial Intelligence by Comfort Salihu 1, Saeed Reza Mohandes 2, Ahmed Farouk Kineber 3ORCID, M. Reza Hosseini 4,*ORCID, Faris Elghaish 5 and Tarek Zayed 1

3.3 Example of Funding Plan

Figure 3-2 shows a simplified example of the cashflows associated with an asset management plan. In this example, the service life of the piping systems was established at 100-years. The figure shows a common scenario where the base needs in the earlier years (2021 to 2035) exceeds the recommended renewal funding as a considerable portion of the pipes were installed in the 1920s and 1930s. Compensating for this, a backlog was established to assist in balancing the replacement schedule.

Figure 3-2: Sewer Asset Management Plan Cashflows



In this example, it was determined that an average sewer renewal of 0.85% of total asset value would be sufficient in the 2021-2070 time horizon to maintain the replacement component of the plan. An additional funding component would then be added to the 0.85% to allow for the interim repair and maintenance components. The cost of the interim repair component can be estimated from I&I management plans identifying I&I levels not representative of their age, and CCTV inspections showing defects needing attention.

4. I&I Reduction Accounting

4.1 Background

The current CRD *I&I Management Plan* shows basic trending of I&I by sewer catchment (See Section 2). Future I&I reduction can be predicted knowing the proposed future programs for rehabilitation and replacement based on adopted funding levels. It is likely that the Province will require some level of re-assurance that the anticipated reductions will meet the new 2045 target. Once the funding levels and I&I reduction programs are established, I&I reduction predictions can be estimated.

4.2 Need for Mass Balance Model/Tool

It is possible to predict the level of I&I reduction based on the specific programs and implementation rates adopted by a municipality. A sub-basin can be split into four components:

1. Rate of replacement of private service laterals due to age and condition;
2. Rate of replacement of partially separated service laterals;
3. Scope and rate of interim rehabilitation projects on the public sewer components (i.e., I&I rates not acting their age); and
4. Rate of replacement projects when public sewers reach the end of their service lives.

The CRD has broken down the Core Area into over 108 sub-catchments. The CRD I&I management plan assigns archetypes of the interim rehabilitation and monitoring programs required in each sub-basin. In most basins, only monitoring and inspection are required. However, in older sub-basins some level of investigation and repair may be required if the sub-basin is not acting its age (see Section 5 of the *Core Area I&I Management Plan* and Figure 4-1 below). Ultimately though, once the sub-basin pipe components reach the end of their service lives, replacement is required.

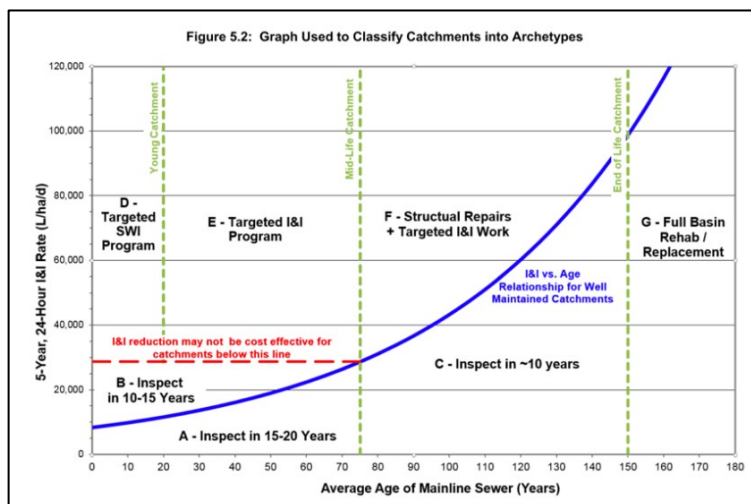


Figure 4-1: CRD I&I Archetypes (from I&I Management Plan)

Using the above four components, an estimate of annual I&I reduction can be predicted for each sub-basin. Reductions in the sub-basins tributary to Clover Point can then be used to show how SSO elimination in 2045 will be achievable.



5. Private Sewer Lateral Replacement Bylaw

5.1 Background

Private sewer laterals include portions of the system not owned by the public utility. Most of the private sewer connections in the CRD are detached residential buildings and are relatively simple systems. Multiple-family residential, residential strata and non-residential buildings may involve more complex systems.

Private sewer laterals generally include the pipe connection from a building sewer to the property line or in Oak Bay's case, the private lateral continues to the mainline connection point.

The private sewer lateral should be considered as part of the system from an I&I perspective. As such, municipalities should adopt a structured private sewer renewal program with proper inspections. Ideally this is a program that can be integrated into standard operating procedures with minimal oversight.

5.2 Possible Options

The CRD and Metro Vancouver have conducted extensive reviews of private sewer lateral programs throughout North America since 2008.² This included both regulatory and incentive approaches.

Regulatory Approaches

- Municipal Bylaw – may require that private sewers be kept in good condition and specifies enforcement measures and fees. These are municipal sewer bylaws that forbid cross connections. Orders can/are issued requiring homeowner to correct and bring connection into compliance with the bylaw.
- Provincial Regulation – would be needed to create new powers for local governments to regulate sewer laterals, for instance at point of sale.
- Expropriate Laterals – would involve expropriating all sewer laterals and the municipality assuming responsibilities for maintenance and replacement. Would involve large expense and increase to utility fees.
- Insurance Program – typically focused on covering sewer backup costs and would not reduce I&I on a widespread basis.
- Lateral Condition Certification – would be implemented through bylaw structures and require that a sewer lateral condition certificate be obtained.

² Private Sewer Lateral Programs: A Study of Approaches and Legal Authority for Metro Vancouver Municipalities, 2008, The Sheltair Group and West Coast Environmental Law.

Private Property Inflow & Infiltration Management Options for the CRD Core Area (2011, updated in 2014 and 2022). The Sheltair Group



Incentive Approaches

- Subsidies (Rebates and Loans) – similarly to other municipal rebate programs (e.g., low-volume water fixtures), property owners could be incentivized to maintain and replace sewer laterals by accessing rebates or loans from the municipality.
- Property Tax Exemption – property taxes or utility fees could be discounted for qualifying properties, likely requiring some form of certification.
- Provincial Tax Exemption – this could involve a reduction in property transfer taxes or other provincially-administered tax at the time of a property sale for qualifying properties, likely requiring some form of certification.

Some of the above measures have been considered for implementation in several BC municipalities. The City of Vancouver and City of Surrey, for example, have mandatory requirements in place for sewer lateral replacement based on building permit value. The Municipality of Esquimalt recently amended their existing Subdivision and Development Bylaw to achieve the same objective (December 2023).

Potential impediments to successful implementation (other than the City of Vancouver, Surrey, and Esquimalt examples) have included:

- lack of political support for point-of-sale trigger mechanisms;
- provincially regulated issues such as building code may require changes to provincial acts and powers available to local governments; and
- organizational burden to administer any or all of the above measures.

Given the foregoing, the Metro Vancouver municipalities have adopted the approaches outlined in Sections 5.3 and 5.4 below. It is recommended that one of the following two private lateral replacement measures be adopted as part of an I&I Management strategy for CRD municipalities with the older service connections (see Section 5.5).

5.3 Lateral Replacement – New Construction and Building Permit Trigger

As mentioned above, Esquimalt, Surrey, and Vancouver have adopted this approach. The approach is based on a trigger based on a certain building permit dollar amount. A set of conditions and actions are required to ensure that the service is either operating within reasonable limits or it is replaced.

Table 5-2 highlights the basic attributes of Surrey and Vancouver bylaws.

Information on Esquimalt's modifications to their *Subdivision and Development Bylaw* can be found here:

[https://www.esquimalt.ca/sites/default/files/docs/municipal-hall/bylaws/3128 -
Subdivision and Development Servicing Bylaw 3128 2023.pdf](https://www.esquimalt.ca/sites/default/files/docs/municipal-hall/bylaws/3128_-_Subdivision_and_Development_Servicing_Bylaw_3128_2023.pdf)

The staff report supporting the proposed change, can be found here:

[https://esquimalt.ca.legistar.com/ViewReport.aspx?M=R&N=Text&ID=5&ID=31032&GUID=317567EC-
AF19-4C1B-A9EA-3983DDF26E7E&Title=Legislation+Text](https://esquimalt.ca.legistar.com/ViewReport.aspx?M=R&N=Text&ID=5&ID=31032&GUID=317567EC-AF19-4C1B-A9EA-3983DDF26E7E&Title=Legislation+Text)



5.4 Lateral Replacement – Certification Method

Based on the noted challenges in implementing a universally applicable sewer lateral certification and replacement program, the following practices are recommended:

1. Incentive-based method with certifications required, which would involve inspection and testing as described in Section 5.2;
2. Base utility rate for non-certified sewer laterals or expired certifications, which could be stepped up over time once a program is in place and property owners have been given time to comply;
3. Utility rate discount for certified sewer laterals. Provide automatic certification for PVC services less than 30-years old;
4. Premiums added to utility rate if City determines private lateral to be in bad condition due to side shot CCTV inspection or observation port inspection;
5. Enhanced premiums added to utility bill for combined connections provided a functional storm sewer is available. Rebates are offered for separation; and
6. Consider working with home insurance companies to provide additional incentives for certified laterals.

Determining an appropriate premium and discount structure would need to be done by each municipality.

5.5 Private Lateral Renewal Bylaw

Since I&I on private sewer laterals can represent 50 to 80% of all I&I, a renewal program will be required on private property to reduce I&I rates. The pipe material will eventually fail. Municipal Renewal Bylaws are considered to be the best practice available.

However, the urgency to implement such a bylaw is not equally shared across all municipalities. The younger sewerage areas will have more time to implement such a bylaw.

Suggested additional LWMP Section 5 commitment:

If sanitary municipal sewer flows exceed allocated flows from Bylaw 4304, consider implementing a private sewer lateral replacement bylaw to replace laterals that have exceeded their service life and separate combined storm and sanitary connections.³

Based on the above and referring to Table 5-1 below, the communities of Esquimalt, Oak Bay, and Victoria should consider implementing a private sewer lateral renewal bylaw.

Table 5-1: Actual Flows Versus Allocated Flows by Municipality

Municipality	Allocated Peak Daily Flow (ML/d)	Peak 24-hr Flow		Status
		5-yr Rainfall Event (ML/d)	% of Allocated Capacity	
Colwood	18.80	7.70	41%	✓
Esquimalt	28.36	30.16	106%	✗
Langford	56.48	17.01	30%	✓
Oak Bay	26.48	37.96	143%	✗
Saanich	131.56	83.52	63%	✓
Victoria	153.19	150.64	98%	⊖
View Royal	14.17	7.10	50%	✓

³ CRD Bylaw 4304 outlines the maximum flow contribution by each municipality to the regional trunk sewer system and McLoughlin WWTP.



5.6 Key Actions Needed

Municipalities close to or exceeding their sewer capacity allotment should consider adopting a private lateral replacement bylaw and determine what methods and resources will be used to inspect the new service.

Municipalities with partially separated services should also develop public-side stormwater servicing strategies as the bylaw cannot be enforced without a proper drainage connection.

The following actions are required to implement the program described above:

1. Adopt a Lateral Replacement Bylaw: either the Building Permit Trigger Method or the Certification Method in municipalities exceeding or near allocated flows;
2. Determine what methods and resources will be used to inspect the new services;
3. For cities with significant Vitrified Clay (VC) laterals and partially separated connections, consider the Certification Method and/or other tools available to municipalities as laterals may be replaced on a timelier basis; and
4. Develop public-side stormwater servicing plans to address areas with partially separated private sewer-laterals.



Table 5-2: Private Lateral Replacement Bylaws Based on Building Permit Triggers

Excerpts from the City of Vancouver Program

2.2 NEW PUBLIC SEWER CONNECTION FOR CONSTRUCTION - Subject to Section 2.9, a new public sewer connection is required whenever:

- (a) **a new house** or building is constructed, or
- (b) an existing house or building is renovated, and the estimated construction value is more than:
 - (i) **100% of the latest building assessment (from the BC Assessment Authority), or**
 - (ii) **\$95,000, whichever is the greater,** and the work involves:
 - (iii) extensive excavation work,
 - (iv) enlargement of the plumbing system by adding two or more fixtures,
 - (v) an increase in the number of bedrooms, or
 - (vi) a resulting increased demand upon the existing sewer system after renovations are complete.

Excerpts from the City of Surrey Program

39. When there is an application to redevelop a parcel, the following shall apply to the service connection and the building sanitary sewer:

- a) If the service connection or the building sanitary sewer is **less than 30 years old**, the owner must provide **a video inspection** from a pipe **assessment certification program (PACP)** certified contractor and recommendation for the City to review. The owner shall repair or replace the service connection or the building sanitary sewer, or both, if the City determines that: it contains defects or deficiencies, including excessive damage; is not in adequate condition for service; does not meet the City's Design and Construction Standards; or is made of materials other than PVC;
- b) If the service connection or the building sanitary sewer **is 30 years old or older and is made of materials other than PVC, a replacement or new service connection or building sanitary sewer, or both, is required;**
- c) If the service connection or the building sanitary sewer **is 30 years old or older and is made of PVC**, the owner must provide **a video inspection from a PACP** certified contractor and recommendation for the City to review. The owner shall repair or replace the service connection or the building sanitary sewer or both, if the City determines that it: contains defects or deficiencies, including excessive damage; is not in adequate condition for service; or does not meet the City's Design and Construction Standards;
- d) **Despite Sections 39(a), (b) and (c), all no-corrode, asbestos, cement, clay or otherwise non-standard material pipes of any age or condition shall be replaced with PVC or an alternate pipe material approved by the City;**
- e) **Despite Sections 39(g) and (h), renovations to an existing building on a parcel where the combined building value is less than or equal to \$120,000 are exempt from the requirements of this Section 39;**



6. Recommendations

6.1 Recommendations

Additional Actions for CRD

1. Complete a study assessing the impacts of storm event overflows from the Clover Long outfall including climate change implications, environmental impacts, social impacts, budget estimates to eliminate 5-year overflows, and impact on taxpayers.
2. Assess storage and treatment options to reduce overflows caused by I&I at the Clover Point Long outfall.
3. Create a mass balance model/tool to assess, document, and improve the effectiveness of municipal asset management plans and CRD I&I Management Plan for eliminating overflows at the Clover Long Outfall by 2045.

Actions for Younger Sewer Collection Systems

1. Continue the investigations as outlined in the CRD Core Area I&I Management Plan.
2. Update Asset Management Plans to show how cashflows support sewer pipe service life selection. (May mean modifying future cashflows)

Actions for Older Sewer Collection Systems

1. Identify partially separated service areas and develop long-term plans for drainage upgrades to these.
2. Update Asset Management Plans to incorporate predicted sewer lifetimes (will result in funding levels to match sewer service lives).
3. Consider implementing/updating a private sewer lateral bylaw if 5-year storm exceeds allocated flows.



7. Report Submission

Prepared by:

KERR WOOD LEIDAL ASSOCIATES LTD.

A handwritten signature in blue ink, appearing to read 'C Johnston', is positioned above a horizontal line.

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Reviewed by:

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Jason Vine, M.A.Sc. P.Eng.
Senior Associate



Statement of Limitations

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Revision History

Revision #	Date	Status	Revision	Author
A	January 12, 2024	For Review by CRD	Draft No.1	CJ
0	February 6, 2024	Final Version 1		CJ



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Appendix A

2019 Consolidated LWMP Section 5 Existing Commitments

**CAPITAL REGIONAL DISTRICT
CORE AREA LIQUID WASTE MANAGEMENT PLAN**
(Consolidated Version incorporating all applicable amendments, February 2019)

**SECTION 5
MANAGEMENT OF INFILTRATION AND INFLOW AND
CONTROL OF WASTEWATER OVERFLOWS**

GOAL

Condition 17(1)(a) of Schedule 1 of the Municipal Sewage Regulation (MSR) requires that if infiltration and inflow (I&I) causes daily flows to be greater than 2 times the average dry weather flow (ADWF), the discharger must address “how I&I can be reduced as part of a Liquid Waste Management Plan” and condition 17(2) outlines the treatment and discharge requirements for such flows.

The goal of the I&I program is therefore to comply with this requirement of the MSR by developing and implementing a strategy aimed at reducing the amount of rainwater and groundwater entering the core area’s sanitary sewer system from both the publicly owned and privately owned parts of the system in order to reduce and eventually eliminate overflows from the system.

How the Capital Regional District (CRD) proposes to substantially meet the requirements of Condition 17(2) is addressed in Sections 4 and 6 and in the draft operational certificate in Section 12.

COMMITMENTS

The CRD and the participating municipalities commit to the following actions to reduce I&I sufficiently to reduce maximum daily wet weather flows to less than four times the average dry weather flow by 2030:

1. Continue flow monitoring in each municipality to further refine priority areas for remediation.
2. Develop, by the end of 2011, and submit to the Ministry of Environment, comprehensive inflow and infiltration management plans for the core area that will:
 - a) Identify and evaluate options and opportunities that promote the minimization of groundwater and rainwater I&I into municipal sanitary sewer systems, including I&I originating from service laterals (private and public sections of sewer connections).
 - b) Identify needed changes to legislation and legal authority to enable options and strategies.
 - c) Identify opportunities for the inspection of private sewers connected to municipal sewers:
 - (i) as part of the municipal process in evaluating and issuing renovation and building permits for serviced properties; and/or
 - (ii) at the time of property transfer; and/or
 - (iii) targeted inspections.
 - d) Require the repair or replacement of private sewers that have cross-connections between storm sewers and sanitary sewer or are identified as being in poor condition.
3. Update, by the end of 2011, and enforce sewer use bylaws to prohibit the construction of rainwater and groundwater connections to sanitary sewers.
4. Implement the overflow reduction plans contained in the sanitary sewer overflow management plan, which was submitted to the Ministry of Environment in June 2008. These plans are summarized as follows:

Table 5.1
Prioritized Order of CRD Overflow Reduction Plan
(Updated based on current information)

Priority No.	O/F Name	Action Plan	Estimated Year of Completion	Estimated Cost (\$2008) to Complete
1.	Monterey Avenue MH0130	Complete and commission Trent pump station	2008 (Complete)	\$500,000
2.	Macaulay Point Pump Station	Complete installation of standby power	2008 (Complete)	\$800,000
3.	Harling Pump Station	Install a screen on the overflow pipe	2008 (Complete)	\$10,000
4.	Shoreline Drive MH0340	Commence with capacity deficiency study and identify upgrade options	2010	\$50,000
5.	Penrhyn Lift Station	Investigate pump and genset capacity	2010	\$600,000
6.	Humber Combined Sewers	Oak Bay plans to separate the sewers in the Uplands area	2015	To be determined (Oak Bay cost)
7.	Rutland Combined Sewers	Oak Bay plans to separate the sewers in the Uplands area	2015	To be determined (Oak Bay cost)
8.	Head Street MH0040	Twin the NWT from Macaulay Point to MH0055	2015	\$20,000,000
9.	Sea Terrace MH0055	Twin the NWT from Macaulay Point to MH0055	2015	as above
10.	Broom Road	Extend Trent forcemain down to Clover Point	2017	as above

Table 5.2
Prioritized Order of Colwood Overflow Reduction Plan

Item No.	Work Name	Description	Estimated Year of Completion	Estimated Cost (\$2008) to Complete
1.	SCADA Upgrade	Upgrade the SCADA system to collect flow data from all pump stations.	2008 (Complete)	\$10,000
2.	CCTV Inspection	Continue to inspect all new sewers that are installed to ensure they are well constructed	Annually	\$15,000
3.	Sewer System Maintenance	Continue to clean all mains and manholes, and repair as necessary.	Annually	\$50,000
4.	Lift Station Maintenance	Continue to maintain all lift station components to ensure that they run efficiently.	Annually	\$72,500

Table 5.3
Prioritized Order of Esquimalt Overflow Reduction Plan

Item No.	Work Name	Description	Estimated Year of Completion	Estimated Cost (\$2008) to Complete
1.	Sewer Relining	Relining and repairs to sewer mains rated poor and poorest	Completed	n/a
2.	Combination Manhole Separation	148 manholes remain to be separated 29 manholes to be separated in 2008 - Five manholes separated per year from 2009 to 2025	2025	\$950,000
3.	Grafton Pump Station Upgrade	New electrical power supply, kiosk and controls	2008 (Complete)	\$38,000
4.	Grafton Pump Station Upgrade	Pump replacement	2012	\$40,000
5.	Sewer Main Replacement	Replacement of undersize sewer main on Craigflower Road between Tillicum Road and Lampson Street	2009 (Complete)	\$250,000
6.	Municipal Wide Smoke and Dye Testing	Smoke and dye testing underway to identify cross connections in attempts to reduce I&I in the future. The full scope of the project has not yet been determined.	2010	unknown

Table 5.4
Prioritized Order of Langford Overflow Reduction Plan

Item No.	Work Name	Description	Estimated Year of Completion	Estimated Cost (\$2008) to Complete
1.	Sewer Master Plan Upgrades	Continue with infrastructure upgrades as identified in the Sewer Master Plan.	Ongoing	\$0.2-0.5 Million
2.	CCTV Inspection	Continue to video inspect all new sewers that are installed to ensure that they are well constructed.	Annually	\$15,000
3.	Manhole Inspection	Continue to visually inspect manholes to ensure that they do not leak.	Annually	\$15,000
4.	Pump Station Maintenance	Continue to maintain all pump station components to ensure that they run efficiently.	Annually	\$200,000
5.	Sewer System Maintenance	Continue to keep the sewers clean and free from defects.	Annually	\$25,000

Table 5.5
Prioritized Order of Oak Bay Overflow Reduction Plan

Item No.	Work Name	Description	Estimated Year of Completion	Estimated Cost (\$2008) to Complete
1a.	Uplands Sewer Separation Humber Catchment	Construction of new storm sewer	To be confirmed by December 31/2019	\$5,285,000
1b.	Uplands Sewer Separation Rutland Catchment	Construction of new storm sewer	To be confirmed by December 31/2019	\$9,815,000
1c.	Uplands sanitary sewer pipeline rehabilitation	Rehabilitation of the former combined sewer pipeline to address infiltration	To be confirmed by December 31/2019	\$3,000,000
2.	Oak Bay Inflow and Infiltration Rehabilitation Project	Continue with phased rehabilitation projects in various catchments	Annually	\$500,000
3.	CCTV Inspection	Video inspection of sewer mains	Annually	\$25,000
4.	Sewer System Maintenance Program	Maintenance to keep sewers clean and free from defects.	Annually	\$240,000

Table 5.6
Prioritized Order of Saanich Overflow Reduction Plan

Item No.	Work Name	Description	Estimated Year of Completion	Estimated Cost (\$2008) to Complete
1.	Dysart Pump Station	Complete construction of the new Dysart pump station.	2008 (Complete)	\$2,500,000 (est.)
2.	The following pump stations will be upgraded: Vantreight Lift Station Murray #1 Pump Station Murray #2 Pump Station Arundel Pump Station Glenwood Pump Station Ashley Pump Station Dunkirk Pump Station Colquitz Pump Station Gorge Pump Station	Rebuild pump station and add a new standby generator.	2009-2015	\$500,000 Annually

Table 5.7
Prioritized Order of Victoria Overflow Reduction Plan

Item No.	Work Name	Description	Estimated Year of Completion	Estimated Cost (\$2008) to Complete
1.	James Bay I&I Pilot Project	Commence with the rehabilitation of sewer mains, laterals and manholes in James Bay.	2010	\$3,000,000
2.	Hydraulic Model	Continue to complete a hydraulic model of the City's entire sanitary sewer collection system.	2009	\$100,000
3.	Overflow Elimination	Investigate, monitor and abandon, if possible, existing known overflow locations.	2010	\$100,000
4.	Combined Manhole Separation	Investigate, monitor and initiate a program to separate combined manholes.	2015	\$400,000

Table 5.8
Prioritized Order of View Royal Overflow Reduction Plan

Item No.	Work Name	Description	Estimated Year of Completion	Estimated Cost (\$2008) to Complete
1.	Upgrade Pump Stations	Upgrade pump stations where required to improve pump performance, provide standby power and collect better data.	2017	\$140,000
2.	CCTV Inspection	Continue to video inspect all new sewers that are installed to ensure that they are well constructed.	Annually	\$20,000
3.	Manhole Inspection	Continue to visually inspect manholes to ensure that they do not leak.	Annually	\$5,000
4.	Pump Station Maintenance	Continue to maintain all pump station components to ensure that they run efficiently.	Annually	\$120,000
5.	Sewer System Maintenance	Continue to keep the sewers clean and free from defects.	Annually	\$40,000

APPENDIX C

Excerpt from the Capital Regional District Core Area Liquid Waste Management Plan – Sanitary Sewer Overflow Management Plan, June 2008.



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Appendix B

2024 LWMP Section 5 Updates (April 2022 Draft)

SECTION 5 MANAGEMENT OF INFILTRATION AND INFLOW AND CONTROL OF WASTEWATER OVERFLOWS

REGULATORY REQUIREMENT

The Municipal Wastewater Regulation (MWR), ***Part 3, Division 2 – Overflows, and Inflow and Infiltration Requirements***, sets out the conditions for overflows and inflow and infiltration.

With respect to Overflows, MWR Article 42 (1) (a) states: “A discharger must ensure that an overflow does not occur during storm or snowmelt events with a less than 5-year return period, unless the person responsible for the municipal wastewater collection system develops and implements, as part of a liquid waste management plan, measures to eliminate overflows” .

And with respect to Inflow and Infiltration, MWR Article 44 (1) (a), states that: “a discharger must ensure that inflow and infiltration does not occur such that the maximum daily flow exceeds 2 times the ADWF at the treatment plant during storm or snowmelt events with a less than 5-year return period, unless the person responsible for the municipal wastewater collection system addresses, as part of a liquid waste management plan, how inflow and infiltration can be reduced”.

On March 24, 2022 The CRD was directed to “complete the separation of combined sewers in the Humber Catchment area by December 31, 2025” and to propose a new timeline for the separation of the Rutland Catchment that is “in line with the overarching commitment to reduce inflow and infiltration to below four times average dry weather by 2030.”

GOAL

The goal of the Core Area Liquid Waste Management Plan is to meet the intent of the MWR by preparing Inflow, Infiltration and Overflow Management Plans to achieve the following:

The primary objective is to reduce inflow and infiltration to eliminate overflows for storm events with less than a 5-year return period from all CRD facilities by 2030, except the Clover Point Long outfall. The next key objective would be to eliminate overflows for storm events with less than a 5-year return period from all CRD facilities including the Clover Point Long outfall by year 2045.

COMMITMENTS

To achieve the goals and objectives noted above, the CRD and participants discharging into the CRD wastewater system commit to the following actions:

CRD Commitments:

- 1) Monitoring municipal sewer flows into the core area trunk sewer system and assessing compliance with the peak flow allocations in CRD Bylaw 4304 (Table 1).
- 2) Analyzing available flow data for I&I on a periodic basis including flow data from the CRD cost sharing meters and municipal pump stations (when suitable).
- 3) Completing a study assessing the impacts of storm event overflows from the Clover Long outfall including: environmental impacts, social impacts, budget estimates to eliminate 5-year overflows, and impact on taxpayers.

- 4) Establishing an education program for homeowners and key stakeholders (i.e. home inspectors, realtors, plumbers) that promotes repair and maintenance of private property sewer laterals.
- 5) Assisting municipalities with catchment specific studies designed to address high I&I and/or overflows (as budget allows).
- 6) Periodically assessing options to reduce overflows caused by I&I.
- 7) Reviewing and updating, if appropriate, the CRD model bylaw for private sewer lateral laterals (2015) for municipalities to consider adopting or incorporating into existing bylaws.
- 8) Submitting 5-year updates of the I&I Management Plan to the Province.

The Participants who discharge into the CRD wastewater system commit to the following actions:

- 1) Performing detailed catchment investigations and preparing compliance plans for participant area inputs to the core area sewer system that both (1) exceeds their sewer allocations and (2) contribute to sub 5-year overflows.
- 2) Preparing asset management plans identifying sewer asset life span, when sewer assets will be replaced, the level of funding required, and how that will help to reduce inflow and infiltration over time as infrastructure is renewed.
- 3) Applying for grants targeted specifically to address catchment areas contributing to overflows less than a 5-year return period.
- 4) Carrying out additional flow monitoring in catchments with elevated I&I, as appropriate.
- 5) Carry out the recommendations outlined in the I&I Management Plan that relate to their specific participant area or collection system.

Table 1: Allocated Sewer Flows from Bylaw 4304

Allocation Point	Allocated Average Dry Weather Flow (ML/day)	Allocated Peak Daily Flow (ML/day)
COLWOOD		
Total (Parson's minus Meaford)	4.70	18.8
ESQUIMALT		
Esquimalt Panhandle	0.12	0.48
Lang Cove Pump Station	1.28	5.12
Dockyard	1.01	4.04
Kinver	0.44	1.76
Pooley Place	0.06	0.24
Devonshire	1.85	7.40
Wilson	0.37	1.48
Head	1.68	6.72
Anson	0.24	0.97
Total	7.09	28.36
LANGFORD		
Total (Meaford)	14.12	56.48
OAK BAY		
Windsor	2.92	11.68
Humber (<i>combined sewers</i>)	0.60	2.40
Rutland (<i>combined sewers</i>)	0.37	1.48
Currie Net	0.97	3.88
Currie Lift Station	1.62	6.48
Harling Point Pump Station	0.20	0.79
Total	6.62	26.48
SAANICH		
Marigold PS	13.19	52.76
City Boundary	5.88	23.52
Harriet	3.27	13.08
Townley	0.61	2.44
Haultain	0.57	2.27
Arbutus	7.08	28.31
Haro	0.79	3.17
Penrhyn Lift Station	0.93	3.73
Total	32.89	131.56
VICTORIA		
Cecelia	3.14	12.57
Chapman & Gorge	0.35	1.40
Selkirk	0.28	1.11
Langford - Vic West	0.19	0.77

Allocation Point	Allocated Average Dry Weather Flow (ML/day)	Allocated Peak Daily Flow (ML/day)
Hereward	1.91	7.65
Sea Terrace	0.33	1.32
Trent Net	7.33	29.32
Hollywood	0.54	2.16
Olive	23.06	92.24
Clover Net	1.50	6.01
Total	38.30	153.19
VIEW ROYAL		
Craigflower Pump Station	3.54	14.16
Shoreline Trunk	0.14	0.55
Total	3.54	14.16
ESQUIMALT NATION		
Total	0.07	0.28
SONGHEES NATION		
Songhees Nation	0.59	2.36
Maplebank	0.010	0.04
Total	0.63	2.52



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Appendix C

2024 LWMP Section 5 Updates (Proposed KWL Suggestions)

SECTION 5 MANAGEMENT OF INFILTRATION AND INFLOW AND CONTROL OF WASTEWATER OVERFLOWS

REGULATORY REQUIREMENT

The Municipal Wastewater Regulation (MWR), ***Part 3, Division 2 – Overflows, and Inflow and Infiltration Requirements***, sets out the conditions for overflows and inflow and infiltration.

With respect to Overflows, MWR Article 42 (1) (a) states: “A discharger must ensure that an overflow does not occur during storm or snowmelt events with a less than 5-year return period, unless the person responsible for the municipal wastewater collection system develops and implements, as part of a liquid waste management plan, measures to eliminate overflows” .

And with respect to Inflow and Infiltration, MWR Article 44 (1) (a), states that: “a discharger must ensure that inflow and infiltration does not occur such that the maximum daily flow exceeds 2 times the ADWF at the treatment plant during storm or snowmelt events with a less than 5-year return period, unless the person responsible for the municipal wastewater collection system addresses, as part of a liquid waste management plan, how inflow and infiltration can be reduced”.

On March 24, 2022 The CRD was directed to “complete the separation of combined sewers in the Humber Catchment area by December 31, 2025” and to propose a new timeline for the separation of the Rutland Catchment that is “in line with the overarching commitment to reduce inflow and infiltration to below four times average dry weather by 2030.”

GOAL

The goal of the Core Area Liquid Waste Management Plan is to meet the intent of the MWR by preparing Inflow, Infiltration and Overflow Management Plans to achieve the following:

The primary objective is to reduce inflow and infiltration to eliminate overflows for storm events with less than a 5-year return period from all CRD facilities by 2030, except the Clover Point Long outfall. The next key objective would be to eliminate overflows for storm events with less than a 5-year return period from all CRD facilities including the Clover Point Long outfall by year 2045.

COMMITMENTS

To achieve the goals and objectives noted above, the CRD and participants discharging into the CRD wastewater system commit to the following actions:

CRD Commitments:

1. Monitoring municipal sewer flows into the core area trunk sewer system and assessing compliance with the peak flow allocations in CRD Bylaw 4304 (Table 1).
2. Analyzing available flow data for I&I on a periodic basis including flow data from the CRD cost sharing meters and municipal pump stations (when suitable).
3. Completing a study assessing the impacts of storm event overflows from the Clover Long outfall including: climate change implications, environmental impacts, social impacts, budget estimates to eliminate 5-year overflows, and impact on taxpayers.

4. Establishing an education program for homeowners and key stakeholders (i.e. home inspectors, realtors, plumbers) that promotes repair and maintenance of private property sewer laterals.
5. Assisting municipalities with catchment specific studies designed to address high I&I and/or overflows (as budget allows).
6. Assessing storage and treatment options to reduce overflows caused by I&I at the Clover Point Long outfall.
7. Reviewing and updating, if appropriate, the CRD model bylaw for private sewer lateral laterals (2015) for municipalities to consider adopting or incorporating into existing bylaws.
8. Creating a mass balance model/tool to assess, document, and improve the effectiveness of the municipal asset management plans and CRD I&I Management Plan for eliminating overflows at the Clover Long Outfall by 2045.
9. Submitting 5-year updates of the I&I Management Plan to the Province.

The Participants who discharge into the CRD wastewater system commit to the following actions:

1. Performing detailed catchment investigations and preparing compliance plans for participant area inputs to the core area sewer system that both (1) exceeds their sewer allocations and (2) contribute to sub 5-year overflows.
2. Preparing asset management plans identifying sewer asset life span, when sewer assets will be replaced, the level of funding required, and how that will help to reduce inflow and infiltration over time as infrastructure is renewed.
3. Preparing drainage improvement plans for those areas where building foundation drains are unable to connect to the storm drainage system.
4. Applying for grants targeted specifically to address catchment areas contributing to overflows less than a 5-year return period.
5. Carrying out additional flow monitoring in catchments with elevated I&I, as appropriate.
6. Carry out the recommendations outlined in the I&I Management Plan that relate to their specific participant area or collection system.
7. If sanitary municipal sewer flows exceed allotted flows from Bylaw 4304, consider implementing a private sewer lateral replacement bylaw to replace laterals that have exceeded their service life and separate combined storm and sanitary connections.

Table 1: Allocated Sewer Flows from Bylaw 4304

Allocation Point	Allocated Average Dry Weather Flow (ML/day)	Allocated Peak Daily Flow (ML/day)
COLWOOD		
Total (Parson's minus Meaford)	4.70	18.8
ESQUIMALT		
Esquimalt Panhandle	0.12	0.48
Lang Cove Pump Station	1.28	5.12
Dockyard	1.01	4.04
Kinver	0.44	1.76
Pooley Place	0.06	0.24
Devonshire	1.85	7.40
Wilson	0.37	1.48
Head	1.68	6.72
Anson	0.24	0.97
Total	7.09	28.36
LANGFORD		
Total (Meaford)	14.12	56.48
OAK BAY		
Windsor	2.92	11.68
Humber (<i>combined sewers</i>)	0.60	2.40
Rutland (<i>combined sewers</i>)	0.37	1.48
Currie Net	0.97	3.88
Currie Lift Station	1.62	6.48
Harling Point Pump Station	0.20	0.79
Total	6.62	26.48
SAANICH		
Marigold PS	13.19	52.76
City Boundary	5.88	23.52
Harriet	3.27	13.08
Townley	0.61	2.44
Haultain	0.57	2.27
Arbutus	7.08	28.31
Haro	0.79	3.17
Penrhyn Lift Station	0.93	3.73
Total	32.89	131.56
VICTORIA		
Cecelia	3.14	12.57
Chapman & Gorge	0.35	1.40
Selkirk	0.28	1.11
Langford - Vic West	0.19	0.77

Allocation Point	Allocated Average Dry Weather Flow (ML/day)	Allocated Peak Daily Flow (ML/day)
Hereward	1.91	7.65
Sea Terrace	0.33	1.32
Trent Net	7.33	29.32
Hollywood	0.54	2.16
Olive	23.06	92.24
Clover Net	1.50	6.01
Total	38.30	153.19
VIEW ROYAL		
Craigflower Pump Station	3.54	14.16
Shoreline Trunk	0.14	0.55
Total	3.54	14.16
ESQUIMALT NATION		
Total	0.07	0.28
SONGHEES NATION		
Songhees Nation	0.59	2.36
Maplebank	0.010	0.04
Total	0.63	2.52

**REPORT TO CORE AREA LIQUID WASTE MANAGEMENT COMMITTEE
MEETING OF WEDNESDAY, OCTOBER 9, 2024**

SUBJECT **Core Area Wastewater Service Esquimalt Nation Capacity Allocation Request**

ISSUE SUMMARY

To provide an overview of a request from x^wsepsum (Esquimalt Nation) for additional capacity at the McLoughlin Point Wastewater Treatment Plant (MPWWTP) and to outline the process for the transfer of treatment capacity is laid out in Section 9 of Bylaw 2312 (attached as Appendix A).

BACKGROUND

The treatment capacity of the McLoughlin Point Wastewater Treatment Plant is 108 megalitres per day (ML/d) measured on the basis of Average Dry Weather Flows (ADWF). Design capacity is allocated to participants as shown below.

Participant Area	Allocated ADWF Capacity (MLD)	% of Total
Colwood	4.70	4.35%
Esquimalt	7.10	6.57%
Esquimalt Nation	0.07	0.06%
Songhees Nation	0.66	0.61%
Langford	14.12	13.07%
Oak Bay	6.62	6.13%
Saanich	32.89	30.45%
Victoria	38.30	35.46%
View Royal	3.54	3.28%
Total	108.00	100.00%

The bylaw also sets out the ADWF and Peak Wet Weather Flow (PWWF) allocations for all participants who purchased capacity at the MPWWTP.

The capacity allocations by participant and the actual measured ADWF and PWWF, (for the period from October 1, 2022 to September 30, 2023) are noted in the table below.

McLoughlin WWTP Allocations and Actual Measured ADWF and PWWF: 2023

Participant Area	Allocated ¹ ADWF Capacity (MLD)	ADWF ² (Jun + Jul + Aug, 2023)		Allocated ¹ PWWF Capacity (MLD)	PWWF ³ (Between Oct 1 to Sep 30)	
		MLD	% of Allocated Capacity		MLD	% of Allocated Capacity
Colwood	4.70	2.81	59.8%	18.80	5.37	28.5%
Esquimalt	7.10	4.44	62.5%	28.40	21.77	76.6%
Esquimalt Nation ⁴	0.07	0.06	85.7%	0.28	0.21	74.5%
Songhees Nation	0.66	0.53	80.3%	2.64	1.82	68.8%
Langford	14.12	9.36	66.3%	56.48	15.49	27.4%
Oak Bay	6.62	5.35	80.8%	26.48	37.96	143.3%
Saanich	32.89	20.92	63.6%	131.56	49.72	37.8%
Victoria	38.30	27.99	73.1%	153.20	99.07	64.7%
View Royal	3.54	1.96	55.4%	14.16	3.75	26.5%
Total	108.00	73.42	68.0%	432.00	235.14	54.4%

¹ Allocated ADWF and PWWF Capacity are set in Bylaw 2312

² ADWF is measured from June 1 to August 31 and divided by 91 days.

³ PWWF for the period of Oct 1, 2022 to Sep 30, 2023 occurred on December 24, 2022 (it excludes overflow volumes)

⁴ Esquimalt Nation's flow is calculated on a correlation with adjacent catchments. A new flow meter is being installed in 2024.

Esquimalt Nation has requested an increase in capacity from 0.07 ML/day ADWF to 0.14 ML/d ADWF to accommodate their growing needs. As shown in the above table, Esquimalt Nation reached 86% of its capacity in 2023, nearing maximum allocation. Esquimalt Nation is seeking to secure allocation to meet their development goals in the short term and may also seek additional capacity in the coming years, contingent on their future economic opportunities.

Bylaw No. 2312 allows for a participant to buy capacity from another participant and Section 9 sets out the process for the Transfer of Treatment Capacity. Section 9(6) states that:

A participating area that permanently transfers allocated treatment capacity (the Transferor) must be compensated by the recipient for the cumulative debt servicing and capital costs paid by the Transferor to the date of the transfer, including interest costs and interest foregone, in relation to the transferred capacity, as calculated by the Regional District.

To purchase capacity, Esquimalt Nation would need to remit the cumulative debt servicing and capital costs incurred by the transferor to the date of transfer including interest and opportunity costs. Said another way, this is the net value of all debt and capital assets incurred by the transferring participant from 2013 until the date of purchase by Esquimalt Nation.

The Capital Regional District (CRD) has estimated additional wastewater treatment capacity is \$200,000 to \$300,000 for 0.1 ML/d. This would result in an estimated cost of between \$140,000 and \$210,000 for the additional 0.07 ML/d. It's critical to understand that this involves point-in-time information including, but not limited to, accumulated depreciation, interest and principal impacts, and life cycle improvements. This estimate will be refined as part of the negotiation.

NEXT STEPS

On September 26, 2024, the CRD sent letters to each of the municipal Chief Administrative Officers summarizing the details above (sample letter attached as Appendix B). The letter seeks consideration of the request and asks participants willing to consider relinquishing the requested 0.07 ML/d capacity or a portion of that amount, to respond with their interest by October 25, 2024 and the amount they could relinquish.

As outlined in Bylaw 2312 Section 9, once the CRD has received a response from the participants the CRD will lead the negotiation of the reallocation of capacity.

If no willing participants are identified, CRD can appoint an arbitrator. The arbitrator appointed under Bylaw No. 2312 Section 9 subsection (4) may require one or more participating areas to transfer treatment capacity to another participating area, provided the transferring participating area is not expected to use more than 95% of its respective allocated treatment capacity within 10 years from the requested date of the transfer.

IMPLICATIONS

First Nation Implications

Historically, First Nations have expressed concerns that their opportunities for economic development and housing for their members, already constrained by Indian Act-imposed barriers to on-reserve development and economic growth, are further limited by available water and wastewater servicing. To ensure development within Esquimalt Nation can be maintained, it is hoped that this request will be supported by one or more willing participants on a voluntary basis.

CONCLUSION

This report provides the Core Area Liquid Waste Management Committee with a summary of the capacity allocation request received from xwsepsum (Esquimalt Nation) and the steps that are underway in order to commence the negotiation of a transfer of treatment capacity in accordance with the process outlined within Bylaw No. 2312.

RECOMMENDATION

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

Submitted by:	Alicia Fraser, P. Eng., General Manager, Integrated Water Services
Concurrence:	Kristen Morley, J.D., General Manager, Corporate Services & Corporate Officer
Concurrence:	Ted Robbins, B. Sc., C. Tech., Chief Administrative Officer

ATTACHMENT(S)

Appendix A: Bylaw No. 2312

Appendix B: Sample Letter



Making a difference...together

BYLAW NO. 2312

LIQUID WASTE MANAGEMENT CORE AREA AND WESTERN COMMUNITIES SERVICE ESTABLISHMENT BYLAW NO. 1, 1995

Consolidated for Public Convenience

(This bylaw is for reference purposes only)

ORIGINALLY ADOPTED AUGUST 14, 2002
(Consolidated with Amending Bylaws 3028, 3319, 4304)

For reference to original bylaws or further details, please contact the Capital Regional District,
Legislative Services Department, 625 Fisgard St., PO Box 1000, Victoria BC V8W 2S6
T: (250) 360-3127, F: (250) 360-3130, Email: legserv@crd.bc.ca, Web: www.crd.bc.ca

CAPITAL REGIONAL DISTRICT

BYLAW NO. 2312

**A BYLAW TO CONVERT THE AUTHORITY FOR LIQUID WASTE MANAGEMENT
TO A SERVICE FOR THE CORE AREA AND WESTERN COMMUNITIES**

WHEREAS:

- A. By Supplementary Letters Patent, Division VII dated December 28, 1967, as amended by further Supplementary Letters Patent, the Capital Regional District was granted the function of the acquisition, design, construction, operation, maintenance, renewal and administration of trunk sewers and sewage disposal facilities within all member municipalities of the Regional District except the District of Sooke and the Southern Gulf Islands;
- B. The Board of the Capital Regional District wishes to exercise the function granted to it by the Letters Patent in accordance with Part 24 of the *Local Government Act* subject to all the terms and conditions contained in the Letters Patent and including all the powers granted by the Letters Patent within all member municipalities except the District of Sooke and the Southern Gulf Islands;
- C. The Board of the Capital Regional District wishes to proceed under section 341 of the *Local Government Act* and convert the service to a service exercised under the authority of a bylaw for a portion of the Regional District by bylaw under sections 341(3) and 332 of the *Local Government Act*;
(Bylaw 4304)
- D. The Board of the Capital Regional District has obtained the consent on behalf of the electors under section 346 of the *Local Government Act*;
(Bylaw 4304)

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

Service

- 1. The collection, conveyance, treatment and disposal of sewage is established as a service.

Boundaries

- 2. The boundaries of the service area shall be coterminous with the boundaries of the municipalities of Saanich, Victoria, Oak Bay, Esquimalt, View Royal, Colwood and Langford.

Participating Areas

- 3. The municipalities of Saanich, Victoria, Oak Bay, Esquimalt, View Royal, Colwood and Langford include the participating areas for this service.

Cost Recovery

- 4. (1) The annual operating costs and annual debt costs for the service shall be recovered by one or more of the following:
 - (a) property value taxes imposed in accordance with Division 2 of Part 11 of the *Local Government Act*;
(Bylaw 4304)

- (b) fees and charges that may be imposed under section 397 of the *Local Government Act*; (Bylaw 4304)
 - (c) revenues raised by other means authorized by the *Local Government Act*; and
 - (d) revenue received by way of agreement, enterprise, gift, grant or otherwise.
- (2) The amount of the requisition for any participating area shall not exceed the amount calculated under section 5 less any amount received from the participating area under section 4(1)(d) by way of agreement negotiated with that participant.

Cost Sharing and Apportionment

5. (1) In this Bylaw:

- (a) "allocated treatment capacity" or "treatment capacity" means the portion of the maximum treatment capacity in ML/D of a wastewater treatment plant that is allocated to a participating area under this Bylaw as set out in Schedule "B" and Schedule "C" and as adjusted from time-to-time in accordance with this bylaw;
- (b) "annual debt and capital cost" means the principal and interest payable in each calendar year for the amortization of debenture and other debt;
- (c) "annual operating cost" includes all costs of operating, maintaining, replacing, refreshing, and administering all participating area facilities, works, and programs, excluding annual debt and capital costs;
- (d) "average annual flow" or "AAF" means the calculation obtained from measuring the total flow from October 1 of one year and September 30 of the following year;
- (e) "average dry weather flow" means the calculation obtained from measuring the total flow from June 1 to August 31 in one year and dividing that amount by the number of days in that same period.
- (f) "cost per unit of capacity" means the number derived by dividing the total annual debt and capital costs for a wastewater treatment plant in its first year of repayment by the wastewater treatment plant's design capacity, in ML/D, as follows:

$$\frac{\text{total annual debt and capital costs}}{\text{treatment capacity (ML/D)}}$$

- (g) "cost per unit of operating expense" means the number derived by dividing the total annual operating cost in one year by the actual measured sewage flows, in ML/D, in the same year, as follows:

$$\frac{\text{total annual operating cost}}{\text{total actual measured sewage flows (ML/D)}}$$

- (h) "design capacity benefit" means a benefit to one or more participants that results from any new construction of, or capital additions or improvements to sewage conveyance facilities or their ancillary facilities, after December 21, 2002. To the extent that the benefit was the provision of, or the creation of conditions to allow, additional conveyance capacity, then the design capacity shall be calculated only on the extent to which each participant gained an increase in maximum allocated capacity. Where

the benefit was not an increase in capacity, then the design capacity benefit shall be calculated on the existing maximum allocated capacity of each participant in the facility that was altered, added to or affected by the change;

- (i) "East Coast Interceptor Trunk" means the sewer facilities and functions located in the municipalities of Saanich, Oak Bay and Victoria, comprising all Regionally operated facilities from the Finnerty Outfall diversion works to the Ross Bay trunk sewer at Dallas Road and Cemetery Road, as particularly set out in the East Coast Interceptor Operating Agreement, dated December 1993, and shown on Drawing No. 8-S184-2, including but not limited to:
 - (i) that portion of the original Northeast Trunk Sewer from Currie Pump Station to McMicking Outfall;
 - (ii) the McMicking Outfall;
 - (iii) the Finnerty Cove diversion works and Outfall;
 - (iv) the Humber Pump Station;
 - (v) the Rutland Pump Station; and
 - (vi) the Penrhyn and Currie Lift Station and Currie and Hood Pump stations;
- (j) "Manager" means CRD's General Manager, Integrated Water Services department, or such other individual designated by the CRD;
- (k) "maximum allocated conveyance capacity" means that part of the maximum operating capacity of regional sewer allocated to a participating area to accommodate peak sewage flows from that participating area. When used in reference to spills, it is calculated as the peak wet weather flow in litres per second as shown in Schedule "B", as adjusted from time-to-time on transfer of capacity under this bylaw, and when used in reference to design capacity benefit calculations or the transitory clauses in section 5(2)(a) and (b) for regional sewer built before December 31, 2020, it is as shown on Drawings No. 8-S184-1 and 8-S184-2 on file in the Integrated Water Services department and forming a part of this bylaw by reference;
- (l) "ML/D" means megalitres per day;
- (m) "participating area facilities" means all regional sewer facilities that serve the participating areas, as set out in Schedule "A", but does not include those works owned or operated by a participant or a client of the service for a local sewer or wastewater system;
- (n) "peak wet weather flow" means the maximum flow measured over a 24-hour period on any given day within the calendar year;
- (o) "program" means investigations to assess the marine environment and shoreline discharges and contaminant sources and the coordination of these programs among all levels of government to enhance marine environmental quality;
- (p) "regional sewer" means a trunk sewer, pump station, outfall, treatment plant, interceptor, sewer, sewage disposal, or other wastewater system owned or operated as part of the regional sewer system for the conveyance, measurement, treatment, control, handling and disposal of wastewater (liquids and solids).
- (q) "Spill Regulation" includes the *Fisheries Act (Canada)* and regulations, the *Environmental Management Act (British Columbia)* and regulations, and any other enactment of a Federal or Provincial government governing the discharge of or report of a discharge of wastewater into the environment.
- (r) "wastewater treatment plant" means, as applicable, a single treatment plant or one or

more plants as then operating.

- (2) (a) The annual debt and capital costs of participating area facilities constructed prior to December 31, 2002 shall be apportioned on the basis of the proportion of the maximum allocated conveyance capacity of that part of the respective facilities within a participating area and downstream from the participating area allotted to the participating area.
- (b) The annual debt and capital costs of participating area facilities constructed after December 31, 2002 shall continue to be apportioned on the basis of the design capacity benefit that each participating area derives from each particular facility constructed during that time period.
- (c) After December 31, 2020, the annual debt and capital costs of acquiring land and constructing participating area facilities shall be apportioned on the basis of design capacity based on projected flows to full wastewater treatment plant capacity using the following proportions of 70% ADWF and 30% AAF, as set out in Schedule "C" and as deemed adjusted from time-to-time by transfer of treatment capacity under this bylaw.
- (d) Where the total flow of sewage from a participating area in a calendar year exceeds that participating area's allocated treatment capacity, and the total flow of sewage from all participating areas during that year is less than or equal to 95% of the design capacity of the wastewater treatment plant, the costs apportioned to that participating area under section 5(2)(c) shall be increased by an amount that is equal to:

$$3 \times (\text{cost per unit of capacity} + \text{cost per unit of operating expense}) \times \text{number of ML/D over allocated treatment capacity}$$
- (e) Where the total flow of sewage from a participating area in a calendar year exceeds that participating area's allocated treatment capacity, and the total flow of sewage from all participating areas during that year is greater than 95% of the design capacity of the wastewater treatment plant, the costs apportioned to that participating area under section 5(2)(c) shall be increased by an amount that is equal to:

$$5 \times (\text{cost per unit of capacity} + \text{cost per unit of operating expense}) \times \text{number of ML/D over allocated treatment capacity}$$
- (f) Where either subsection 5(2)(d) or 5(2)(e) applies, the costs apportioned to the remaining participating areas under subsection 5(2)(c) shall be reduced by an amount equivalent to that derived under the applicable formula.

(Bylaw 4304)

- (3) (a) In the event that:
 - (i) a spill occurs from any of the participating area facilities;
 - (ii) the spill resulted from the capacity of regional sewer being exceeded, and by measurement it could be determined that flows from one or more participating areas exceeded the participating area's maximum allocated capacity or allocated treatment capacity; and
(Bylaw 4304)
 - (iii) a fine is imposed against the CRD following a conviction under a Spill Regulation or the CRD is liable for damages as a result of the spill;

then the amount of the fine, damages or other liability and associated legal costs directly attributable to the spill shall be allocated to that participating area determined to have caused the spill;

- (b) If more than one participating area jointly caused the spill, then the amount of the fine, damages or liability and legal costs shall be apportioned among those participating areas

determined to have caused the spill in proportion to their AAF, or where flow records indicate the percentage of overflow contribution, based on the amount of overflow contributed by each participating area.

(Bylaw 4304)

- (4) Notwithstanding Section 5 (2), the net annual debt cost of the East Coast Interceptor, for portions constructed prior to December 31, 2002, shall be apportioned among the participating areas on the basis of the net taxable value of land and improvements for Regional Hospital District purposes within that part of each participating area that is within the benefiting or sewer catchment area of the East Cost Interceptor trunk after calculating the conversion on an annual basis of 100% of the current year's property assessment values for Regional Hospital District tax purposes by a factor equivalent to the variable tax rates, established for various classes of assessment by each of the participating member municipalities, for the taxation year immediately preceding the date of the apportionment of the capital cost and annual debt charges.
- (5) The annual operating cost for participating area facilities shall be apportioned among the participating areas, in proportion to the AAF of each participating area, as it relates to the Total AAF of all participating areas, as follows:

$$\text{Total operating costs} \times \frac{\text{AAF of Participating Area}}{\text{Total AAF}}$$

(Bylaw 4304)

Maximum Requisition

6. The maximum amount that may be requisitioned under section 339(1) of the *Local Government Act* for the service shall be the greater of:
 - (a) twenty million (\$20,000,000) dollars; or
 - (b) an amount equal to the amount that could be raised by a property value tax of one dollar and six cents (\$1.06) per one thousand (\$1,000.00) dollars which when applied to the net taxable value of land and improvements within the service area will yield the maximum amount that may be requisitioned under sections 378(1)(a) and (b) for the service.

(Bylaw 4304)

Powers

7. In providing the service established by this bylaw, the Regional District may, without limiting the generality of Section 1:
 - (a) Acquire, design, construct, operate, maintain, renew, decommission, demolish, clean-up, restore, and administer regional sewer facilities, buildings, and works;
 - (b) enter into an agreement with a member municipality on such terms as are mutually agreed upon providing that the municipality may undertake on behalf of the Regional District the design, construction, operation and maintenance of any of the facilities of the Regional District within that municipality;
 - (c) make interim provision for sewage disposal;
 - (d) at any time enter upon any lands, streets, waters or water courses, without the consent of the owner, for the purpose of making surveys and other examinations to determine whether or not the lands, streets, waters or water courses are required in the carrying out of the service;
 - (e) carry any sewer or other works through, across or under any street in such manner as not unnecessarily to obstruct or impede travel and may enter upon and dig up any street for the purpose of laying sewers or other works and of maintaining, repairing and renewing the works in accordance with the following:

- (i) in entering upon and digging up any street, the Regional District shall be subject to such reasonable terms and conditions as may be made by the authority having jurisdiction over such street;
 - (ii) before entering upon any street for the purpose of laying, maintaining, repairing or renewing a sewer or other works, the Regional District gives at least 30 days' notice of its contemplated action to the authority having jurisdiction over the street, but the authority may waive the giving of such notice or shorten the notice period; and
 - (iii) whenever the Regional District digs up any street for any of the purposes set out above, it shall, so far as practicable, restore the street to as good a condition as the street was in before such digging began, and the Regional District shall at all times indemnify and save harmless the municipality within which such digging occurred against and from all damage which may be recovered against such municipality by reason of anything done or omitted by the Regional District, and shall reimburse the municipality for all expenses which the municipality may incur by reason of any defect or want of repair of any street caused by the construction, maintenance, repair or renewal of any of the sewers, drains or other works. No compensation other than as provided in this subsection shall be made by the Regional District in respect of anything done by the Regional District under this subsection;
- (f) make regulations for the purpose of:
- (i) minimizing the entry of surface, rainwater, and groundwater; taking into account the condition of the sewers; *(Bylaw 4304)*
 - (ii) controlling the quantity and quality of sewage discharging into its facilities;
- (g) carry out investigations to assess the marine environment and shoreline discharges and contaminant sources; and
- (h) coordinate programs among all levels of government to enhance marine environmental quality.
- (i) accept, collect, convey, and treat leachate generated at Hartland Landfill; *(Bylaw 4304)*
- (j) accept, collect, convey, and treat wastewater treatment plant residuals from one or more local governments, public authorities, or persons by agreement or by way of fee and charge; *(Bylaw 4304)*
- (k) enter into an agreement with one or more First Nations, including Songhees Nation and Esquimalt Nation, on such terms as are mutually agreed, for the provision of sewage conveyance, treatment, and disposal services, where such agreements follow the cost and treatment capacity apportionment procedures as set out in this bylaw. *(Bylaw 4304)*

Negotiation, Mediation and Arbitration

8. (1) The participating areas shall make all reasonable efforts to resolve by negotiation a dispute regarding the allocation or reallocation of treatment capacity under section 9, or regarding the apportionment of capital and operating costs for the participating area facilities under subsections 5(2) or 5(5).
- (2) In the event that negotiations under subsection (1) fail to resolve a matter in dispute, a Director representing a participating area affected or likely to be affected by the matter in dispute shall declare at a meeting of the Board at which it is intended to deal with any such question that he or she unwilling to accept the Board's determination with respect to the

matter, and the Board shall not decide the question, but shall appoint a mediator under subsection (5) and refer the question to a mediator within 30 days.

- (3) In the event that a question has not been resolved by the mediator within 90 days of the appointment of a mediator under subsection (5), the mediator shall terminate the negotiations by giving notice in writing to all affected participating areas.
- (4) Following termination of the mediation under subsection (3), the matter in dispute shall be referred to an arbitrator appointed under subsection (6) by the Board as soon as reasonably practicable following the expiry of the time period referred to in subsection (3).
- (5) A mediator appointed under subsection (2) shall be appointed by two-thirds vote of all the Directors of the Board present at the meeting of the Board at which the selection is made. Failing such vote, the Board shall request the assistance of a dispute resolution officer under Division 3 of Part 9 of the *Community Charter* in appointing a mediator.
- (6) An arbitrator appointed under subsection (4) shall be appointed by two-thirds vote of all the Directors of the Board present at the meeting of the Board at which the selection is made. Failing such vote, the Board shall request the assistance of a dispute resolution officer under Division 3 of Part 9 of the *Community Charter* in appointing the arbitrator, from the list of persons qualified to act as arbitrators under Division 3 of Part 9 of the *Community Charter*.
- (7) The arbitration shall be conducted as either a final proposal arbitration, or as a full arbitration, in accordance with Division 3 of Part 9 of the *Community Charter*. The choice of arbitration process shall be made by unanimous vote of all the Directors of the Board present at the meeting of the Board at which the choice of process is made. Failing such vote, a dispute resolution officer under Division 3 of Part 9 of the *Community Charter* may direct which process is to be used.
- (8) The arbitrator's decision shall be final and binding on the Board and on all participating areas affected, unless within 60 days of the date of decision the parties come to an alternative settlement in accordance with section 290 of the *Community Charter*.

(Bylaw 4304)

Transfer of Treatment Capacity

9. (1) Where a participating area:
 - (a) uses 90% or more of its allocated treatment capacity under this Bylaw, based on either:
 - (i) measured flows; or
 - (ii) where such flows are not available, as determined by the Manager based on the best available information and sound engineering practice;
 - and;
 - (b) desires additional capacity, or in the opinion of the Manager, requires additional capacity;then such participating area shall commence negotiations with the Regional District, who will engage with the other participating areas for the reallocation of capacity.
- (2) Allocated treatment capacity is reallocated under this section 9 on a permanent basis as the Regional District and the participating areas agree.

- (3) Allocated treatment capacity shall not be reallocated under this section 9 if the requested increase in capacity is inconsistent with the projected population growth of the sub-region of the Regional District containing the requesting participating area, as set out in the Regional District's Regional Growth Strategy.
- (4) In the event that the participating areas cannot agree on a reapportionment of the annual debt and capital costs or on arrangements for reallocation of design capacity within six months of the date of notice to the Manager or the Manager's determination under subsection (1), then a Director on the Board of the Regional District representing a participating area may, at a meeting of the Board, require that the matter be settled by mediation or arbitration in accordance with Section 8 of this Bylaw, subject to subsections (5) and (6).
- (5) The decision of the arbitrator appointed under subsection (4) may require one or more participating areas to transfer treatment capacity to another participating area, provided the transferring participating area is not expected to use more than 95% of its respective allocated treatment capacity within 10 years from the requested date of the transfer.
- (6) A participating area that permanently transfers allocated treatment capacity (the "Transferor") must be compensated by the recipient for the cumulative debt servicing and capital costs paid by the Transferor to the date of the transfer, including interest costs and interest foregone, in relation to the transferred capacity, as calculated by the Regional District.
- (7) Where additional design capacity in a wastewater treatment facility becomes available, whether through the construction of a new wastewater treatment facility or otherwise, the added design capacity shall be allocated by the Regional Board among the participating areas as follows:
 - (a) a participating area that requires additional design capacity shall submit a request in writing to the Regional District;
 - (b) all requests for additional design capacity that are received before January 1 in a calendar year shall be considered by the Regional Board at the same time for the following budget year, and additional design capacity shall be allocated based on:
 - (i) availability of additional design capacity;
 - (ii) the demonstrated need for each requesting participating area;
 - (iii) consistency of the request with the Regional District's Regional Growth Strategy;
 - (iv) the adequacy of existing or planned conveyance infrastructure; and
 - (v) the Regional District's plans for future expansion of participating areas facilities, and whether the participating area's requests should be deferred until new capital projects are completed.

(Bylaw 4304)

Sole Authority

10. (a) The Regional District is the sole authority with jurisdiction to construct the works referred to in paragraph 7(a), provided that a member municipality may proceed on its own initiative with any such work within its own boundaries that the Regional Board is unable or unwilling to construct at that time, the design of such work having been approved by the Regional Board;

- (b) Despite paragraph (a), the Regional District and a municipality which includes a participating area may agree that the construction and operation of works referred to in paragraph 7(a) are within the powers of the municipality.

Continuing Authority

11. Nothing in this bylaw shall be interpreted as affecting or impairing in any way the rights and powers of the Regional District under the Supplementary Letters Patent, Division VII, dated December 28, 1967, as amended by further Supplementary Letters Patent, in relation to that part of the Regional District not contained within the service area created by this bylaw, or the District of Sooke or the Southern Gulf Islands.

Citation

12. This Bylaw may be cited for all purposes as the "Liquid Waste Management Core Area and Western Communities Service Establishment Bylaw No. 1, 1995."

READ A FIRST TIME THIS	12th day of	July	1995
READ A SECOND TIME THIS	12th day of	July	1995
READ A THIRD TIME THIS	11th day of	July	2001
APPROVED BY THE INSPECTOR OF MUNICIPALITIES THIS	18th day of	July	2002
ADOPTED THIS	14th day of	August	2002

Christopher M. Causton
CHAIR

S. M. Norton
SECRETARY

FILED WITH THE INSPECTOR OF MUNICIPALITIES THIS 19th day of August 2002

CRD Core Area Wastewater Service Area
Identification of Participating Facilities
Schedule A to Bylaw 2312 as Amended by Bylaw 4304

May 2020



Making a difference...together

1:25,000 NAD 1983 UTM Zone 10N

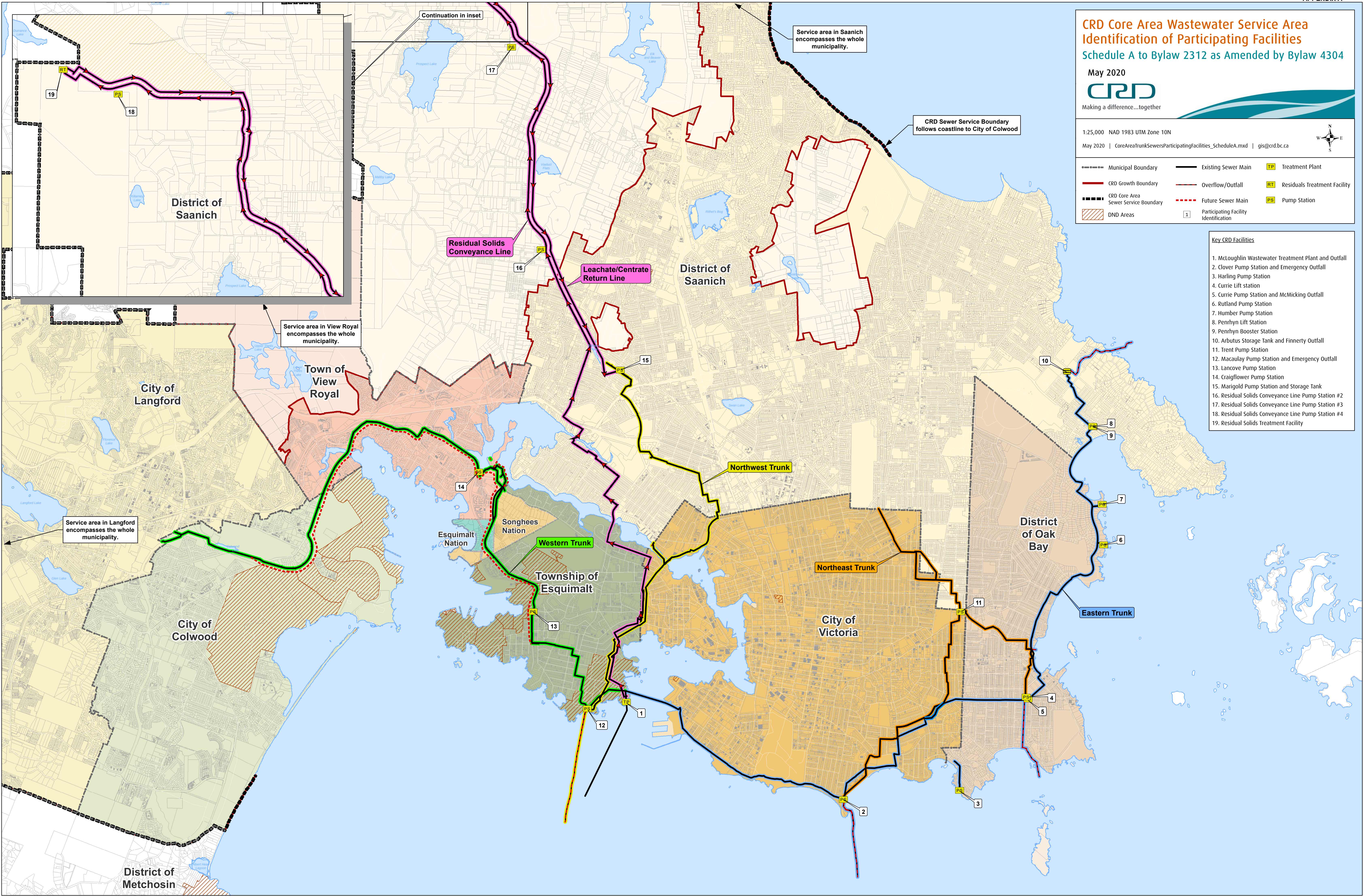
May 2020 | CoreAreaTrunkSewersParticipatingFacilities_ScheduleA.mxd | gis@crd.bc.ca



	Municipal Boundary		Existing Sewer Main		TP Treatment Plant
	CRD Growth Boundary		Overflow/Outfall		RT Residuals Treatment Facility
	CRD Core Area Sewer Service Boundary		Future Sewer Main		PS Pump Station
	DND Areas		1 Participating Facility Identification		

Key CRD Facilities

1. McLoughlin Wastewater Treatment Plant and Outfall
2. Clover Pump Station and Emergency Outfall
3. Harling Pump Station
4. Currie Lift station
5. Currie Pump Station and McMicking Outfall
6. Rutland Pump Station
7. Humber Pump Station
8. Penrhyn Lift Station
9. Penrhyn Booster Station
10. Arbutus Storage Tank and Finnerty Outfall
11. Trent Pump Station
12. Macaulay Pump Station and Emergency Outfall
13. Lancove Pump Station
14. Craigflower Pump Station
15. Marigold Pump Station and Storage Tank
16. Residual Solids Conveyance Line Pump Station #2
17. Residual Solids Conveyance Line Pump Station #3
18. Residual Solids Conveyance Line Pump Station #4
19. Residual Solids Treatment Facility



CRD Core Area Wastewater Service Area
Allocated Flow Capacities to Participants
Schedule B to Bylaw 2312 as Amended by Bylaw 4304

May 2020



Making a difference...together

1:25,000 NAD 1983 UTM Zone 10N

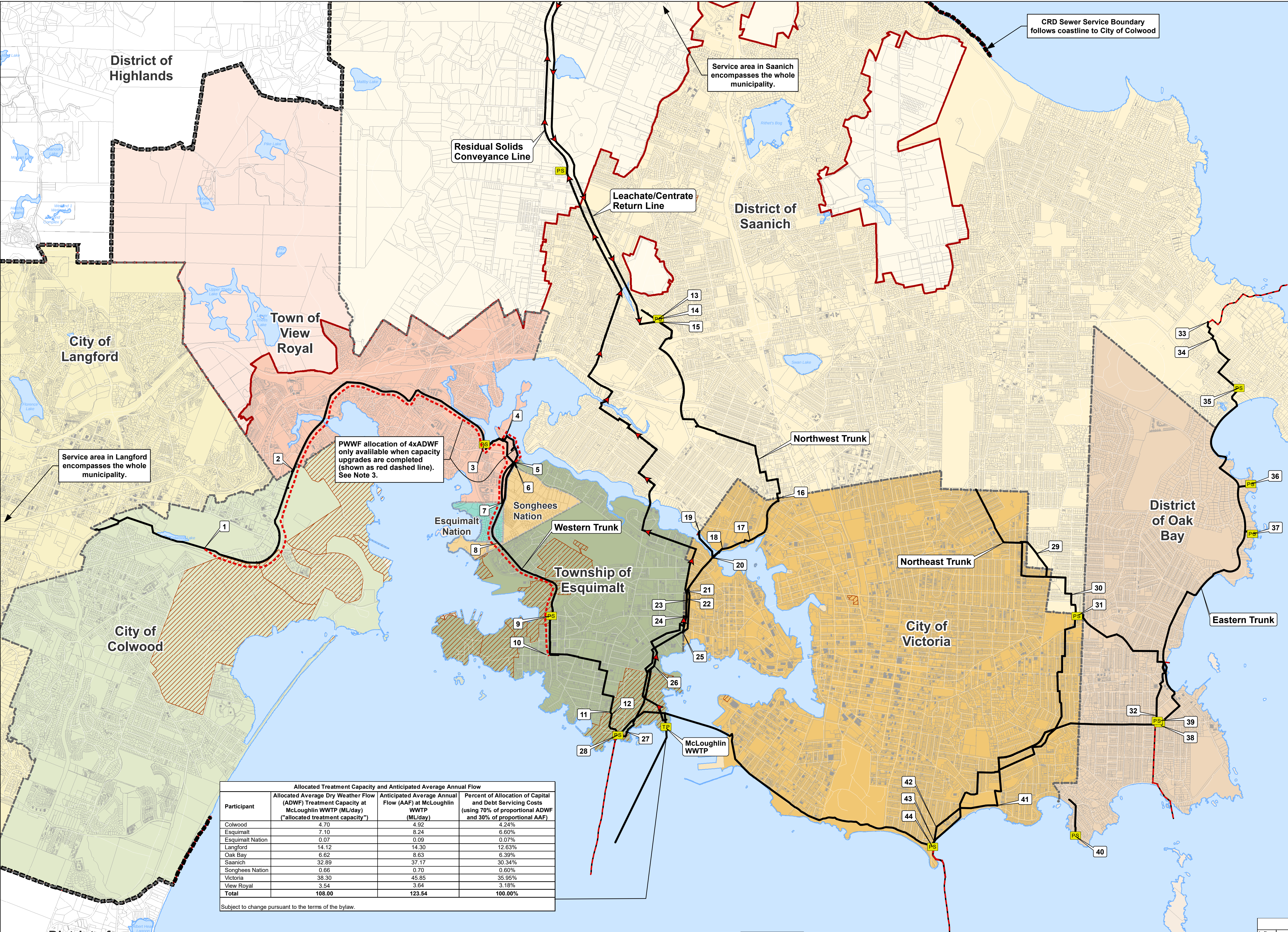
October 2019 | CoreAreaTrunkSewersAllocatedFlowCapacities_ScheduleB.mxd | gis@crd.bc.ca



	Municipal Boundary		Existing Sewer Main		TP Treatment Plant
	CRD Growth Boundary		Overflow/Outfall		RT Residuals Treatment Facility
	CRD Core Area Sewer Service Boundary		Future Sewer Main		PS Pump Station
	DND Areas		Wastewater Inflow Allotment at Indicated Location (Inflow ID)		

Notes:

- ADWF = Average Dry Weather Flow (June 1 to August 31).
PWWF = Peak Wet Weather Flow (max flow over a 24-hour period).
L/s = Litres per second. MLD = Mega Litres per day.
- The ADWF Allocations are based the Core Area Wastewater Treatment Program where the total ADWF plant capacity of 108 MLD was allocated out to each participant based on their requested capacity.
- PWWF is based on 4xADWF which the maximum flow allowed at McLoughlin WWTP as approved by the Ministry of Environment. These allocations will be available when the upgrades identified on the map are completed. Capacity upgrade at the Craigflower Pump Station can be achieved by forcemain twinning. Pump upgrades are not required to meet the PWWF allocation.
- Total peak flows may not add cumulatively at downstream locations due to system attenuation (population-based on Harmon peaking factor).
- Inflow allocations may not add cumulatively to participant totals due to inter-municipal cross boundary connections. Inter-municipal flows are not measured; they are estimated as shown in blue text in the tables.
- Location and extent of future CRD sewers and facilities as depicted are preliminary and may change in accordance with the final system design.
- Allocations are available up until the capacity at McLoughlin WWTP has been reached. New infrastructure and reallocation of flows will then be required. Allocations can be transferred amongst participants pursuant to the terms of the bylaw.
- Note some infrastructure is currently being constructed as part of the Core Area Wastewater Treatment Project but is shown as existing on this map.



Allocated Treatment Capacity and Anticipated Average Annual Flow			
Participant	Allocated Average Dry Weather Flow (ADWF) Treatment Capacity at McLoughlin WWTP (ML/day) ("allocated treatment capacity")	Anticipated Average Annual Flow (AAF) at McLoughlin WWTP (ML/day)	Percent of Allocation of Capital and Debt Servicing Costs (using 70% of proportional ADWF and 30% of proportional AAF)
Colwood	4.70	4.92	4.24%
Esquimalt	7.10	8.24	6.60%
Esquimalt Nation	0.07	0.09	0.07%
Langford	14.12	14.30	12.63%
Oak Bay	6.62	8.63	6.39%
Saanich	32.89	37.17	30.34%
Songhees Nation	0.66	0.70	0.60%
Victoria	38.30	45.85	35.95%
View Royal	3.54	3.64	3.18%
Total	108.00	123.54	100.00%

Subject to change pursuant to the terms of the bylaw.

**See Note 3

Town of View Royal			
Inflow ID	Inflow Name	ADWF Allocation (L/s)	PWWF Allocation (L/s)
3	Craigflower PS	41.0	164.0
4	Shoreline Trunk**	1.6	6.4
28	Macaulay Point PS	41.0	164.0
Total		83.6	334.4
		(3.54 MLD)	

City of Colwood			
Inflow ID	Inflow Name	ADWF Allocation (L/s)	PWWF Allocation (L/s)
2	Parsons	54.4	217.5
3	Craigflower PS	54.4	217.5
28	Macaulay Point PS	54.4	217.5
Total		163.2	652.5
		(4.70 MLD)	

City of Langford			
Inflow ID	Inflow Name	ADWF Allocation (L/s)	PWWF Allocation (L/s)
1	Meaford	163.5	654.0
2	Parsons	54.4	217.5
3	Craigflower PS	54.4	217.5
28	Macaulay Point PS	54.4	217.5
Total		326.7	1210.5
		(14.12 MLD)	

Songhees Nation			
Inflow ID	Inflow Name	ADWF Allocation (L/s)	PWWF Allocation (L/s)
6	Songhees Nation	6.8	27.1
4	Shoreline Trunk**	6.8	27.1
3	Craigflower PS	6.8	27.1
6	Maplebank	0.1	0.5
28	Macaulay Point PS	7.3	29.3
Total		27.8	109.1
		(0.66 MLD)	

Centrate Line		
Inflow ID	Inflow Name	ADWF Allocation (L/s)
14	Centrate Line	45.0

Leachate Line		
Inflow ID	Inflow Name	ADWF Allocation (L/s)
15	Leachate Line	39.2

Note: the maximum daily allocations for the Centrate and Leachate Lines are capped at the values noted.

Esquimalt Nation			
Inflow ID	Inflow Name	ADWF Allocation (L/s)	PWWF Allocation (L/s)
7	Esquimalt Nation	1.2	4.7
4	Shoreline Trunk**	1.2	4.7
3	Craigflower PS	1.2	4.7
28	Macaulay Point PS	1.2	4.7
Total		4.8	18.8
		(0.07 MLD)	

Township of Esquimalt			
Inflow ID	Inflow Name	ADWF Allocation (L/s)	PWWF Allocation (L/s)
3	Craigflower PS	1.4	5.7
4	Shoreline Trunk	1.4	5.7
5	Esquimalt Panhandle	1.4	5.7
9a	Lang Cove PS (DND)	5.8	23.1
9b	Lang Cove PS (Esquimalt)	9.0	35.9
10	Dockyard (DND)	6.8	27.2
10	Dockyard (Esquimalt)	4.9	19.6
11	Kinver	5.1	20.4
12	Poolley Place	0.7	2.8
21	Devonshire (Esquimalt)	21.0	83.9
21	Devonshire (Songhees Nation)	0.4	1.5
24	Wilson (Esquimalt)	4.2	16.6
33	Arbutus (Victoria)	0.1	0.4
26	Head (Esquimalt)	2.9	11.4
27	Anson (DND)	16.5	66.1
28	Macaulay Point PS	2.8	11.2
28	Macaulay Point PS	82.1	328.5
Total		121.1	488.8
		(7.10 MLD)	

District of Saanich			
Inflow ID	Inflow Name	ADWF Allocation (L/s)	PWWF Allocation (L/s)
13	Marigold PS	152.7	610.9
16	City Boundary	73.2	292.7
19	Harriet	37.8	151.1
28	Macaulay Point PS	266.7	1066.8
29	Townley	2.0	8.2
30	Haultain	6.6	26.3
33	Arbutus	81.9	327.7
34	Haro - Uvic	9.2	36.7
35	Pentryn LS (Saanich)	10.7	42.9
44	Clower Point PS	113.9	455.7
Total		1080.6	4325.0
		(32.89 MLD)	

City of Victoria			
Inflow ID	Inflow Name	ADWF Allocation (L/s)	PWWF Allocation (L/s)
17	Cecelia (Victoria)	33.5	133.9
18	Cecelia (Saanich)	2.8	11.0
18	Chapman and Gorge (Victoria)	3.9	15.6
18	Chapman and Gorge (Saanich)	0.2	1.0
20	Sekirk (Victoria)	2.6	10.5
20	Sekirk (Esquimalt)	0.6	2.3
22	Langford - Vic West (Victoria)	1.9	7.5
37	Rutland	0.3	1.3
23	Hereford	22.1	88.2
25	Sea Terrace (Victoria)	3.6	14.5
25	Sea Terrace (Esquimalt)	0.2	0.8
28	Macaulay Point PS	67.7	270.6
31	Trent Net (Victoria)	81.5	325.9
31	Trent Net (Saanich)	2.9	11.5
41	Hollywood (Victoria)	4.0	15.9
41	Hollywood (Oak Bay)	2.3	9.3
42	Olive	266.0	1064.1
43	Clover Net	22.2	88.9
44	Clover Point PS	375.6	1502.4
Total		1443.3	5773.0
		(38.30 MLD)	

District of Oak Bay			
Inflow ID	Inflow Name	ADWF Allocation (L/s)	PWWF Allocation (L/s)
32	Windsor	5.0	19.9
36	Humber	7.1	28.4
37	Currie Net (Oak Bay)	38.5	154.2
38	Currie Net (Victoria)	1.9	7.4
38	Currie Net (Saanich)	0.6	2.4
39	Currie Lift Station (Oak Bay)	19.2	76.7
40	Harling Point (Victoria)	0.03	0.13
44	Clover Point PS	76.6	306.5
Total		166.9	666.5
		(6.62 MLD)	

(Bylaw 4304)

ALLOCATION OF WASTEWATER FLOW AND COST APPORTIONMENT

ALLOCATION OF DESIGN CAPACITY

The treatment capacity of the wastewater treatment plant is 108 ML/day measured on the basis of Average Dry Weather Flows (ADWF). Design capacity is allocated to participants as shown in Table One, subject to adjustment for transfer of capacity in accordance with this bylaw.

TABLE ONE: ALLOCATION OF DESIGN CAPACITY AS MEASURED BY ADWF

	Allocated Treatment Capacity in ADWF (ML/day)	% of Total
Colwood	4.70	4.35%
Esquimalt	7.10	6.57%
Esquimalt Nation	0.07	0.07%
Langford	14.12	13.08%
Oak Bay	6.62	6.13%
Saanich	32.89	30.45%
Songhees Nation	0.66	0.61%
Victoria	38.30	35.46%
View Royal	3.54	3.28%
Total	108.00	100.00%

Anticipated flow in terms of AAF are derived in the manner shown in Table Two. Table Three shows the percentage allocation of capital and debt servicing costs calculated from the % allocation of design capacity defined in terms of ADWF and AAF.

TABLE TWO: CONVERSION OF ADWF DESIGN CAPACITY INTO AAF

	ADWF (ML/day)	Conversion Factor *	AAF (ML/day)	% of Total
Colwood	4.70	1.046	4.92	3.98%
Esquimalt	7.10	1.161	8.24	6.67%
Esquimalt Nation	0.07	1.286	0.09	0.08%
Langford	14.12	1.013	14.30	11.58%
Oak Bay	6.62	1.304	8.63	6.98%
Saanich	32.89	1.130	37.17	30.09%
Songhees Nation	0.66	1.061	0.70	0.56%
Victoria	38.30	1.197	45.85	37.11%
View Royal	3.54	1.028	3.64	2.95%
Total	108.00		123.54	100.00%

* The conversion factor was calculated using measured ADWF and AAF in year 2012.

SCHEDULE "C"

APPORTIONMENT OF CAPITAL AND DEBT SERVICING COSTS

TABLE THREE: PERCENTAGE ALLOCATION OF CAPITAL AND DEBT SERVICING COSTS

	% Distribution of ADWF	% Distribution of AAF	% Allocation of Debt Servicing Costs
<i>Weighting factor</i>	<i>0.7</i>	<i>0.3</i>	
Colwood	4.35%	3.98%	4.24%
Esquimalt	6.57%	6.67%	6.60%
Esquimalt Nation	0.07%	0.08%	0.07%
Langford	13.08%	11.58%	12.63%
Oak Bay	6.13%	6.98%	6.39%
Saanich	30.45%	30.09%	30.34%
Songhees Nation	0.61%	0.56%	0.60%
Victoria	35.46%	37.11%	35.96%
View Royal	3.28%	2.95%	3.18%
Total	100.00%	100.00%	100.00%

All calculations subject to change based on transfer of treatment capacity pursuant to the terms of this bylaw.



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Integrated Water Services

479 Island Highway

Victoria, BC V9B 1H7

T: 250.474.9600

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www.crd.bc.ca

APPENDIX B

September 26, 2024

File: 0400-60
Corporation & Liaison

BY EMAIL:

Chief Administrative Officer
City of Colwood
Township of Esquimalt
City of Langford
District of Oak Bay
District of Saanich
City of Victoria
Town of View Royal

Dear:

RE: CORE AREA WASTEWATER CAPACITY ALLOCATION REQUEST

On June 24, 2024 the Capital Regional District (CRD) received a request from xwsepsum (Esquimalt Nation) for additional capacity at the McLoughlin Point Wastewater Treatment Plant (MPWWTP). The process for the transfer of treatment capacity is laid out in Section 9 of Bylaw 2312 (as amended by Bylaw No. 4304).

The treatment capacity of the wastewater treatment plant is 108 megalitres per day (ML/d) measured on the basis of Average Dry Weather Flows (ADWF). Design capacity is allocated to participants as shown below.

Participant Area	Allocated ADWF Capacity (MLD)	% of Total
Colwood	4.70	4.35%
Esquimalt	7.10	6.57%
Esquimalt Nation	0.07	0.06%
Songhees Nation	0.66	0.61%
Langford	14.12	13.07%
Oak Bay	6.62	6.13%
Saanich	32.89	30.45%
Victoria	38.30	35.46%
View Royal	3.54	3.28%
Total	108.00	100.00%

CAO - September 26, 2024
Core Area Wastewater Capacity Allocation Request

The Bylaw also sets out the ADWF and Peak Wet Weather Flow (PWWF) allocations for all participants who purchased capacity at the MPWWTP.

The capacity allocations by participant and the actual measured ADWF and PWWF, (for the period from October 1, 2022 to September 30, 2023) are noted in the table below.

McLoughlin WWTP Allocations and Actual Measured ADWF and PWWF: 2023

Participant Area	Allocated ¹ ADWF Capacity (MLD)	ADWF ² (Jun + Jul + Aug, 2023)		Allocated ¹ PWWF Capacity (MLD)	PWWF ³ (Between Oct 1 to Sep 30)	
		MLD	% of Allocated Capacity		MLD	% of Allocated Capacity
Colwood	4.70	2.81	59.8%	18.80	5.37	28.5%
Esquimalt	7.10	4.44	62.5%	28.40	21.77	76.6%
Esquimalt Nation ⁴	0.07	0.06	85.7%	0.28	0.21	74.5%
Songhees Nation	0.66	0.53	80.3%	2.64	1.82	68.8%
Langford	14.12	9.36	66.3%	56.48	15.49	27.4%
Oak Bay	6.62	5.35	80.8%	26.48	37.96	143.3%
Saanich	32.89	20.92	63.6%	131.56	49.72	37.8%
Victoria	38.30	27.99	73.1%	153.20	99.07	64.7%
View Royal	3.54	1.96	55.4%	14.16	3.75	26.5%
Total	108.00	73.42	68.0%	432.00	235.14	54.4%

¹ Allocated ADWF and PWWF Capacity are set in Bylaw 2312

² ADWF is measured from June 1 to August 31 and divided by 91 days.

³ PWWF for the period of Oct 1, 2022 to Sep 30, 2023 occurred on December 24, 2022 (it excludes overflow volumes)

⁴ Esquimalt Nation's flow is calculated on a correlation with adjacent catchments. A new flow meter is being installed in 2024.

Esquimalt Nation has requested an increase in capacity from 0.07 ML/day ADWF to 0.14 ML/d ADWF to accommodate their growing needs. In 2013, at the time allocations were apportioned the development projections for Esquimalt Nation were not considered. As shown in the above table, Esquimalt Nation reached 86% of its capacity in 2023, nearing maximum allocation. Esquimalt Nation is seeking to secure allocation to meet their development goals in the short term and may also seek additional capacity in the coming years, contingent on their future economic opportunities.

Bylaw No. 2312 allows for a participant to buy capacity from another participant and Section 9 sets out the process for the Transfer of Treatment Capacity. Section 9(6) states that:

A participating area that permanently transfers allocated treatment capacity (the Transferor) must be compensated by the recipient for the cumulative debt servicing and capital costs paid by the Transferor to the date of the transfer, including interest costs and interest foregone, in relation to the transferred capacity, as calculated by the Regional District.

To purchase capacity, Esquimalt Nation would need to remit the cumulative debt servicing and capital costs incurred by the transferor to the date of transfer including interest and opportunity costs. Said another way, this is the net value of all debt and capital assets incurred by the transferring participant from 2013 until the date of purchase by Esquimalt Nation.

The CRD has estimated additional wastewater treatment capacity is \$200,000 to \$300,000 for 0.1 ML/d. This would result in an estimated cost of between \$140,000 and \$210,000 for the additional 0.07 ML/d. It's critical to understand that this involves point-in-time information including, but not limited to, accumulated depreciation, interest and principal impacts, and life cycle improvements, this estimate will be refined as part of the negotiation.

CRD staff are asking service participants willing to consider relinquishing the requested 0.07 ML/d capacity or a portion of that amount, to respond with their interest by October 25, 2024 and the amount they could relinquish. Please provide your response to iwsadministration@crd.bc.ca.

Historically, Nations have expressed concerns that their opportunities for economic development and housing for their members, already constrained by Indian Act-imposed barriers to on-reserve development and economic growth, are further limited by available water and wastewater servicing. In order to ensure development within Esquimalt Nation can be maintained, we trust this request will be supported by one or more willing participants.

Once an interested participant, or participants, has/have been identified, CRD will coordinate a meeting with each party to further the process.

Yours sincerely,

Alicia Fraser, P.Eng.,
General Manager, Integrated Water Services

cc: Ted Robbins, Chief Administrative Officer, CRD
Caitlyn Vernon, Manager, First Nations Relations, CRD
Chief and Council, x^wsepsum (Esquimalt Nation)

**REPORT TO SALT SPRING ISLAND LOCAL COMMUNITY COMMISSION
MEETING OF THURSDAY, SEPTEMBER 19, 2024**

SUBJECT **BC Active Transportation Grant - Infrastructure Grant Application – SSI –
Rainbow Road Pedestrian and Bike Path**

ISSUE SUMMARY

To seek support to submit a BC Active Transportation Infrastructure Grants application to fund the construction of the Rainbow Road pedestrian and bike path, an active transportation infrastructure initiative on Salt Spring Island.

BACKGROUND

There is an opportunity for the CRD to submit a grant application under Active Transportation Infrastructure stream of the British Columbia Active Transportation Infrastructure Grants Program. The program enables applications to be submitted for different communities within a Regional District. This project is being led by the Salt Spring Island Local Community Commission, which operates the CRD community parks service on Salt Spring Island.

The Rainbow Road pedestrian and bike path is approximately 180 metres long and located in downtown Ganges (refer to a draft of the engineering design in Appendix A). This path is a highly used section of road between the Ganges Harbour, downtown Ganges, and the public schools in Ganges. As well the path will provide residents a pathway between parking areas along Rainbow Road and the Saturday market in Ganges.

Previously the strategic planning phase and public consultation have been completed and this path was considered a priority.

Applications to the Grant Program are required to be submitted by October 31, 2024, and the submission of a supporting Board Resolution is required by December, 2024.

ALTERNATIVES

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

Alternative 1

- 1) That the Rainbow Road pedestrian and bike path be considered a priority project.
- 2) That an application to the Province of British Columbia Active Transportation - Infrastructure Grant Program for up to \$315,000 be progressed for the purpose of construction of the Rainbow Road Path on Salt Spring Island.
- 3) That the funding provided through the British Columbia Active Transportation Infrastructure Grant Program will be supported with up to \$135,000 budgeted from the Salt Spring Island Local Community Commission's Financial Plan; and

- 4) That staff be instructed to apply for, negotiate, and if successful, enter into an agreement and do all such things necessary for accepting Active Transportation Infrastructure grant funds and overseeing grant management for the proposed project.

Alternative 2

That staff be instructed to re-evaluate the application to the Active Transportation Network - Infrastructure Grant Program.

IMPLICATIONS

Alignment with Board & Corporate Priorities

The CRD Corporate Plan provides direction to work with commissions to enhance and manage community parks, recreation facilities and trail networks and to deliver service improvements where needed.

Alignment with Existing Plans & Strategies

This Active Transportation proposal is in alignment with the Salt Spring Island Active Transportation Network Plan (2023).

Financial Implications

The Active Transportation Infrastructure Grant program requires that the local government contribute a minimum of 30% of the project costs associated with developing the project.

A class D estimate has been completed. A more refined Class C estimate is in progress and will be completed prior to submitting the grant application. The total grant request is estimated to be \$315,000 with the total estimated project cost at \$450,000. The remaining \$135,000 will be budgeted for in the Local Community Commission financial plan.

An additional \$25,000 will be budgeted to complete the process of acquiring property rights from some of the private landowners along the path where necessary to ensure wheelchair access, and desirable alignments of the path can be achieved.

First Nations Reconciliation

WSÁNEĆ Leadership Council and CRD have quarterly meetings to review projects that require land alteration for consideration of archaeology and cultural heritage. This project would be discussed at those meetings. Staff will also identify any other overlapping First Nations interests to ensure they are also informed and have an opportunity to discuss the proposed path.

Intergovernmental Implications

The Ministry of Transportation and Infrastructure (MOTI) is the authority having jurisdiction over the road right of ways on Salt Spring Island. A License of Occupation is required for this roadside path and an application is being submitted to secure tenure for the trail.

CONCLUSION

There is an opportunity for the CRD to receive grant funding under the BC Active Transportation Infrastructure Grant program. Regional Governments are permitted to apply for funding for each community within, which enables CRD to apply for grants for Salt Spring Island and islands in the Southern Gulf Island's Electoral Area. If awarded, the LCC would fund its portion through the Financial Plan. This may include Community Works Funds, Public Donations and Capital Reserve. To be able to potentially access this BCAT grant, staff need to apply for, negotiate, and do all such things necessary for accepting the grant funds and overseeing grant management for the proposed projects. The BC Government only considers applications that include a supportive Board resolution confirming that an Active Transportation trail is intended as a priority, that the local government will contribute a share to the provincial grant funding provided, and the project will be completed within the timeline.

RECOMMENDATION

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

- 1) That the Rainbow Road pedestrian and bike path be considered a priority project.
- 2) That an application to the Province of British Columbia Active Transportation - Infrastructure Grant Program for up to \$315,000 be progressed for the purpose of construction of the Rainbow Road Path on Salt Spring Island.
- 3) That the funding provided through the British Columbia Active Transportation Infrastructure Grant Program will be supported with up to \$135,000 budgeted from the Salt Spring Island Local Community Commission's Financial Plan; and
- 4) That staff be instructed to apply for, negotiate, and if successful, enter into an agreement and do all such things necessary for accepting Active Transportation Infrastructure grant funds and overseeing grant management for the proposed project.

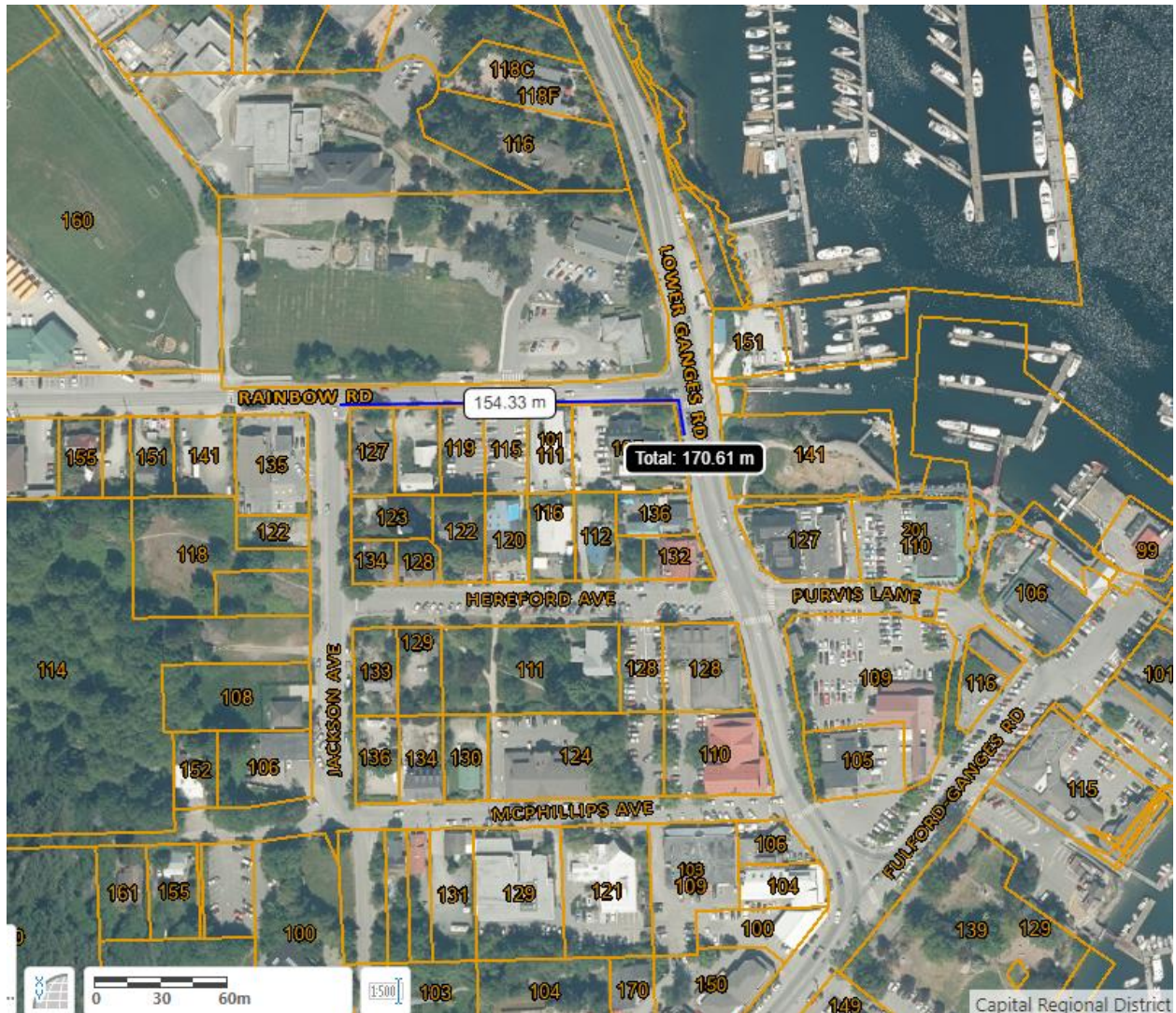
Submitted by:	Stephen Henderson, BSc, MBA, Senior Manager of Real Estate, Southern Gulf Islands Electoral Area and Saltspring Island Local Community Commission
Concurrence	Dan Ovington, BBA Acting Senior Manager, Salt Spring Island Administration

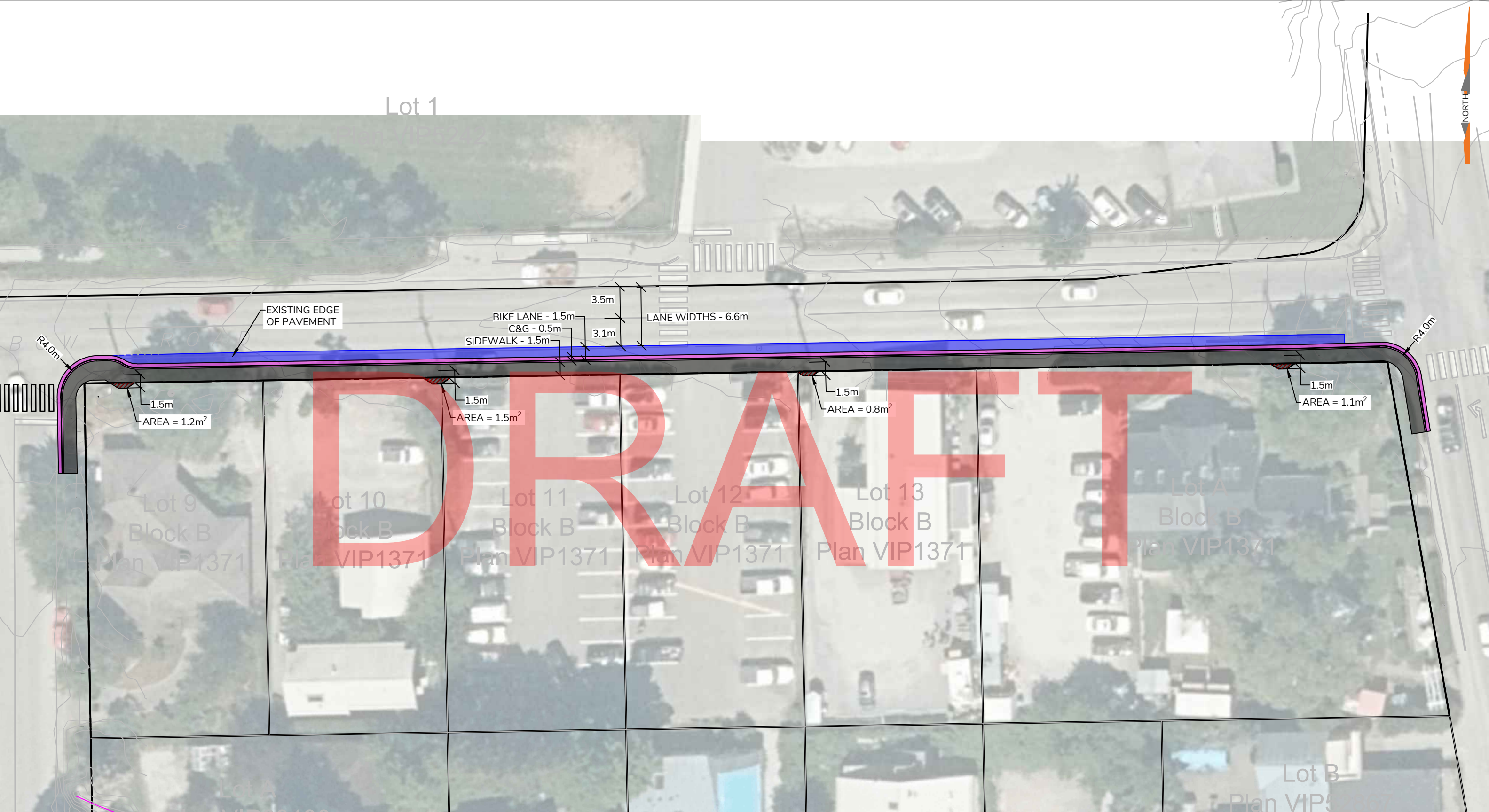
ATTACHMENT

Appendix A: Location Map and Draft Engineered Trail Design

Appendix A – Location Map

Saltspring Island – Rainbow Road Pedestrian and Bike Path





LEGEND:

PERMIT TO PRACTICE:

SEAL:

REVISIONS		
0	ISSUED FOR REVIEW	2024-08-26
1	ISSUED FOR REVIEW	2024-09-06
2		
3		
4		
5		
6		
7		

RAINBOW ROAD ACTIVE TRANSPORTATION UPGRADES

PROPOSED SIDEWALK WIDTHS

1.5m SIDEWALK, 1.5m BIKE LANE

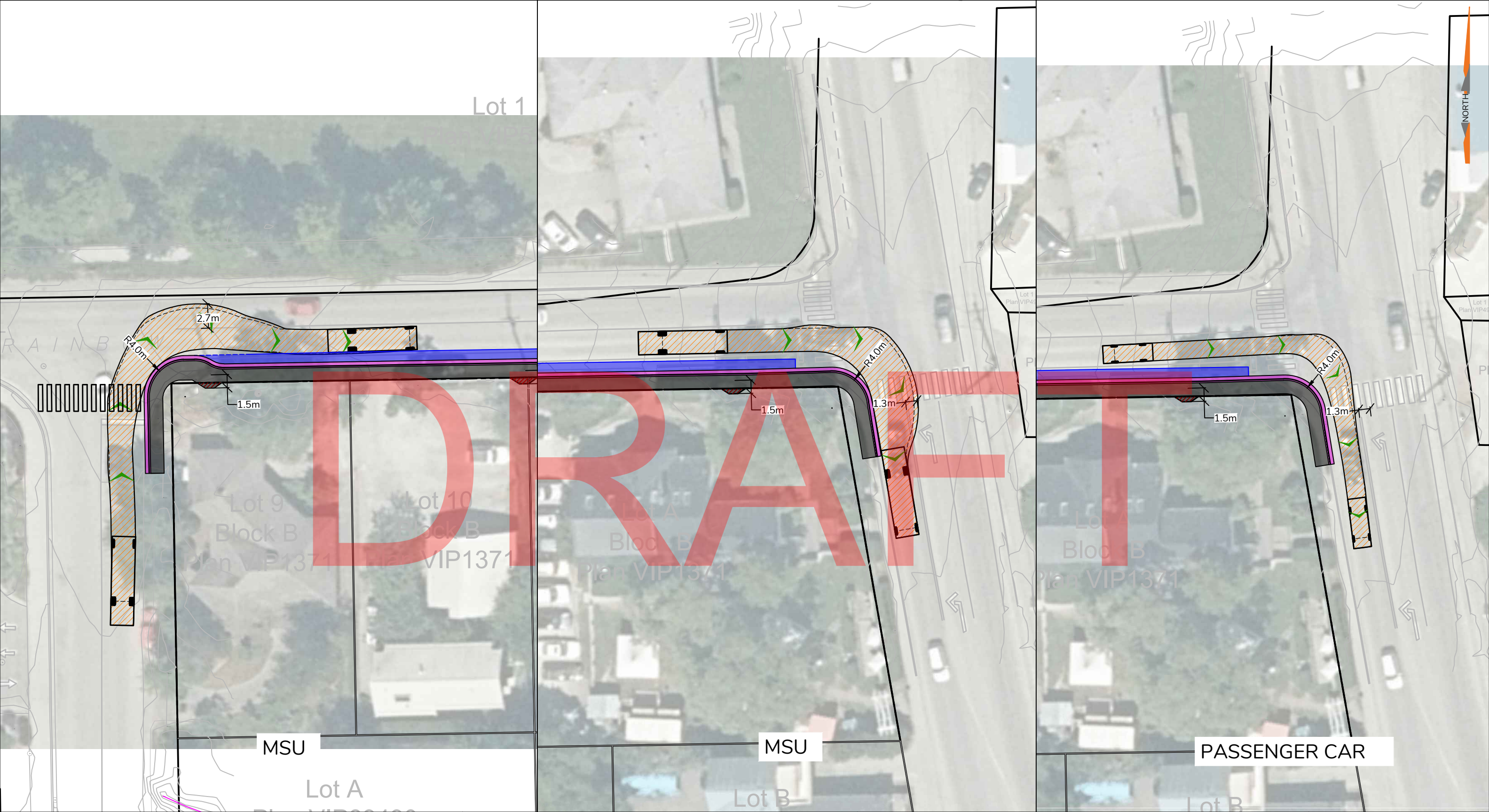
DRAWING NO:	SCALE:	DRAWN:
DD-01-R1_1.5M OPTION	1:400	CK
DESIGN SPEED:	DESIGN VEHICLE:	CHECKED:
-	-	AK

WATT

Consulting Group

WATTCONSULTINGGROUP.COM

PROJECT NO: 3810.B01



LEGEND:

PERMIT TO PRACTICE:

THESE DESIGN DOCUMENTS ARE PREPARED SOLELY FOR THE USE BY THE PARTY WITH WHOM THE DESIGN PROFESSIONAL HAS ENTERED INTO A CONTRACT, AND THERE ARE NO REPRESENTATIONS OF ANY KIND MADE BY THE DESIGN PROFESSIONAL TO ANY PARTY WITH WHOM THE DESIGN PROFESSIONAL HAS NOT ENTERED INTO CONTRACT.

SEAL:

REVISIONS		
0	ISSUED FOR REVIEW	2024-08-26
1	ISSUED FOR REVIEW	2024-09-06
2		
3		
4		
5		
6		
7		

RAINBOW ROAD ACTIVE TRANSPORTATION UPGRADES
PROPOSED SIDEWALK WIDTHS
SWEEP PATH ANALYSIS FOR CORNER RADII

DRAWING NO: DD-04-R1_SPA	SCALE: 1-400	DRAWN: CK
DESIGN SPEED: -	DESIGN VEHICLE: -	CHECKED: AK

WATT
Consulting Group

WATTCONSULTINGGROUP.COM

PROJECT NO: 3810.B01

**REPORT TO ELECTORAL AREAS COMMITTEE
MEETING OF WEDNESDAY, OCTOBER 9, 2024**

SUBJECT **BC Active Transportation Grant – Infrastructure Grant Application – Pender Island, Schooner Way – School Trail**

ISSUE SUMMARY

To seek support to submit a BC Active Transportation Infrastructure Grants application to fund Phase 2 of the construction of the Schooner Way – School Trail, an active transportation infrastructure initiative on North Pender Island within the Southern Gulf Islands Electoral Area (SGI EA).

BACKGROUND

There is an opportunity for the CRD to submit a grant application under Active Transportation Infrastructure stream of the British Columbia Active Transportation Infrastructure Grants Program. The program enables applications to be submitted for different communities within a Regional District. This project is being led by the Pender Parks and Recreation Commission (PIPRC), which operates the CRD community parks service on Pender Island.

The Schooner Way – School Trail project is a 1.638km long, up to 3 metre wide, multi-use active transportation trail between the Danny Martin Park (Buccaneers Road & Schooner Way) and the Pender Island Elementary and Middle School and the Health Centre on Canal Rd. This trail will eventually connect to an island wide trail and will especially benefit the 1930 residents of Pender's largest and most densely populated neighbourhood, Magic Lake Estates, by connecting them directly to community services and amenities.

The Schooner Way Trail will be built over 2 phases; Phase 1 was funded in last year's application and is progressing. This application is for Phase 2. The Ministry of Transportation and Infrastructure (MOTI) will be providing bulk-rock from another road project they have on Pender, and this enables CRD to save over \$400,000 in both phases of the project, as well as reduce greenhouse gas emissions. The partnership between MOTI and CRD creates tremendous cost savings for this project.

The Commission has confirmed its support for the submission of an application to the Grant Program. Goals identified by the Commission include improving public safety and access between the school and the high-density neighbourhood of Magic Lake.

Previously the strategic planning phase and public consultation have been completed. The recent public open houses yielded 100% support for the project. As well private donation/pledges have been received in the amount of \$200,000 for this first phase.

Applications to the Grant Program are required to be submitted by October 31, 2024, and the submission of a supporting Board Resolution is required by December of 2024.

ALTERNATIVES

Alternative 1

The Electoral Areas Committee recommends to the Capital Regional District Board:

- 1) That the shovel-ready Schooner Way-School Trail on Pender Island be considered a priority project.
- 2) That an application to the Province of British Columbia Active Transportation - Infrastructure Grant Program for \$500,000 be progressed for the purpose of construction of Phase 2 of the Schooner Way-School Trail on North Pender Island within the required timeline.
- 3) That the funding provided through the British Columbia Active Transportation - Infrastructure Grant Program will be supported with contributions from the Pender Island Parks and Recreation Commission's Financial Plan; and
- 4) That staff be instructed to apply for, negotiate, and if successful, enter into an agreement and do all such things necessary for accepting Active Transportation - Infrastructure Grant funds and overseeing grant management for the proposed project.

Alternative 2

That staff be instructed to re-evaluate the application to the Active Transportation Network - Infrastructure Grant Program.

IMPLICATIONS

Alignment with Board & Corporate Priorities

The CRD 2023-2026 Corporate Plan initiative 16b-1 provides direction to work with commissions to enhance and manage community parks, recreation facilities and trail networks and to deliver service improvements where needed.

Alignment with Existing Plans & Strategies

This Active Transportation proposal is in alignment with the SGI Active Transportation Plan (2022); SGI Transportation Integration Plan (2022); Gulf Islands Regional Trail Plan (2018).

Environmental & Climate Action

The project will provide the largest community in the Southern Gulf Islands, an opportunity to shift away from vehicles to active and integrated modes of travel which ultimately reduces Green House Gas (GHG) emissions. MOTI has provided bulk rock from another roads project on Pender, eliminating the need to transport materials on BC Ferries, and reducing emissions. This rock will be processed into the prescribed aggregate sizes on-island, and then moved a short distance to the project site. Relative to other projects that do not have a source of aggregate nearby, the partnership between MOTI and CRD creates tremendous energy savings for this project.

Financial Implications

The Active Transportation Infrastructure Grant program requires that the local government contribute a minimum of 30% of the project costs associated with developing the project.

The total grant request from the Province is \$500,000. The total estimated project cost after accounting for the contribution of bulk-rock from MOTI is \$1.1 million for Phase 2. PIPRC has

raised \$200,000 in donations/pledges for Phase 1 and will need to raise an additional \$250,000 for Phase 2 towards the \$600,000 applicant share. The remaining funds will be provided through a combination of additional Community Works Funds, and PIPRC Capital Reserve Funds.

First Nations Reconciliation

WSÁNEĆ Leadership Council and CRD have quarterly meetings to review projects that require land alteration for consideration of archaeology and cultural heritage. This project has been reviewed in the field with the three First Nation Bands, CRD's archaeologist, and CRD's project manager. A plan for project oversight during critical sections has been agreed to.

Intergovernmental Implications

The Ministry of Transportation and Infrastructure (MOTI) is the authority having jurisdiction for subdivision and road construction and maintenance in the Electoral Area. A License of Occupation is required for this roadside trail and they have confirmed that it will be provided to secure tenure for the trail.

This route is identified in the Official Community Plan for North Pender Island (Islands Trust).

Service Delivery Implications

The Schooner Way Trail will become an asset managed by the Pender Island Parks and Recreation Commission that will follow CRD's best practices for the management and maintenance of Active Transportation infrastructure.

CONCLUSION

There is an opportunity for the CRD to receive grant funding under the BC Active Transportation Infrastructure Grant program. Regional Governments are permitted to apply for funding for each community within, which enables CRD to apply for grants for Salt Spring Island and islands in the Southern Gulf Island's Electoral Area. If awarded, PIPRCs would fund their portion through SGI Community Works Funds, Public Donations and the PIPRC capital reserve. To be able to potentially access this grant, CRD staff need to apply for, negotiate, and if successful, enter into an agreement, and do all such things necessary for accepting the grant funds and overseeing grant management for the proposed projects. The BC Government only considers applications that include a supportive Board resolution confirming that an Active Transportation trail is intended as a priority and for a local government to contribute a share to the provincial grant funding provided.

RECOMMENDATION

The Electoral Areas Committee recommends to the Capital Regional District Board:

- 1) That the shovel ready Schooner Way-School Trail on Pender Island be considered a priority project.
- 2) That an application to the Province of British Columbia Active Transportation - Infrastructure Grant Program for \$500,000 be progressed for the purpose of construction of Phase 2 of the Schooner Way-School Trail on North Pender Island within the required timeline.
- 3) That the funding provided through the British Columbia Active Transportation - Infrastructure Grant Program will be supported with contributions from the Pender Island Parks and Recreation Commission's Financial Plan; and
- 4) That staff be instructed to apply for, negotiate, and if successful, enter into an agreement and

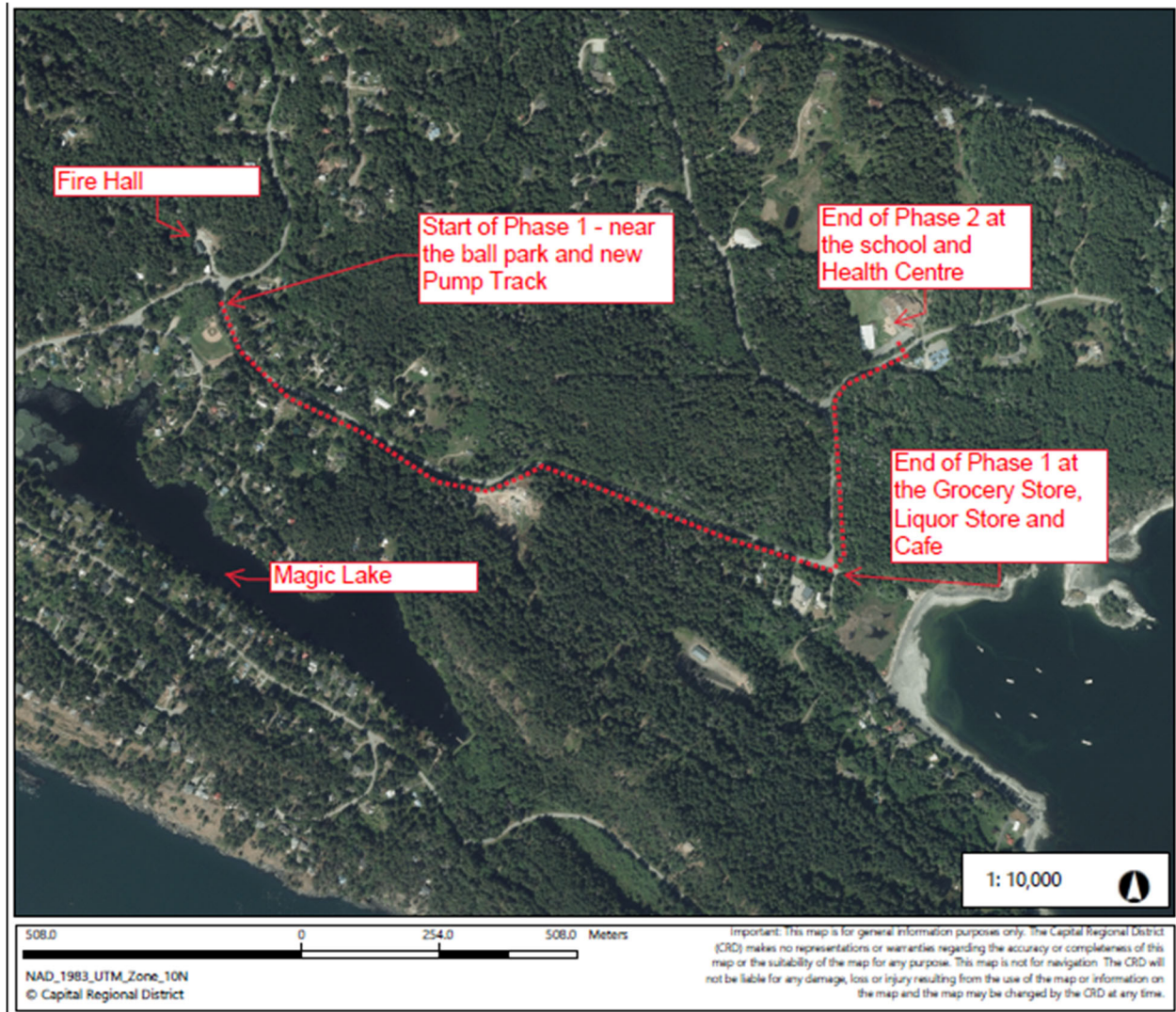
do all such things necessary for accepting Active Transportation Infrastructure - Grant funds and overseeing grant management for the proposed project.

Submitted by:	Stephen Henderson, Senior Manager, Real Estate and Southern Gulf Islands
Concurrence:	Kristen Morley, J.D., General Manager, Corporate Services & Corporate Officer
Concurrence:	Nelson Chan, MBA, FCPA, FCMA, Chief Financial Officer
Concurrence:	Ted Robbins, B. Sc., C. Tech., Chief Administrative Officer

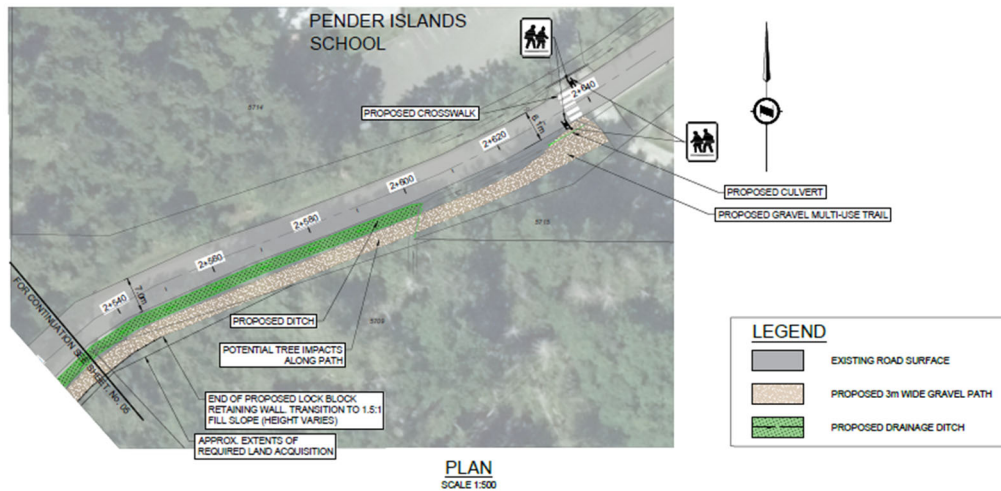
ATTACHMENT

Appendix A: Location Map and Draft Engineering Trail Design

Location Maps for Schooner Way–School Trail on Pender Island



DRAFT Engineering Design for Schooner Way–School Trail on Pender Island



From: [Marlene Lagoa](#)
To: [Tamara Pillipow](#)
Subject: FW: Notice of Motion for September 11 EASC Meeting
Date: Tuesday, September 10, 2024 8:50:52 AM

FYI - Notice of Motion from Director Holman for EAC tomorrow.

-----Original Message-----

From: directorssi <directorssi@crd.bc.ca>
Sent: Tuesday, September 10, 2024 6:08 AM
To: Paul Brent <pbrent@crd.bc.ca>; Al Wickheim - Director JDF <directorjdf@crd.bc.ca>
Cc: Nelson Chan <nchan@crd.bc.ca>; Kristen Morley <kmorley@crd.bc.ca>; Marlene Lagoa <mlagoa@crd.bc.ca>
Subject: Notice of Motion for September 11 EASC Meeting

Hi everyone, I'm proposing the following change in SSI Director and LCC Commissioner remuneration for inclusion in the provisional CRD budget for 2025. The changes would be requisition neutral.

Whereas the newly-established Salt Spring Local Community Commission has now assumed responsibility for the administration of most local SSI services that were formerly the sole responsibility of the local CRD Director,

Therefore be it resolved that the remuneration for the SSI CRD Director and LCC Commissioners be revised to better reflect the shift in responsibilities, by reducing the Director's annual remuneration by \$10,000/yr and increasing LCC Commissioner annual remuneration by \$2,500/yr, starting in 2025.

Sent from my iPad

From: [Marlene Lagoa](#)
To: [Tamara Pillipow](#)
Subject: FW: (Another) Notice of Motion for September 11 EAC Meeting
Date: Tuesday, September 10, 2024 9:59:03 AM

Another notice of motion

-----Original Message-----

From: Paul Brent <pbrent@crd.bc.ca>
Sent: Tuesday, September 10, 2024 9:33 AM
To: directorssi <directorssi@crd.bc.ca>; Al Wickheim - Director JDF <directorjdf@crd.bc.ca>
Cc: Nelson Chan <nchan@crd.bc.ca>; Kristen Morley <kmorley@crd.bc.ca>; Marlene Lagoa <mlagoa@crd.bc.ca>;
Stephen Henderson <shenderson@crd.bc.ca>; Justine Starke <jstarke@crd.bc.ca>
Subject: (Another) Notice of Motion for September 11 EAC Meeting

Hi,

I like to introduce a notice of motion which would seek CRD Board support via a letter to the Province requesting a separate rural housing funding stream, echoing a similar motion passed at the Strathcona Regional District (appended for information).

Cheers

Paul
Paul Brent
Director SGI

SRD Motion:

Whereas housing needs are critical in rural communities and coastal islands, and rural housing projects which have applied for BC Housing support have not received it; THEREFORE the SRD Board resolves to send a letter to the Premier and Minister of Housing calling on the Province to consider creating a rural housing stream and supports to facilitate construction of projects suited with the unique constraints of rural housing.

**REPORT TO ENVIRONMENTAL SERVICES COMMITTEE
MEETING OF WEDNESDAY, SEPTEMBER 25, 2024**

SUBJECT **New Hartland Policies – Quarterly Update**

ISSUE SUMMARY

To provide an update on the implementation of Hartland Landfill policy changes approved by the Capital Regional District (CRD) Board in December 2023 and on the award of contract for construction and operation of a Material Diversion Transfer Station (MDTS). Next steps include continued tracking of diversion rates, consultation to determine policy options for keeping general refuse within the region so that it can be managed responsibly, and communication of upcoming policy changes in anticipation of Phase 3.

BACKGROUND

In alignment with the CRD's Solid Waste Management Plan, the CRD Board passed a motion in December 2023 to adopt bylaw amendments that came into effect in 2024, to divert materials from disposal at Hartland Landfill.

Phase 1 of the Hartland policy changes was successfully implemented beginning January 1, 2024, including:

- a ban on clean wood waste
- a tipping fee of \$80/tonne for clean wood
- increased fine and general refuse rates
- reduced fines for early payment
- the introduction of an education and warning program
- the introduction of the Waste Stream Collector Incentive (WSCI) program

Nineteen commercial haulers are active WSCI program participants, and combined they haul approximately 70% of the tonnage of general refuse brought to Hartland by commercial haulers. From January through June, staff issued 60 warning tickets and fines regarding the clean wood ban and a total of 538 tonnes of clean wood was diverted from landfilling for recycling and energy recovery.

To support the execution of Phase 2 of the material diversion strategy, a Request for Proposals for proponents to construct and operate an MDTS at Hartland to manage the processing, utilization, on-site operations and transportation of source-separated clean wood, treated wood, and asphalt shingles from Hartland Landfill was issued in September 2023 and closed January 2024. Staff evaluated the MDTS proposals on technical and financial merit and conducted negotiations with DL's Bins, the preferred proponent. At its April 10, 2024 meeting, the CRD Board directed staff to finalize negotiations with DL's Bins to enter into a two-year operating and construction contract, for a combined value not to exceed \$12,500,000 (excluding GST) for the construction and operation of an MDTS. The contract was fully executed on July 5, 2024, and the construction of the MDTS is underway and scheduled to be completed by the end of September. In early July, DL's Bins began managing the processing, utilization, on-site operations and transportation of source-separated treated wood and asphalt shingles at interim sites at Hartland Landfill.

Phase 2 of the Hartland policy changes were successfully implemented on July 1, 2024, including a ban on treated wood and asphalt shingles from general refuse, a reduced tipping fee of \$110/tonne for source-separated treated wood and asphalt shingles, and the issuance of warnings and fines to support the implementation of the new bylaws. In the first month of Phase 2, staff issued 4 warnings and fines, and 177 tonnes of clean wood, 1,227 tonnes of treated wood and 607 tonnes of asphalt shingles were diverted from refuse. In July, the material that was diverted due to the policy changes represented approximately 15% of the total general refuse collected at Hartland. The ban on carpet and underlay, and salvageable wood, as well as the \$300/tonne unsorted load rate, is scheduled to begin in Phase 3, starting on January 1, 2026.

The solid waste industry's response in Phase 1 suggested that the proposed \$300/tonne rate for unsorted loads containing wood and shingles is likely to incent customers to transport waste out of the region where inexpensive disposal options exist. Exporting waste out of the region would be counter to the CRD's Solid Waste Management Plan, would preclude the CRD's ability to manage the materials according to the Ministry of Environment & Climate Change Strategy's 5R pollution prevention hierarchy, and would decrease revenue and increase costs for other users of the landfill. At its April 10, 2024 meeting, the CRD Board approved a motion that consultation on policies to restrict the flow of general refuse outside of the region should be initiated. This consultation will begin in 2025, and once the options for policies are outlined, they will be subject to consideration by the CRD Board and could be implemented as part of Phase 3. Additional material bans, including carpet and underlay and rigid plastics, could also be considered as part of Phase 3.

CONCLUSION

In alignment with the CRD's Solid Waste Management Plan, bylaw amendments came into effect in 2024 that have diverted 2,878 tonnes of wood and shingles from Hartland Landfill between January 1 and July 31, 2024. Data from the first month of the implementation of the wood and asphalt shingles bans from general refuse suggest that this new policy will significantly impact diversion rates. Next steps include continued tracking of diversion rates, consultation to determine policy options for keeping general refuse within the region so that it can be managed responsibly, and communication of upcoming policy changes in anticipation of Phase 3.

RECOMMENDATION

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

Submitted by:	Russ Smith, Senior Manager, Environmental Resource Management
Concurrence:	Luisa Jones, MBA, General Manager, Parks, Recreation & Environmental Services
Concurrence:	Ted Robbins, B. Sc., C. Tech., Chief Administrative Officer

**REPORT TO ENVIRONMENTAL SERVICES COMMITTEE
MEETING OF WEDNESDAY, SEPTEMBER 25, 2024**

SUBJECT Update on Corporate Greenhouse Gas Emissions Targets

ISSUE SUMMARY

To provide an update on planned actions to reduce corporate transportation and building emissions to meet the Capital Regional District's (CRD) 2030 target, and to outline further emission reduction options, including those for Capital Region Housing Corporation (CRHC) buildings.

BACKGROUND

In 2021, the CRD Board approved a renewed Climate Action Strategy (CAS) and Five-Year Action Plan. The CAS guides the CRD in demonstrating climate leadership within its operations and community services and sets a corporate goal to reduce greenhouse gas (GHG) emissions by 45% by 2030 from 2007 levels and to achieve net-zero emissions before 2050. The CRD provides annual updates on progress and conducts a corporate emissions inventory.

Following the 2023 Climate Action Progress Report in May 2024, the Board directed staff to explore options for reducing corporate transportation and building emissions, including those from Capital Region Housing Corporation (CRHC) buildings. This report provides an update on planned actions to reduce CRD emissions to meet the 2030 target and outlines additional reduction strategies, along with the CRHC's efforts to assess energy use and emissions.

The Board has also issued additional climate-related directives. To integrate these into existing work plans and coordinate responses, staff plan to expedite the renewal of the Climate Action Strategy, originally set for 2026, beginning the process in late 2024 with completion by 2025. This renewal will incorporate current Board directives, ongoing activities, and initiatives under the future Regional Transportation Service, to guide priorities in the updated Strategy. For details on planned work and timelines, see Appendix A.

Corporate Emissions

In 2023, CRD operations generated 2,956 tonnes of CO₂e, a 1.6% decrease from 2007 levels. Despite a recent upward trend in emissions due to increased service levels, significant GHG reductions are expected from 2026 onwards, as projects transition from planning to implementation, and more electric vehicles are introduced.

Note: Emissions from the Capital Region Housing Corporation, Hartland Landfill and Capital Region Hospital District are excluded from the CRD's annual corporate GHG inventory due to provincial reporting guidelines.

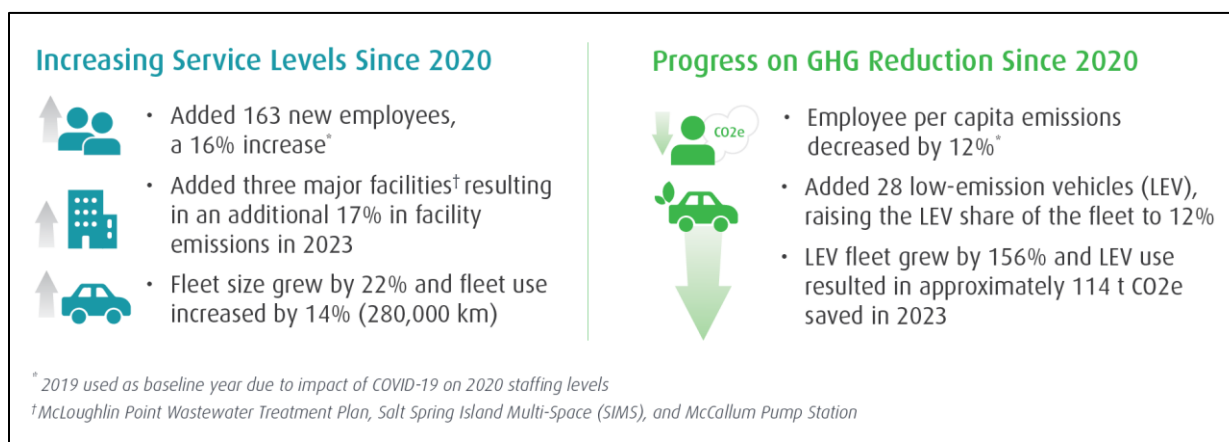


Figure 1: Statistics indicating increasing CRD service levels and greenhouse gas reduction progress.

Updated GHG Reduction Pathway and Status of Planned Actions

In 2021, the CAS identified key emissions reduction projects and a pathway to achieving the 2030 corporate target. Since 2021, staff have completed additional studies and progressed these projects, resulting in updated information on GHG impacts, costs and timelines. Figure 2 shows an updated GHG reduction pathway based on the latest information, showing how the CRD may meet and exceed the 2030 target. This updated pathway is based on “planned actions” that are scheduled for implementation between now and 2030 and included in current five-year capital plans, with some conditions.

Actions addressing the largest GHG emitters in the CRD portfolio and scheduled equipment replacements were prioritized. The pathway assumes the current electrification rate of light-duty vehicles, implementation of four building electrification projects, and that BC Hydro will achieve its target of 100% clean electricity by 2030. For more information about each action, see Appendix B.

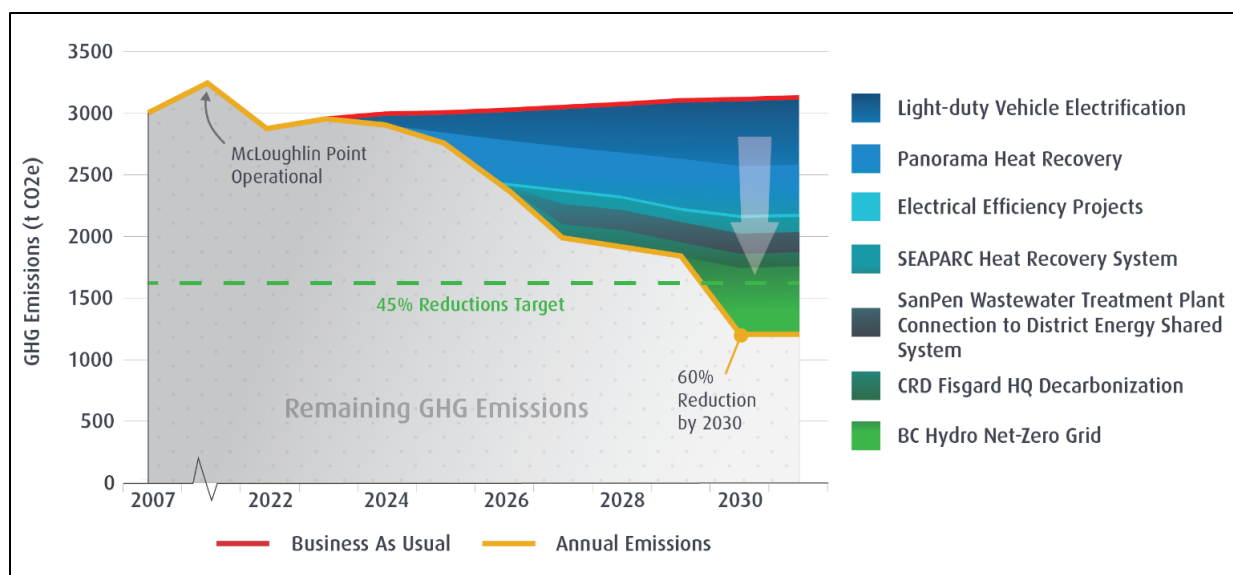


Figure 2: Updated CRD corporate greenhouse gas emissions reduction pathway based on planned actions by 2030.

Table 1 below details the GHG impact, cost, cost per tonne saved, and estimated timeline for each planned action and other key assumptions that will have material impacts on CRD corporate emissions.

Key costing considerations:

- Incentives and grants available to assist with GHG mitigation projects are not reflected.
- Many projects leverage end-of-life equipment replacements; costs shown are absolute, not incremental.
- Cost estimate confidence varies by project stage and will be refined as projects progress through study, design, and implementation phases.
- Preliminary lifetime cost per t CO₂e categories:
 - Low: < \$500
 - Medium: \$500 - \$1,000
 - High: > \$1,000

(see next page for Table 1)

Table 1: Estimated corporate greenhouse gas emissions reduction by 2030 based on planned actions

					REDUCTION FROM BASELINE (%)	ANNUAL EMISSIONS (t CO2e)
2007 Baseline Emissions (Actual)					-	3,005
2023 Emissions (Actual)					1.6%	2,956
2030 Target (45% reduction from 2007 baseline)					45.0%	1,653
PLANNED ACTIONS	ANNUAL EMISSION REDUCTION (t CO2e)	CAPITAL COST ¹	LIFETIME COST PER t CO2e	ESTIMATED COMPLETION YEAR		
Light-duty Vehicle Electrification <i>66% by 2030</i>	-533	\$2.35M ^{2,3} (incremental)	Low	2030	17.7%	
Panorama Recreation Centre Heat Recovery <i>Phase 1 – Dehumidifier electrification</i> <i>Phase 2 – Heat recovery loop</i> <i>Phase 3 – Remaining HVAC units</i>	-408	\$2.85M ⁴	Low	2027 (Phase 1: 2024, Phase 2: 2025, Phase 3: 2027)	13.6%	
Saanich Peninsula Wastewater Treatment Plant Connection (SPWWTP) to the District Energy Shared System	-170	\$1.2M ⁴	Low	2027	5.7%	
SEAPARC Heat Recovery System <i>Phase 1 – Heat recovery loop</i> <i>Phase 2 – Dehumidifier electrification</i>	-120	\$2.2M ³	High	2030 (Phase 1: 2026, Phase 2: 2030)	4.0%	
CRD Fisgard HQ HVAC Fuel-Switch	-110	\$2.1M ³	Medium	2027	3.7%	
Electrical Efficiency Projects	-15	Variable	Low-Medium	2030	0.5%	
OTHER ASSUMPTIONS						
BC Hydro Net-Zero Grid	-539	N/A	-	2030	17.9%	
Energy Increase from CRD Growth in the 2030 year	98	N/A	-	Ongoing	-3.3%	
TOTALS IN 2030⁵					59.8% reduction from baseline	1,159 annual emissions

¹ High-level estimate of implementing all planned actions by 2030 is approximately \$10.7M.

² Estimated cost includes charging infrastructure.

³ Class D estimate

⁴ Class C estimate

⁵ 494 t CO2e or 14.8% additional reduction compared to 2030 target

Additional Actions

As staff have completed studies and projects identified in the 2021 CAS, additional opportunities for GHG reduction have emerged. These “additional actions” can either accelerate GHG reductions or be used as substitutes for delayed projects. In most cases, these projects have been identified because of equipment nearing the end of service life. This allows the opportunity to either fuel-switch or increase system efficiency, while leveraging existing equipment replacement funds, in accordance with the CRD’s Green Building Policy.

Additional actions:

- decarbonization of HVAC systems at Integrated Water Services HQ, Parks HQ and Salt Spring Island Multi-Space
- accelerated light-duty vehicle electrification
- electrification of medium- and heavy-duty vehicles

These actions are not yet included in capital plans; further studies and engagement are needed to determine timelines. These additional actions will be required to achieve net-zero targets beyond 2030. For details, see Appendix B.

Capital Region Housing Corporation Update

Although emissions data for the Capital Region Housing Corporation (CRHC) portfolio is not yet available, CRHC is actively working to incorporate energy efficiency and low-carbon buildings into their portfolio. Newly-constructed CRHC buildings meet or exceed performance, energy efficiency and GHG requirements of local governments and BC Housing funding requirements. However, retrofitting existing buildings is limited by available capital resources. In 2024, CRHC is advancing two key initiatives with support from the BC Non-Profit Housing Providers Association:

- Portfolio-Wide Building Condition Assessment
 - **Goal:** Review all CRHC properties to assess asset condition, detail deficiencies, estimate replacement costs, and provide a high-level schedule.
 - **Benefits:** Enhance capital planning, better incorporate energy-efficient measures into asset planning, and understand equipment lifespans.
 - **Timeline:** Complete late 2024.
- Portfolio-Wide Energy Benchmarking
 - **Goal:** Document energy consumption across CRHC buildings.
 - **Benefits:** Understand consumption trends, detect utility anomalies, and prioritize buildings for energy audits to identify opportunities to reduce energy use and emissions.
 - **Timeline:** Discussions ongoing with BC Non-Profit Housing Providers Association; project to begin late 2024.

The CRHC portfolio includes 52 properties with buildings of various ages and conditions, with about half using fossil fuels. The Building Condition Assessment and Energy Benchmarking initiatives further detail the condition and type of system in each of the buildings. Results will be reported to the CRHC Board. Following these projects, Climate Action can support CRHC in further understanding pathways to further reduce carbon emissions in CRHC buildings.

IMPLICATIONS

Climate Implications

The planned actions and updated GHG emissions reduction pathway will enable the CRD to meet its 2030 corporate emissions reduction target. Potential risks to not meeting these targets include project delays due to funding challenges, acquisition of new facilities energized by fossil fuels, or BC Hydro not meeting its 100% clean electricity goal by 2030. If major projects face delays or scope reductions, the CRD could consider using renewable natural gas (RNG) as a transitional fuel. RNG is best reserved for processes that are hard to electrify or for backup systems.

Further analysis is needed to define the future impact of CRHC emissions.

Financial Implications

Corporate GHG reductions

The CRD's corporate climate reserve fund supports energy audits, feasibility and pre-design studies for key climate initiatives. Each service is responsible for implementing retrofits, with funding allocated in their five-year capital plans. The SEAPARC Recreation Centre and Saanich Peninsula Wastewater Treatment Plant's District Energy Shared Systems depend on grant funding and/or debt servicing. As projects near implementation, cost details will be refined and reported.

If RNG becomes necessary to meet GHG targets, operating budgets may need to account for its higher cost. Beyond 2030, ongoing investment in fleet transition, energy efficiency and fuel-switching will be necessary and should be included in future capital plans.

CRHC GHG reductions

Significant investment will be required to reduce GHG emissions in CRHC buildings. According to a Pembina Institute study supported by BC Housing, the median cost for deep energy retrofits (DERs) in social housing is approximately \$138,000 per unit (2024 dollars), potentially reducing GHG emissions by around 80%. The Canada Greener Affordable Housing - Retrofit Funding program offers up to \$170,000 per unit for DERs.

If CRHC were to solely opt for equipment replacements to reduce GHGs, a 2023 study by BC Hydro and LandlordBC estimates the cost to fully electrify at \$13,600 to \$22,560 per unit (adjusted to 2024 dollars). Assuming 50% of CRHC's 2,028 units rely on fossil fuels, the estimated cost for DERs could reach \$280M, and electrification up to \$23M.

Alignment with Board & Corporate Priorities

Reducing GHG emissions is embedded in the Climate Action & Environment Board and Corporate Priorities.

Alignment with Existing Plans & Strategies

The planned actions, except for the Saanich Peninsula Wastewater Treatment Plant Connection to the District Energy Shared System, align with the critical actions listed to be implemented by 2030 in the 2021 Climate Action Strategy.

While monitoring emissions of CRHC buildings is not a specific action in the Strategy and is out of scope for the CRD's corporate annual GHG emissions inventory, actions to reduce emissions from CRHC buildings align with action 4-5: *Pursue climate-friendly development and retrofits for CRHC and CRHD facilities.*

CONCLUSION

The CRD is advancing many key projects to meet its corporate greenhouse gas (GHG) emissions target of 45% reduction from 2007 levels by 2030. Additional opportunities for GHG reductions have been identified that could contribute to meeting the target or accelerate reductions. The expedited renewal of the Climate Action Strategy in 2025 will incorporate these insights, ensuring the renewed Strategy outlines a pathway to achieve the 2030 target and the net-zero emissions goal by 2050. New buildings within the Capital Regional Housing Corporation (CRHC) portfolio are low carbon and retrofits of existing buildings would require significant investment. The CRHC is progressing on two initiatives to support energy and emissions planning. Results will be provided to the CRHC Board.

RECOMMENDATION

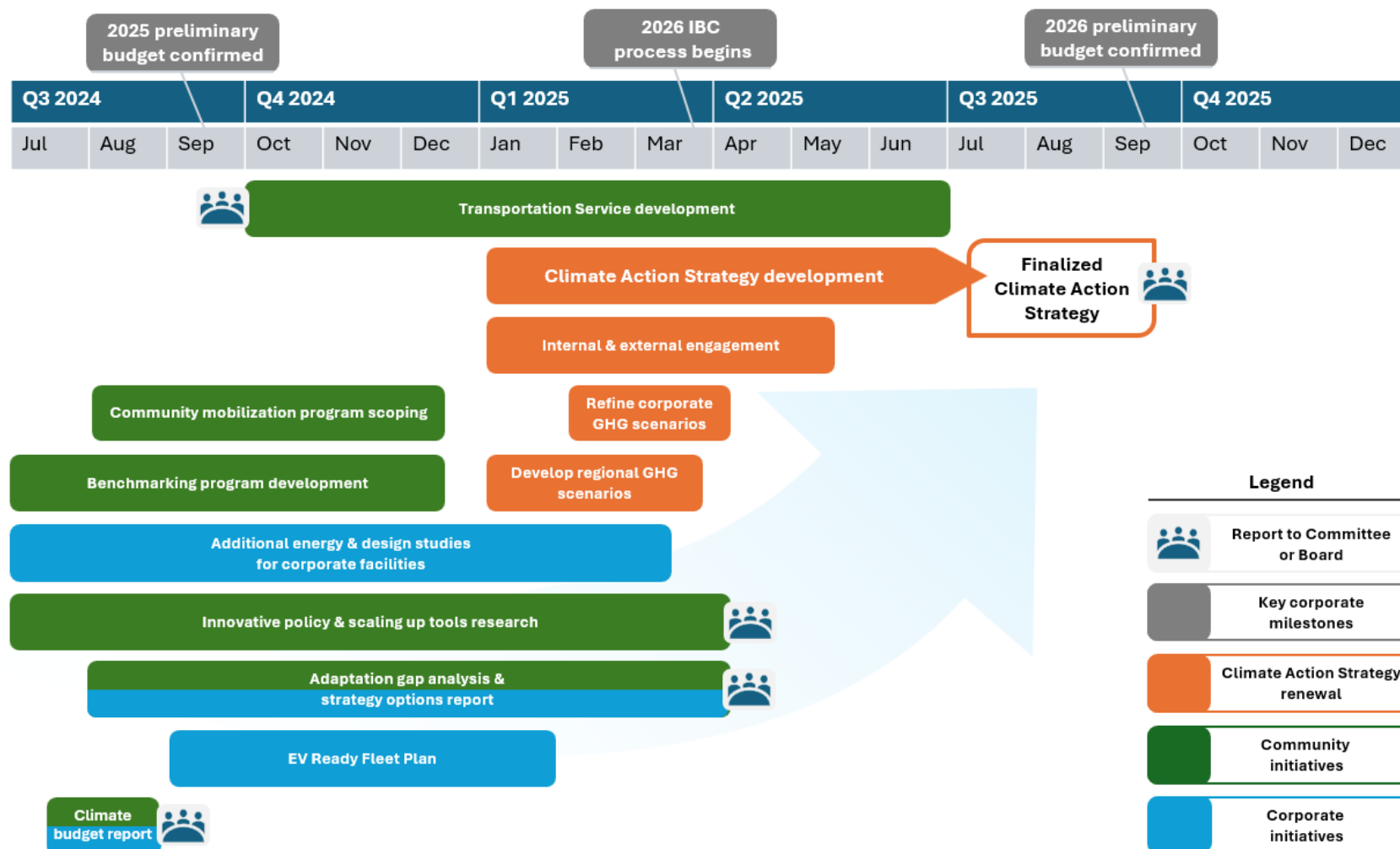
There is no recommendation. This report is for information only.

Submitted by:	Nikki Elliott, MPA, Manager, Climate Action Programs
Concurrence:	Luisa Jones, MBA, General Manager, Parks, Recreation & Environmental Services
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ATTACHMENTS

- Appendix A: Timeline of Work – Recent CRD Board Directives & Climate Action Strategy Renewal
- Appendix B: Planned and Additional Action Details – CRD Corporate Greenhouse Gas Reduction Projects

Timeline of Work – Recent Capital Regional District Board Directives & Climate Action Strategy Renewal



This graphic features anticipated timelines for additional work stemming from recent Board motions and the expedited renewal of the Climate Action Strategy. For more information on ongoing and previously planned initiatives, refer to the 2023 Climate Action Progress Report.

PLANNED AND ADDITIONAL ACTION DETAILS CRD CORPORATE GREENHOUSE GAS REDUCTION PROJECTS

See below for more details about the planned actions and additional actions staff have identified to reduce CRD corporate greenhouse gas (GHG) emissions.

Planned Actions

“Planned actions” are key emissions reduction projects that will allow CRD to achieve the 2030 corporate GHG reduction target. Planned actions are scheduled for implementation between now and 2030 and are included in current five-year capital plans.

Light-duty Vehicle (LDV) Electrification

- In progress.
- As of June 2024, 24% of the 247 LDVs fleet has been electrified.
- The current electrification rate of replacement vehicles is approximately 66%, which puts the CRD on track for achieving 100% LDV electrification by 2040 (as per Climate Action Strategy).

Panorama Recreation Centre Heat Recovery System

- In progress, split into a three-phase project:
 - Phase 1: Arena dehumidifier electrification: Currently in implementation.
 - Phase 2: Main heat recovery loop for pool, domestic hot water, tennis building HVAC, and arena dehumidifier: Currently in detailed design phase with implementation planned for summer 2025.
 - Phase 3: HVAC replacement and remaining connections to heat recovery loop: Start study in 2026 with implementation planned for 2027.

Saanich Peninsula Wastewater Treatment Plant Connection to the District Energy Shared System

- HVAC system is not at end of life; however, the project will retrofit existing units. Feasibility study is complete.
- Requires ongoing commitment to District Energy Shared System. Implementation planned for 2027.
- Requires grant funding.

SEAPARC Heat Recovery System

- In progress, split into a two-phase project:
 - Phase 1: Heat recovery loop, integration of pool and refrigeration systems, domestic hot water and HVAC. Currently in conceptual design phase, with implementation planned for 2026.
 - Phase 2: Arena dehumidifier integration into heat recovery, with study to begin in 2028 and implementation planned for 2030.
 - Requires Alternative Approvals Process for next step and clarity of timelines.

CRD Fisgard Headquarters HVAC Electrification

- HVAC system and components are at or nearing end of life.
- Preliminary study complete: detailed study planned 2026 with implementation planned for 2027.

Annual 5% Improvement in Electricity Efficiency

- In progress.
- Being achieved through major capital upgrades, energy audit implementation projects, lighting upgrades and other measures identified by Climate Action and Facilities Management.

Additional Actions

“Additional actions” are more recently identified opportunities for GHG reduction that can either accelerate reductions or be used as substitutes for planned actions should those be delayed. Additional actions are not yet included in capital plans and further studies and engagement are needed to determine timelines.

IWS HQ Decarbonize HVAC System

- HVAC system is nearing end of life. Study starting in Q3 2024.

Parks HQ Decarbonize System

- HVAC system is nearing end of life. Study starting in Q3 2024.

Salt Spring Island Multispace (SIMS) Decarbonization

- HVAC system is nearing end of its life. Study starting in Q3 2024.

Accelerated Light-duty Vehicle Electrification

- Current and planned efforts to support electrification of the LDV fleet include:
 - Updates to the Green Fleet Policy and related procedures.
 - Development of EV Ready Fleet Plan to support phase 2 of LDV fleet electrification due for completion end of 2024.

Medium- and heavy-duty vehicle Fleet Electrification

- Heavy-duty and off-road vehicle electrification and renewable fuel use is identified as a critical action from 2030-2050 in the Climate Action Strategy.
- The forthcoming EV Ready Fleet Plan will provide mid- to long-term considerations for defining and achieving this goal.
- Market availability and proven readiness of zero-emission Medium- and Heavy-duty Vehicles is limited at this time; however, pilot program opportunities exist and are being actively considered where options exist.

**REPORT TO ENVIRONMENTAL SERVICES COMMITTEE
MEETING OF WEDNESDAY, SEPTEMBER 25, 2024**

SUBJECT **Climate Budgeting Update**

ISSUE SUMMARY

To summarize what staff heard at the June 26, 2023 workshop on Carbon/Climate Budgeting and to seek direction on recommended next steps.

BACKGROUND

In November 2022, the District of Central Saanich submitted a letter to the Capital Regional District (CRD) Board requesting “that the CRD adopt a policy of carbon budgeting as part of its budget cycle, intending to provide CRD member local governments with their estimated annual carbon budgets.” As recommended by the Board on April 12, 2023, CRD staff hosted a workshop for both local government staff and elected officials on the topic of Carbon/Climate Budgets.

This report was initially presented to the Environmental Services Committee on January 17, 2024 and was deferred by request to allow the City of Victoria time to consider a related item.

Terminology Clarification

CRD staff have previously reported to the Board on the concept of a “carbon budget”, which refers to a calculation of the total remaining carbon pollution the global community can emit before the chance of exceeding a global warming target is beyond risk thresholds. In the Canadian local government discourse, the term “carbon budget” has been used synonymously with the term “climate budget”, causing confusion in relation to the national and international use of the terms. Climate budget can be defined as a system that integrates climate considerations into the financial budget and creates transparency and accountability for climate action. In summary, the term “climate budget” is used to describe the governance mechanism, and the term “carbon budget” refers to a calculated pollution risk threshold.

Workshop Summary and Results

At the April 2023 workshop, participants heard from national and international practitioners who work on the topic of Climate Budgets, and also from a climate communications expert – to help the group better understand what Climate Budgeting could mean for the region. Seven overarching themes were observed, and the synthesis of the discussions amongst participants revealed differing views associated with Climate Budgeting. The following opportunities and challenges are summarized:

- Climate Budgeting would support mainstreaming climate action and potential cross/extra-jurisdictional work if the CRD took on the work, but it may also have the unintended consequence of slowing down climate action by focusing staff capacity on data analysis and reporting.

- Similarly, while Climate Budgets would support more transparency, the technical nature of the work presents challenges with effectively communicating the complex results to the public.
- Staff also identified tensions associated with evaluating resiliency projects via Climate Budgeting and the difficulty of producing quantitative evaluation of project greenhouse gas impacts fast enough to impact decision-making.

For more detail on the themes observed, as well as the challenges and opportunities, refer to Appendix A.

Further discussions with both the CRD's Climate Action Inter-Municipal Working Group (staff) and Task Force (elected officials) indicated limited appetite for implementing a region-wide Carbon Budget or Climate Budget. Some staff indicated that they may be interested in utilizing certain elements of the Climate Budgeting framework in the near term, while others noted that they are not currently prepared to embed this in municipal processes. Overall, the focus of the Task Force has been on determining how the CRD can support greater community-wide climate action capacity building and education initiatives.

City of Victoria Update

City of Victoria staff were directed by Council to consider Climate Budgeting and reported back in April 2024. The City of Victoria has now committed to embedding high level climate budgeting considerations into the City's financial planning processes moving forward by highlighting key climate initiatives and integrating an emissions reduction potential and funding approach for each.

The CRD's Proposed Approach

Historically, no local government in the region utilized a Climate Budgeting framework, but many have a history of similar work. The CRD, for example, worked to establish a "climate lens" on capital projects over \$100,000 as an outcome of the 2018 Corporate Climate Action Plan. This initiative ultimately failed to achieve its objective, in part because it was not fully integrated into the CRD's existing governance systems. The CRD now employs three corporate policies that are fully integrated into those systems (i.e., Green Fleet Policy, Carbon Price Policy and Green Building Policy). These policies are the outcome of years of learning, internal engagement and Board direction, as highlighted in the 2021 CRD Climate Action Strategy and recent Board priorities. The efficacy of these policies will be measured over the next several years. For example, the Green Fleet Policy, adopted in 2023, resulted in the purchase of more than 36 electric vehicles last year and the emission reduction from those vehicles will be accumulated as they are used this year (2024) and in future years.

Global non-profit, C40 Cities, which has been working to promote the adoption of Climate Budgets, established seven principles for developing a Climate Budget (Appendix B). These principles have been used by global leaders, such as New York City, to develop a Climate Budget, and are broadly applicable to the CRD's climate lens work. Staff intend to utilize those principles to develop a modified Climate Budgeting approach that uses the learnings from Climate Budgeting efforts among municipal colleagues across the country as the CRD moves toward full integration of the climate lens into corporate decisions. These learnings will be shared through the CRD's regional inter-municipal network.

While it is not possible to implement full Climate Budgeting in this planning cycle (i.e., prior to the intended end of the current Climate Action Strategy), the CRD climate lens work will form the first steps toward the development of a modified Climate Budget, which is proposed to be built into the next Climate Action Strategy.

ALTERNATIVES

Alternative 1

The Environmental Services Committee recommends to the Capital Regional District Board:

That staff be directed to:

1. Work internally on the elements of Climate Budgeting to understand what new governance mechanisms would look like in practice.
2. Develop public communications materials, based on the latest greenhouse gas inventory data, for use by the CRD and local governments that more clearly communicate the urgency of this policy issue; and
3. Utilize Climate Budgeting approaches in the CRD's next climate action strategy planning cycle.

Alternative 2

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

IMPLICATIONS

Alignment with Board & Corporate Priorities

The recommendations are broadly in line with the Board's priority Governance initiative 5b to strengthen Board decision-making frameworks to include a climate action lens.

Alignment with Existing Plans & Strategies

The recommendations align with Goal 1 of the CRD Climate Action Strategy to integrate climate action priorities into decision-making across the organization and actions related to regional education and outreach. Implementing a Climate or Carbon budget is not specifically noted within the Strategy's current five-year action plan.

Environmental & Climate Action

The recommendation would enable staff to continue to embed a climate lens within corporate decision-making processes, while working through some challenges identified with Climate Budgeting. Staff would properly evaluate the emerging governance framework in the creation of the CRD's next Climate Action Strategy.

Service Delivery Implications

Staff have capacity within existing workplans to pursue the recommendation, as proposed, while continuing to implement existing commitments within the CRD's Climate Action Strategy.

CONCLUSION

Staff hosted a workshop where local government participants heard from national and international practitioners who work on the topic of Climate Budgets, and also from a climate communications expert – to help the group better understand what Climate Budgeting could mean for the region. The synthesis of the discussions and input collected revealed differing views across the region's local governments. In the near term, staff propose adopting elements of climate budgeting within the CRD's decision-making processes, in line with climate lens related goals within the 2021 CRD Climate Action Strategy and current Board priorities. Learnings will continue to be shared with municipal partners through existing inter-municipal networks and be utilized as the CRD renews its Climate Action Strategy in 2025.

RECOMMENDATION

The Environmental Services Committee recommends to the Capital Regional District Board:
That staff be directed to:

1. Work internally on the elements of Climate Budgeting to understand what new governance mechanisms would look like in practice.
2. Develop public communications materials, based on the latest greenhouse gas inventory data, for use by the CRD and local governments that more clearly communicate the urgency of this policy issue; and
3. Utilize Climate Budgeting approaches in the CRD's next climate action strategy planning cycle.

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Concurrence:	Luisa Jones, MBA, General Manager, Parks, Recreation & Environmental Services
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ATTACHMENTS

Appendix A: What We Heard Summary Report – Climate/Carbon Budgeting Workshop
(December 2023)

Appendix B: Climate Budgeting: Transforming Governance to Mainstream Climate Action – C40
Cities and Arup

Capital Regional District

What We Heard Summary Report: Climate/Carbon Budgeting Workshop

Capital Regional District | December 2023

The following provides a summary “What We Heard” report from the CRD’s Carbon and Climate Budgeting Workshop held on Monday, June 26, 2023, and follow-up sessions with the CRD’s inter-municipal climate committees in September 2023.

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Introduction

The Capital Regional District's (CRD) Climate/Carbon Budgeting Workshop held on June 26, 2023, brought together municipal staff and council members to explore the opportunity to implement a Climate or Carbon Budget among local governments in the capital region.

Whereas a *Carbon Budget* sets limits for how much total carbon dioxide (CO₂) emissions may be permitted by human activities within a geographical or political boundary, a *Climate Budget* is a governance system that integrates climate considerations into local government decision-making, creating transparency and accountability for climate action.

CARBON Budgeting	CLIMATE Budgeting
A carbon budget is the cumulative amount of carbon dioxide (CO ₂) emissions that is permitted to limit global warming to within a specified temperature threshold (i.e., 1.5°C or 2°C above pre-industrial levels). Most often, this refers to the total net amount of CO ₂ that can be emitted by human activities within a geographical or political boundary.	A climate budget is a governance system that integrates climate considerations into the financial budget and creates transparency and accountability for climate action. To the extent possible, actions are linked to an estimated emissions reduction and funding approach to illustrate the costs required to achieve the targeted emissions reductions.

(Adapted from C40 Cities, 2022)

In practice, the terms Carbon Budget and Climate Budget have been used to describe overlapping bodies of work. We use the term "Climate/Carbon Budget" throughout this document to refer to a process or governance system used to reduce regional CO₂ emissions.

The Carbon/Climate Budgeting Workshop aimed to meet the following goals:

- Goal 1** Share information: Hear from practitioners developing and implementing Carbon and Climate budgets.
- Goal 2** Build staff and elected official capacity on regional climate action communication and implementation.
- Goal 3** Gather participant input to better understand the potential costs and benefits of Carbon and Climate budgets for the region.

To establish a Climate/Carbon Budget, local governments must consider a variety of budget parameters, including its scope (i.e., corporate versus community emissions), what can be sufficiently quantified to support decision-making, staff capacity and the target audience.

After hearing from 11 climate action practitioners from nine different communities on the development and implementation of Carbon and Climate Budgets (Appendix A), almost 30 local government staff and council members gathered to discuss the parameters around a Climate/Carbon Budget, as well as the potential costs and benefits of implementing this practice in the capital region.

This report highlights seven themes that emerged from the workshop on June 26, 2023, and follow-up discussions with the CRD Climate Action Inter-Municipal Working Group and CRD Climate Action Inter-Municipal Task Force in fall 2023. Opportunities and challenges associated with implementing a Climate/Carbon Budget in the region are articulated to inform staff recommendations for next steps.

Overarching Themes

Theme 1: Mainstreaming

The first theme from the workshop discussion highlights the need to mainstream climate action across organizations. While Climate/Carbon Budgeting was seen as an opportunity to mainstream climate action, feedback suggested that creating this consistency across organizations is necessary regardless of a specified emissions target or budget. Ideas to mainstream climate action included embedding sustainability staff in other departments, providing training for staff on climate topics, developing/adjusting decision-making frameworks, and building governance processes for more effective climate action.

“How does sustainability best get integrated into our local government processes? How do we all (staff across departments) get aligned?”

“Need to be able to build upon existing tools to be relevant to municipalities.”

“Climate budgeting seems like a good way to integrate climate action into Budget/Strategic Planning.”

Theme 2: More & Faster!

Much of the feedback highlighted an urgency to act now and do more. This feedback suggested adopting a paradigm shift where we increase budgets and spend what it takes to reduce emissions

effectively. Others urged for earlier investment in climate action, and that granting bodies should act faster and provide more money to support these efforts.

“Our budgets are decided based on what we are used to spending on a normal day, we need to change that paradigm and increase budgets.”

“More action means less reaction.”

Theme 3: Cross/Extra Jurisdictional Work

The third theme suggests a need for increased collaboration across jurisdictions, both regionally and beyond. Some feedback highlighted the critical role of the provincial and federal governments in phasing out oil and gas production by developing a more progressive tax system and providing more funding. Others emphasized the role of the CRD in supporting a regional Climate/Carbon budget by providing capacity building and tools to integrate climate-focused decision-making.

“The benefit of doing this together [is] to be able to compare regionally. We need time during roundtables at committee [to discuss this].”

“CRD a source of capacity building.”

“We may see increased GHG emissions in Victoria if all the densification happens at the core. How does per capita fit in?”

Theme 4: Transparency

The fourth theme centered on a need to be open and honest with the public (and with ourselves). In general, many attendees noted the importance of being transparent on emissions reductions progress or being transparent on the implications of local government decisions on climate goals, either through climate/carbon budgeting or other decision-making processes. They also noted that through simple and direct messaging, this transparency could empower the public and increase political will for climate action. To do so, we must also increase our awareness of the conflicting messages that are visible to the public (i.e., those that are provided by fossil fuel providers).

“We need to regularly show the public where we are failing to hit targets.”

“Budgeting is a way of telling the truth to ourselves and to the public.”

Theme 5: Public Communication

Reflecting on Cara Pike from Re.Climate's presentation on 'Climate Change Public Opinion and Engagement', many comments noted the importance of using plain language for communications and highlighting positive and hopeful messaging through real-world success stories. Climate/Carbon budgeting was seen as a tool to engage with the public and highlight the urgency of climate change; however, some noted that the language around carbon budgets is often too technical for the public and there is risk of getting caught up in the details.

"Carbon budgets are often too technical for the public. [There is] risk of getting lost in the weeds."

"[It is] leadership's responsibility to push transformation using easy to understand language."

Theme 6: Unintended Consequences

The discussion highlighted various unintended consequences of implementing Climate/Carbon Budgeting. For instance, some showed concern for the financial barriers to reducing carbon emissions, which could cause individuals with lower financial means to bear the brunt of the impacts. Others saw risk in the big picture benefits getting lost in the budgeting process, and that this would be highly resource intensive.

"The speakers noted that current work has not influenced decision-making (GHG-lagging indicator)."

"There are real immediate financial barriers and there is a danger of leaving those people behind. The poor bear the brunt of the impacts."

Theme 7: Staff Capacity / Opportunity Costs

The final theme that emerged during the workshop discussion was a concern that there would not be enough staff capacity available to complete this work or that it would take away from implementation of actions. Feedback noted that there is varying staff capacity across the region (i.e., based on rural versus urban regionality and budget size) and that this may impact the effectiveness of a regional Climate/Carbon Budget. We heard from other practitioners already engaging in this work that the process was resource intensive, especially because it was a new area of work.

“Carbon budgeting consumes staff resources through lost action and reporting opportunities. Is there a net benefit?”

“There is different capacity of staff across the region. It’s important to have staff understand these concepts to present policy options.”

“Concerned that the cost of the plan and the time to make it may ‘eat into’ time we have left.”

Additional Engagement – September 2023

At the September meetings, the CRD Climate Action Inter-Municipal Working Group (IMWG) (i.e., staff) and CRD Climate Action Inter-Municipal Task Force (Task Force) (i.e., elected officials) were presented with the summary themes from this report and implications were further discussed.

At the IMWG meeting on September 20, 2023, staff reiterated concerns around capacity and the potential for this work to detract from other workplan priorities. The City of Victoria has been directed by Council to consider Climate/Carbon budgeting and intends to report back shortly. Some members noted that Climate/Carbon budgeting is much more appropriate for corporate-focused decision making versus community-wide. Some staff indicated that they may be interested in utilizing certain elements of the climate budgeting framework in the near term, and others noted that they are not prepared to embed this in municipal processes at this time but may consider it in the future. Regarding greenhouse gas accounting, some members noted that it is important to focus on the big moves rather than become stuck in the minutia. Further, some members noted if additional resources are available, they should be directed at adaptation programming, as this remains a gap in many local/regional programs.

At the Task Force Meeting on September 29, 2023, members of the Task Force who attended the workshop shared their perspectives and expressed concern about the utility of Climate/Carbon Budgeting, especially when considering the current state of global emissions. The use of Climate/Carbon Budgeting frameworks as a public engagement tool was contrasted with existing tools, such as the forthcoming Extreme Heat Vulnerability dashboard, Saanich Carbon Calculator, the Oak Bay Coolkit program, the Climate Action to-go Kits and outreach specific to the Home Energy Navigator and its home decarbonization focus.

Opportunities and Challenges

There is a clear desire among workshop attendees for local governments to continue to take accelerated action to reduce carbon pollution. We heard from workshop participants that Climate/Carbon Budgeting offers a unique opportunity to support a low carbon future by focusing attention on a calculated pathway to reduce regional CO₂ emissions. It also focuses attention on important areas, such as spheres of influence and inter-jurisdictional governance. However, the pathway to implementing a Carbon/Climate Budget is difficult and the resulting governance system is somewhat unclear. Below we outline the opportunities and challenges associated with engaging in this work.

Projects that are difficult to quantify

One of the challenges relates to projects that are difficult to quantify, including those pertaining to resilience in the face of changing climate. The CRD has successfully created several tools (e.g., regional/local government greenhouse gas inventories, 2017 Climate Projections for the Capital Region report, 2020 Coastal Flood Inundation Report, etc.) that have been utilized by local governments in the region as a launching point to leverage further work. In some cases, the scale or scope of this type of work is difficult to quantify and is challenging to fit into a Climate Budgeting framework. In other cases, results do not always directly correlate to emission reductions *per se*. Consequently, the methodology would need to build in difficult-to-quantify projects.

Qualification versus quantification

While mainstreaming climate action is a major outcome of Climate/Carbon Budgeting, qualitative evaluation was observed by some Canadian practitioners as the primary means for achieving mainstream impacts on project decisions. At the same time, the C40 Cities expert in Climate Budgeting reminded the audience that quantitative evaluations of projects are crucial to the Climate/Carbon Budgeting process as they inform further decisions about the number and scale of projects needed to meet emissions targets, yet many quantitative evaluations are time-consuming and may not be timely enough to impact annual budget decisions.

Transparency that people understand

There is a need to balance transparency and plain language communications. The climate communications research described by Cara Pike from Re.Climate, and participants' reflections, indicate that local governments need to communicate their efforts in plain language. The more technical and jargon-filled our work becomes, the more challenging the issue of communicating the relevance of climate action is. Local governments would need to more thoroughly consider how we communicate this work.

Inter-jurisdictional buy-in and harmonization

Inter-jurisdictionally, local governments need to agree to implement a Climate Budget, or an analogous project. The CRD has no jurisdictional authority to mandate the internal processes of individual municipalities. Individual local governments would need to commit internal resources and potentially create a mandate to implement this work.

Local Climate Budgets would need to be balanced against the granting requirements of higher levels of government. Because so much of municipal infrastructure funding is obtained through grants, or other cooperative funding processes, effort would need to be made to align the project with the direction of senior levels of government. Process development would need to balance individual municipal needs and inter-jurisdictional harmonization.

Appendix A – Agenda and Speakers

Agenda:

- Carbon and Climate Budget user experience fishbowl with...
 - Marc-Oliver Pepin: *Villa De Montréal*
 - Amber Weckworth: *City of Saskatoon*
 - Nancy Chow: *City of Edmonton*
 - Catrin Robertsen: *C40 Cities*
 - Mercedes Broda: *City of Calgary*
 - Claire Beckstead: *City of Calgary*
 - Brad Badelt: *City of Vancouver*
- Local Government Context with...
 - Rebecca Newlove: *District of Saanich*
 - Kira Gill-Maher: *Town of Sidney*
 - Nikki Elliott: *Capital Regional District*
- Climate Change Public Opinion and Engagement with Cara Pike: *Climate Access* and *RE: Climate*
- Workshop: Putting the Pieces Together with all attendees!

Appendix B – June 26, 2023 Meeting Notes

Graphic Meeting Notes (Fishbowl and Local Government Context)

THE FISHBOWL

- CARBON/CLIMATE BUDGETING
 - ↳ EVOLVING PROCESS
 - ↳ TRAJECTORY TO REACH NET ZERO * by 2050
 - ↳ INTEGRATE INTO SERVICE PLANNING
 - ↳ IDENTIFY GAPS
 - ↳ INCORPORATE ADAPTATION
 - ↳ ARE THERE GENERIC STEPS TO CARBON/CLIMATE BUDGETING?
- GETS DIFFERENT AREAS TALKING
 - ↳ BREAK INVISIBLE BARRIERS
- CLIMATE BUDGETING MAINSTREAMS CLIMATE INTO DECISION-MAKING ★

———— CITY-WIDE vs. CORPORATE ————

- PROGRAMS/POLICIES/PROJECTS (◉ COMMUNITY-LEVEL)
- CITY WIDE EMISSIONS → WE HAVE IMPACT.
"BUILD IT AND THEY WILL COME"
- APPLES and ORANGES in terms of financing

————

- ? HOW CAN WE SHARE BEST PRACTICES ACROSS THE COUNTRY?
 - ↳ INFORMATION DIGESTIBLE FORM → DECISION-MAKING
- ? WHAT ARE THE ADMIN COSTS?
 - ↳ pulling back from other projects
 - ↳ climate
- ? WHAT WOULD YOU DO DIFFERENT?
 - ↳ LESS EMPHASIS ON HOW TO QUANTIFY, * REQUIRES MORE TIME + PATIENCE
 - ↳ MORE ON HOW IT FITS INTO GOVERNANCE FRAMEWORK
 - ↳ FOCUS ON IMPLEMENTATION

Hand-drawn diagram: A banner at the top reads 'THE FISHBOWL'. Below it, three stick figures are shown with an arrow pointing to the right, labeled 'COUNCIL DIRECTION'.

THE GOOD

- ❑ BREAKS INVISIBLE BARRIERS
- ❑ FACILITATES CONVERSATION/LITERACY
- ❑ ACCOUNTABILITY $\Rightarrow$ TOOL TO SHOW LEADERSHIP
- ❑ USE INFORMATION TO LEVERAGE ACTION
- ❑ HIGHLIGHTS HOW FAR WE ARE

THE BAD

- ❑ NEED CONSISTENT TAXONOMY
- ❑ PRIORITIZATION
- ❑ DISTRACTING $\Rightarrow$ ADDITION PIECE
- ❑ FUNDING * RESOURCE INTENSIVE *
- ❑ NOT A SILVER BULLET
 - ↳ FOLLOW-UP WITH COST EFFECTIVE ACTIONS
- ❑ NEW AREA OF WORK

PUBLIC AWARENESS
WE RELY ON
COLLECTIVE ACTION
TO REACH GOALS

MORE GOOD

- ❑ OPPORTUNITY TO BUILD CAPACITY
- ❑ OVERTIME WILL IMPROVE CLIMATE LITERACY & PROMOTE PROJECTS THAT $\downarrow$ GHG EMISSIONS
- ❑ QUANTIFICATION USEFUL FOR PROJECT PLANNING

MORE BAD

- ❑ LABOUR INTENSIVE
- ❑ NOT ENOUGH DETAILS TO PLAN AHEAD
- ❑ QUANTIFICATION PIECE NOT THAT INFORMATIVE TO DECISION-MAKING

? FISHBOWL - QUESTIONS ?

- DO YOU HAVE EXAMPLES OF SMALLER JURISDICTIONS DOING THIS WORK? YES!
 - ↳ ALL MUNICIPALITIES IN NORWAY SOME very small!
 - ↳ START WITH WHAT YOU CAN CONTROL

- HOW DID YOU SET YOUR TARGETS? 
 - ↳ LOOKING @ SCIENCE-BASED METHODOLOGY TO LIMIT TO 1.5°C OF WARMING
 - ↳ BASED ON CLIMATE ACTION PLAN, USED GLOBAL FAIR SHARE CONSIDERATIONS * #S WERE
 - ↳ ANNOUNCE THE CONTRAVERSIAL
- CAN YOU SCALE of the PROBLEM.
 - ↳ CLARIFY THE SCOPE OF YOUR EMISSIONS?
 - ↳ COMPLETING CONSUMPTION-BASED INVENTORY

- ? HOW DOES RURAL HOUSING DENSITY PLAY IN?
- SPECIFIC FUNDING ASPECTS CHALLENGING

- ? WHAT ARE THE CONSEQUENCES OF GOING OVER TARGETS?

COST OF INACTION

↗

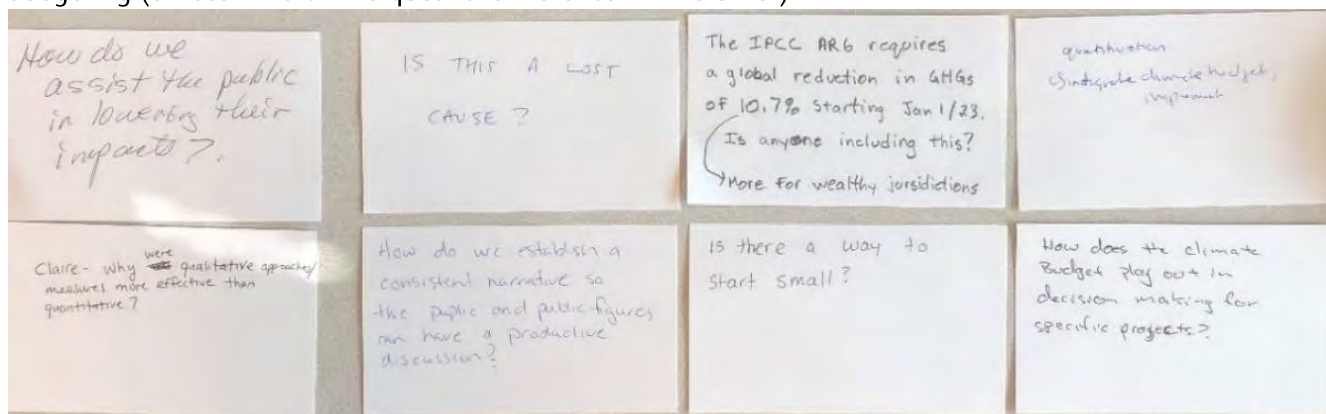
+

↘

MITIGATION
ADAPTATION

- ? DID THIS INFLUENCE DECISIONS AT COUNCIL?
- NOT YET; INFLUENCED AWARENESS/ATTENTION TO CLIMATE

Unanswered questions: To be noted as part of the ongoing conversation about carbon/climate budgeting (at least two online questions were lost in the ether).



LOCAL CONTEXT

DISTRICT of SAANICH
TOWN of SIDNEY
CRD

- CORPORATE ACCOUNT FOR ~1% OF TOTAL EMISSIONS

↳ IMPORTANCE OF CLIMATE LEADERSHIP

- LAND-USE DECISIONS → COMMUNICATION, ADVOCACY, PROVINCIAL POLICY
- ↳ CLIMATE ADAPTATION STILL IN EMERGENCE

- ↓ 50% by 2030 ↓ 100% by 2050

- TARGETS SET ON "CHANCE" THAT WE MAY NOT REACH THEM → WHY? allowing uncertainties
- ↳ EMISSIONS MUST REACH ZERO AS SOON AS POSSIBLE

- CONSUMPTIONS-BASED INVENTORY

* FOOD * ← high-carbon food types

- IMPLEMENTATION REQUIRES PARTNERSHIP

- REPORTING ANNUALLY for ACCOUNTABILITY

↳ WORKING AT GETTING BETTER DATA THROUGH COLLABORATION

- SMALLER GOVERNMENT SIZE = GOOD FOR CROSS-

COMMUNICATION

- CLIMATE INTERACTS w OTHER PLANNING

- GLOBAL FAIR SHARE TARGET → EQUITY

sea level rise

- SIDNEY'S UNIQUE VULNERABILITY TO CLIMATE IMPACTS
- TARGET BARRIERS THAT THE COMMUNITY FACE

↳ PRAGMATIC APPROACH, ↑ AWARENESS

- CORPORATE TRANSPORTATION & BUILDINGS

↳ GOT THE LOW-HANGING FRUIT

↳ WHAT'S NEXT? \$ \$

- MORE TIME/RESOURCES TO DO THE BUDGET
- = AND THE PROJECTS

- CRD CORPORATE POLICES

① green fleet ② green building
③ carbon price

WHO SHOULD DO THE BUDGETING?

Presentation Slides: Setting the Local Context

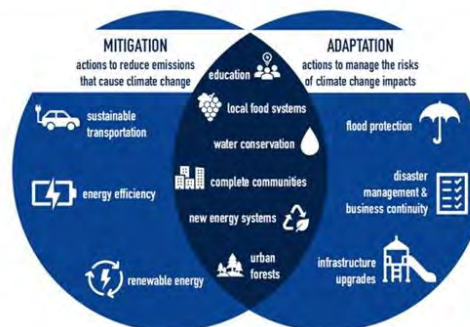
Setting the Local Climate Action Context

Rebecca Newlove, Manager of Sustainability, District of Saanich
 Kira Gill-Maher, Climate Action Coordinator, Town of Sidney
 Nikki Elliott, Manager, Climate Action Programs, Capital Regional District



Considerations

2020 Capital Region Community Energy Emissions



High ← Local Government Relative Influence of GHG Emissions → Low

Municipal infrastructure, buildings and fleet.

Transportation network
Land use patterns
Solid waste
Building efficiency standards

Transportation mode share
Residential and business energy efficiency
Food security

Air travel
Industrial energy efficiency
Vehicle standards
Energy utilities

Climate Action Implementation



Infrastructure Investments



Policy and Regulation

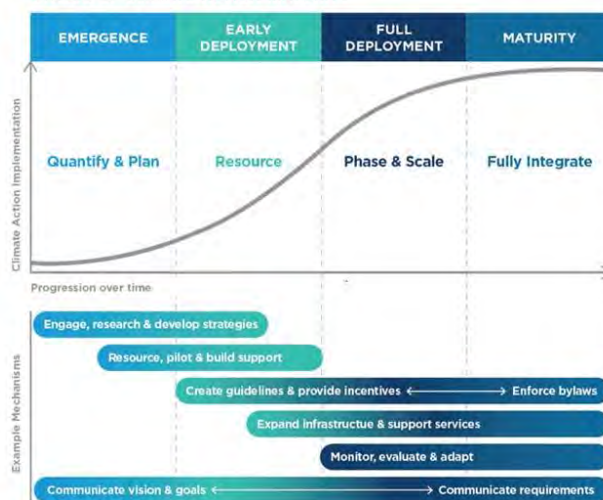
Advocacy and input to Provincial & Federal policy, regulations & programs



Outreach

Community Programs & Incentives

STAGES OF CLIMATE ACTION MATURITY



City of Victoria, 2022

District of
Saanich –
Implementing
our Big Climate
Plan Moves



District of Saanich Climate Goals/Targets

Community-wide Targets



Corporate Targets



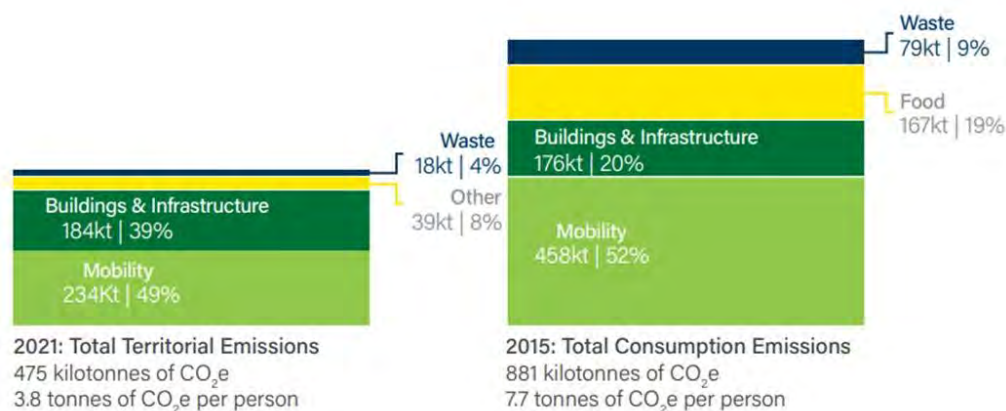
Establishing Climate Goals/Targets

- A carbon budget is distinct but related to setting GHG targets
- 2018 IPCC Special Report (SR15) - provided multiple estimates for the remaining global carbon budget
- Dependent upon different scenarios for limiting global warming to 1.5°C
 - 66.6% chance = 420 GtCO₂ remaining (as of 2018)
 - 50% chance = 580 GtCO₂ remaining (as of 2018)
- Basis for our climate targets
 - Estimated a 45% reduction in global emissions needed by 2030 (from 2010 levels); and
 - Zero carbon by 2050

Assumptions & Uncertainties

- Permafrost thawing, methane release from wetlands = 100 GtCO₂
- Transient Climate Response to Cumulative Carbon Emissions = ±400 GtCO₂
- Uncertainties in levels of historic warming = ±250 GtCO₂
- Non-CO2 mitigation strategies = ±250 GtCO₂

Saanich GHG Emissions Inventory



Saanich Climate Plan Focus Areas



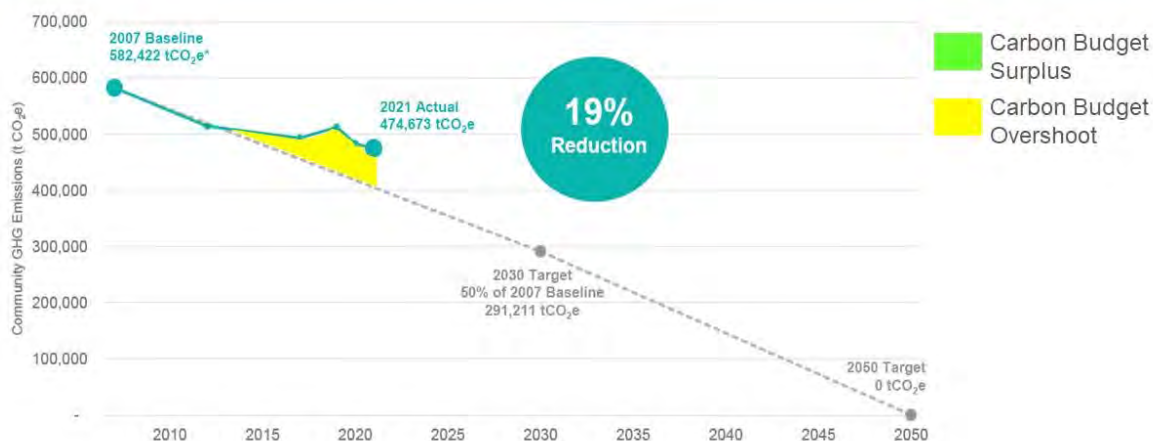
Focus Area Content

- Vision
- Metrics (Objectives) – indicators and targets
- Overarching Strategies
- Actions (total of 131 actions)

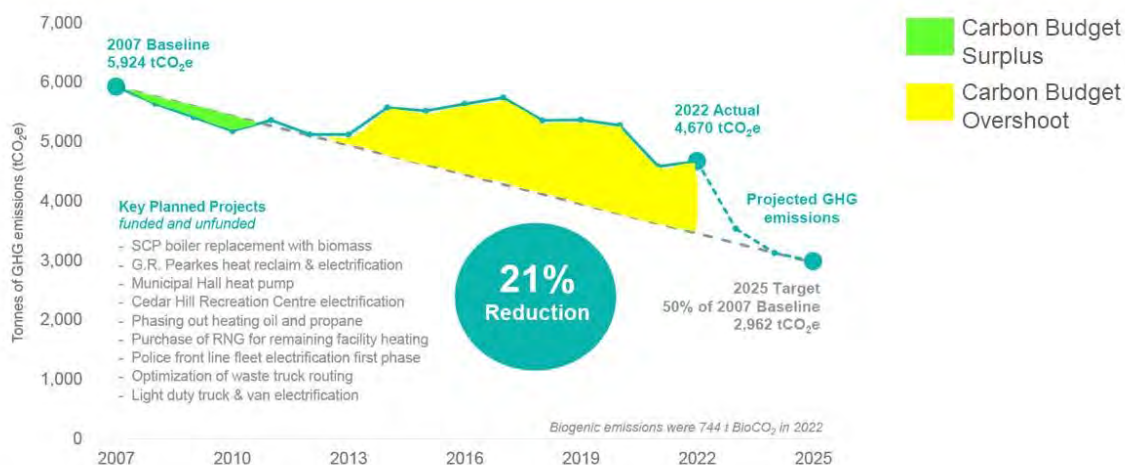
Saanich Climate Plan - Implementation



Progress on 2021 Community Emissions

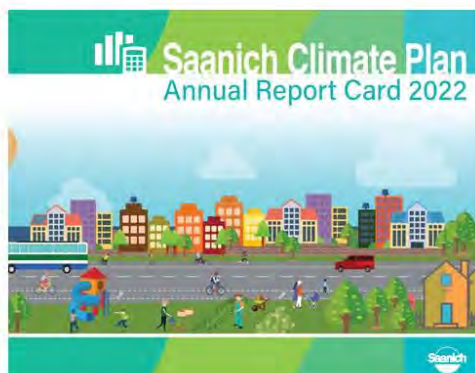


Progress on 2022 Corporate Emissions



Reporting, Transparency & Accountability

- Annual GHG Inventories & sub-metric measurement and monitoring
- Annual Climate Plan Report Card
 - Climate Action Working Group
 - Climate Plan Monitoring & Reporting Framework
 - Clearly assigned responsibilities
- Globally
 - CDP (Carbon Disclosure Project) & Global Covenant of Mayors
- Provincially
 - LGCAP (Local Government Climate Action Program)
- Financial – Task Force on Climate-Related Financial Disclosures



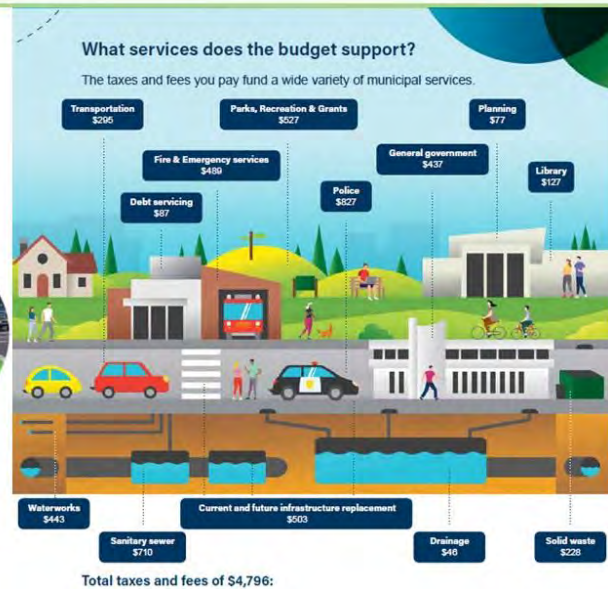
Climate Budgeting & Decision Making

- Carbon Budget - distinct from Climate Budgeting
- Key Budget Focus Areas – aligned with Climate & Sustainability

Key 2023 projects

- Shelbourne Street Improvement Project Phase 2 – \$22.8M
- Sidewalk and cycling Installation Program – \$3.6M
- Fleet, IT & other capital replacement for protective services – \$1.6M
- Lochside/Fowler Park Renewal Phase 2 – \$850K
- Pearkes HVAC upgrades – \$3.1M
- Tree and Trails Programs – \$1.3M

For detail on more capital projects go to the [Capital Projects Guide 2023](#)



Climate Budgeting & Decision Making

- Saanich Financial Plan & Budget
 - Provides funding for planned and ongoing activities that deliver on the Strategic Plan
- Strategic Plan
 - Aligns with OCP 'Sustainable Saanich'
 - Informed by Strategic Plans & Policies e.g. ATP, Climate Plan, Housing Strategy, Facilities Masterplan



Examples of Evaluating GHG Emissions to support Budget

- Building Retrofit Strategy actions e.g. Oil to Heat Pump Financing Program, Revitalization Tax Exemption
- E-Mobility Strategy actions e.g. EV Ready Plan and E-Bike incentives
- Corporate facility upgrade projects e.g. Pearkes, Cedar Hill Rec Centre
- Grant applications - Rutledge Park Splash Park and Shelbourne Street Improvements Project Phase 2

Saanich Climate Plan Next Steps



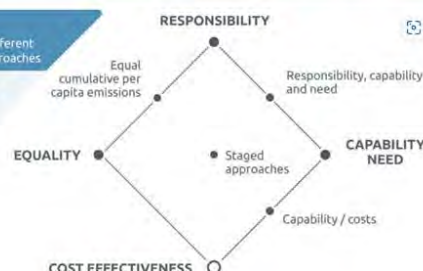
- Updated Climate Plan – 2025
- CDP A-List City & Race to Zero Cities commitment - Global Fair Share Target
- Global Fair Share Target
 - Allocates remaining budget to different regions based on historic responsibility, financial capacity to respond etc.
 - Several methodologies available
- Reach net zero as soon as possible
- While also addressing Climate Adaptation and Sustainability Values
 - Cost of Doing Nothing
 - Innovative and new funding opportunities

FAIR SHARE

Defining what is fair through different categories of effort sharing approaches

Each category emphasises one aspect of effort-sharing. These different perspectives sometimes result in very different outcomes.

Source: Höhne, den Elzen, & Escalante, 2014



CANADA'S FAIR SHARE (at least 140% or 1,039 Mt) =

60%
(445 Mt CO₂e)

domestic emissions reduction

AT HOME

Our domestic GHG emissions need to be cut by **at least 60% below 2005 levels by 2030**, with a view of fully decarbonizing the Canadian economy to achieve **net zero domestic GHG emissions as early as possible before 2050**.



80%
(594 Mt CO₂e)

emissions reductions abroad

INTERNATIONAL

Canada's fair share also means helping developing countries to reduce GHGs. This includes Canada providing **at least \$4bn USD annually by 2020**.

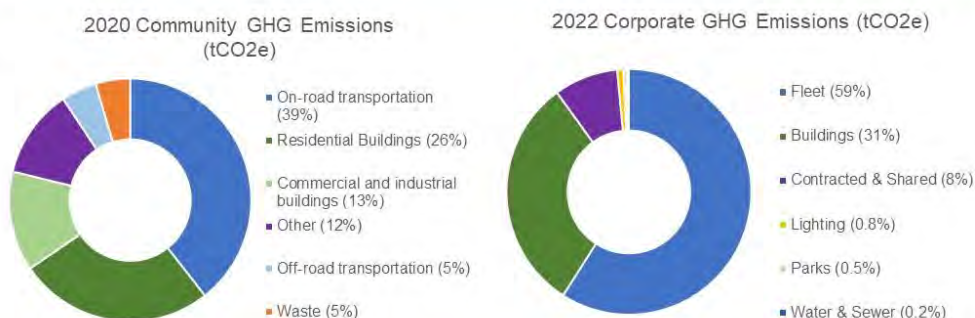
Source: ClimateActionNetwork.ca

Town of
Sidney—
Implementing
our Big
Moves - a
Small(er)
Community
Perspective



Sidney and Climate Change

What are the biggest GHG emissions sources?



What are the community's Climate Risks?



Less Predictable
Precipitation



Increasing
Temperatures



Sea Level
Rise

Sidney and Climate Action

How is Sidney advancing climate action?

Following the updated Climate Action Plan (2022)
Interdepartmental and intergovernmental collaboration

Prioritizing actions in high emissions sources categories

- **Community:** Transportation (44%), buildings (39%)
- **Corporate:** Transportation (59%), buildings (31%)

Prioritizing actions that respond to Sidney's local climate risks

- **Ongoing:** Integrating climate change risk information into decision-making
- **Project-based:** Sea level rise adaptation project
- Emergency management planning

How does Sidney track and report?

Tracking internally

- Action tracking spreadsheet

Reporting externally

- Town Annual Report (starting 2023)
- Provincial reporting: LGCAP (previously CARIP)

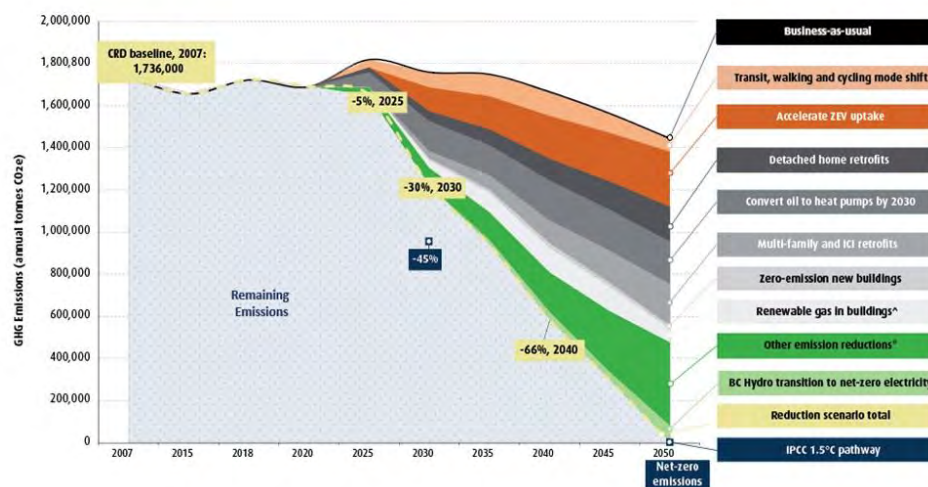
Leveraging regional tracking & reporting

- Community emissions inventory (Released biannually by CRD)
- Regional climate risks assessed by CRD & Province

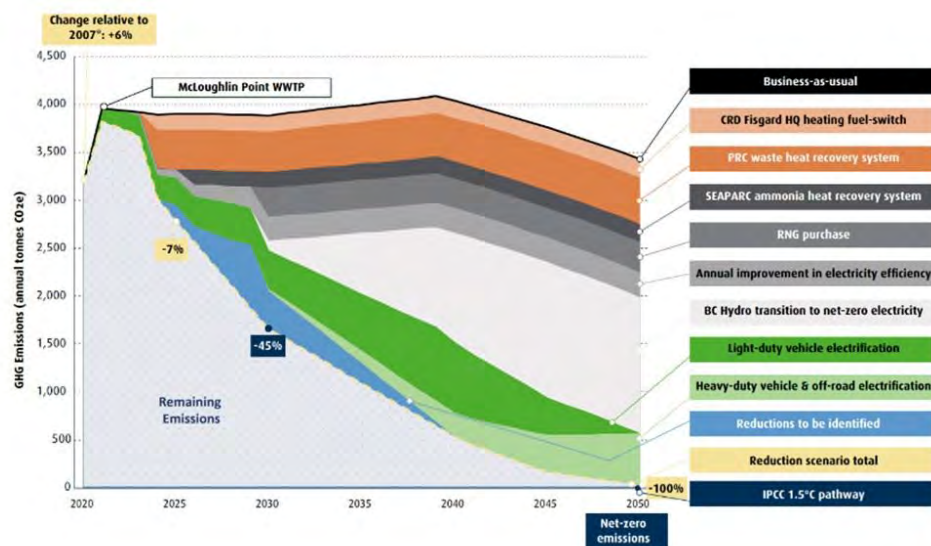
Capital Regional District— Implementing our Big Moves



Community Emissions Reduction Plan



CRD Corporate Emissions Reduction Plan



CRD

Climate Action Strategy



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

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



Climate Focused
Decision Making



Sustainable land use,
planning and
preparedness



Low-carbon mobility



Low-carbon and
resilient buildings
and infrastructure



Resilient and abundant
nature, ecosystems
and food systems



Minimized waste

Climate Focused Decision Making



- Data and research
 - Corporate and community GHG tracking
 - Climate impacts
- Corporate policies and procedures
 - Service planning
 - Procurement (various)
 - Asset management
 - Risk
 - Etc.
- Capacity building and education
- Staff report implications
- Annual progress reporting



Remaining Goal Areas



- Monitoring of various regional indicators (land use, transportation, GHGs)
- Administer various inter-municipal/inter-agency committees (climate, planning, transportation, emergency management, invasive species, etc.)
- Emergency management in EAs



- Managing and expanding regional trail system
- EV infrastructure planning and investments
- Board transportation priorities (active transportation) and governance discussion



- Retrofit programming
- Step Code policy support
- Climate impact data procurement and training



- Regional parks management and acquisition
- Drinking water supply
- Watershed protection and invasive species programming



- Solid Waste Management Plan implementation
- Landfill gas capture and use

Presentation Slides: Cara Pike, Re.Climate Communicating for Change



Re.Climate is Canada's new centre for training,
research and strategy on climate change communication
and engagement at Carleton University.

Re.Climate



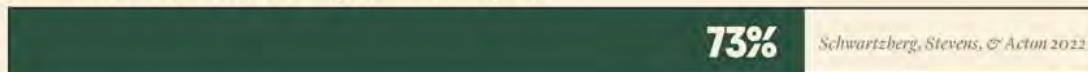
Welcome!

WHAT DO CANADIANS REALLY THINK ABOUT CLIMATE CHANGE?

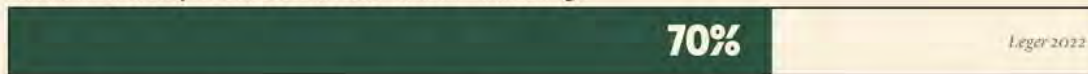
A Summary of Public Opinion Research and Tips for Communicators
2023

Concern about climate change

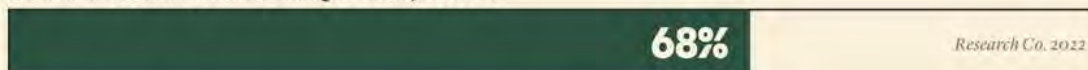
Canadians feel we are experiencing a climate emergency



Canadians are very worried or worried about climate change



Canadians feel that climate change is a major crisis



Climate change is an emergency that must be stopped no matter the cost

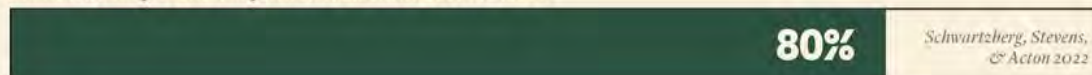


“Canadians have a view about where ‘the puck is going’ and believe that the investments will flow to lower carbon innovations wherever possible. They both have confidence that we can succeed in this evolving global economy and want policy that helps Canada adapt and benefit from these trends, rather than avoid or ignore the trends.”

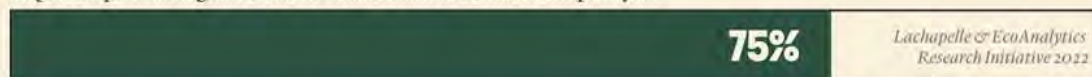
BRUCE ANDERSON
Chairman, Abacus Data

Extreme weather

Climate change is making extreme weather events worse



Report experiencing extreme weather-related events in the past year



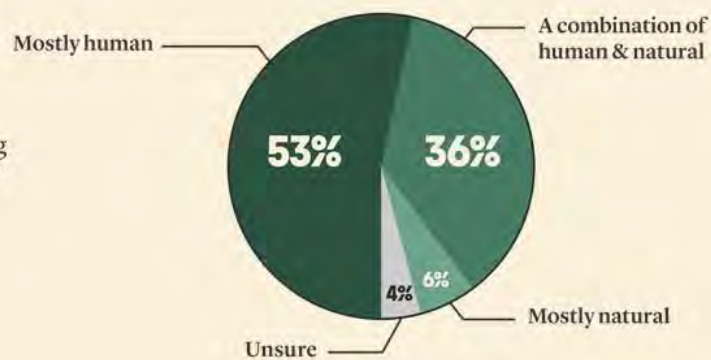
Think extreme weather events will occur more often



Is it us?

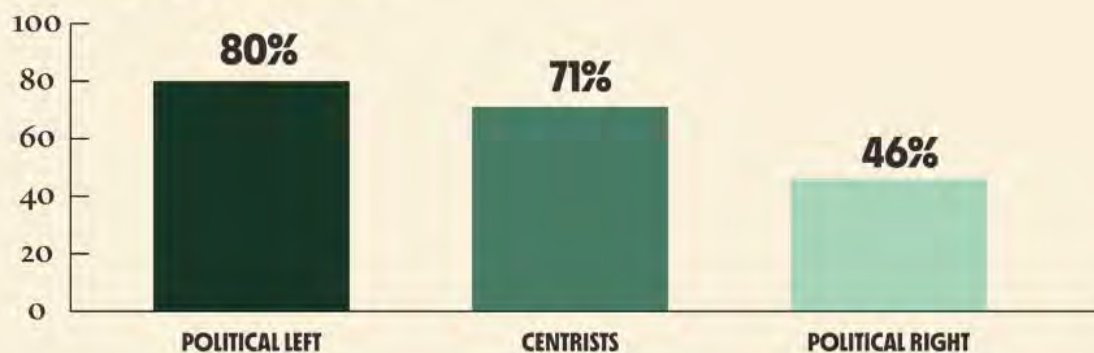
“Is the Earth getting warming because of human activity?”

Source: Lachapelle & EcoAnalytics Research Initiative 2022



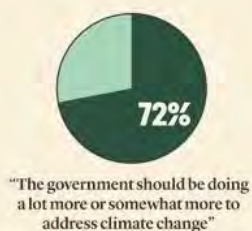
A political divide

"Climate change is a major threat."



Source: Pew 2022

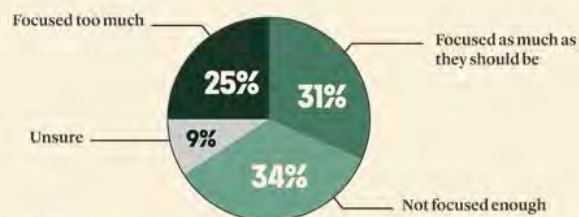
Demand for action



Source: Latchapelle & EcoAnalytics Research Initiative 2022

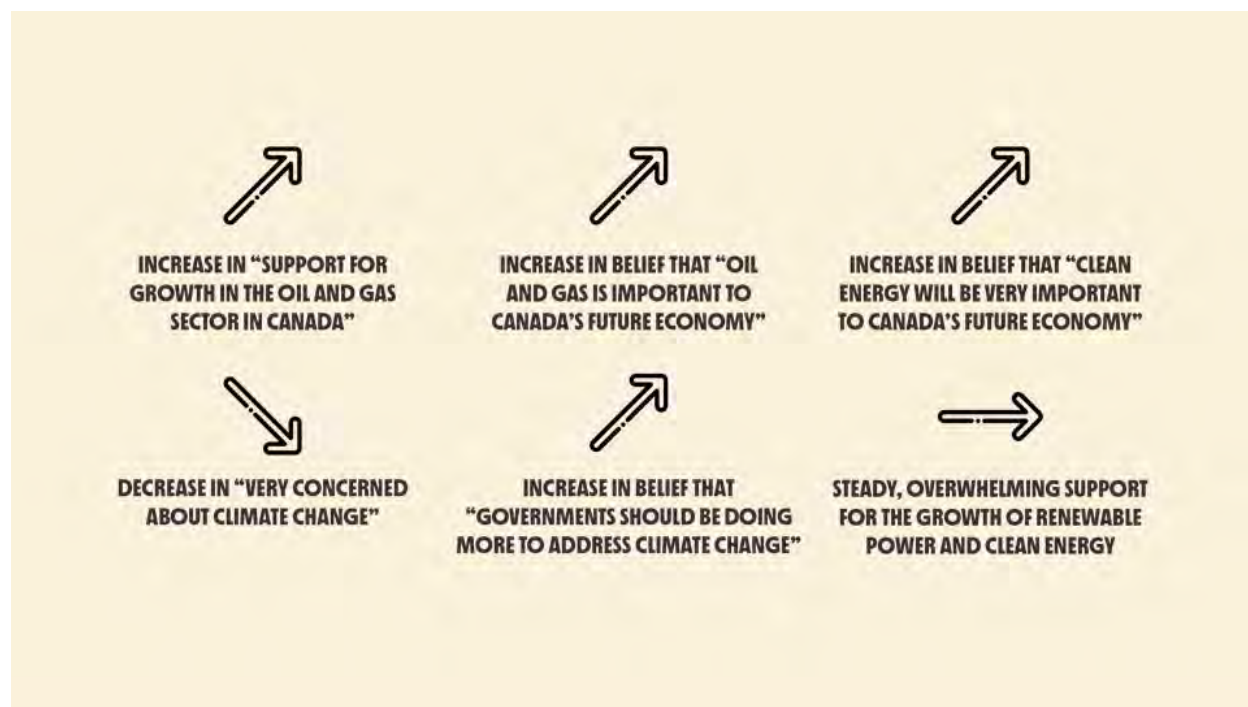
Satisfaction

Q: "To what extent are Justin Trudeau and the federal government genuinely focused and working hard to deal with climate change?"



Due to rounding, total may not add up to 100%

Source: Abacus 2023

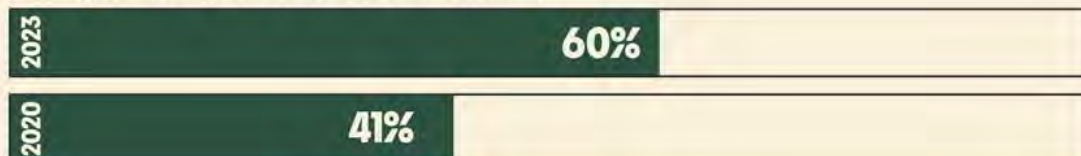


ENERGY TRANSITION

Charge in all directions

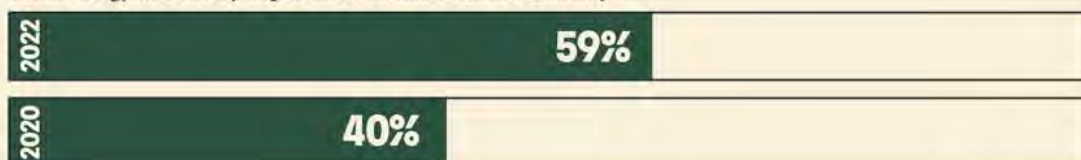
Clean energy and fossil fuels

Oil and gas will be important to Canada's future economy



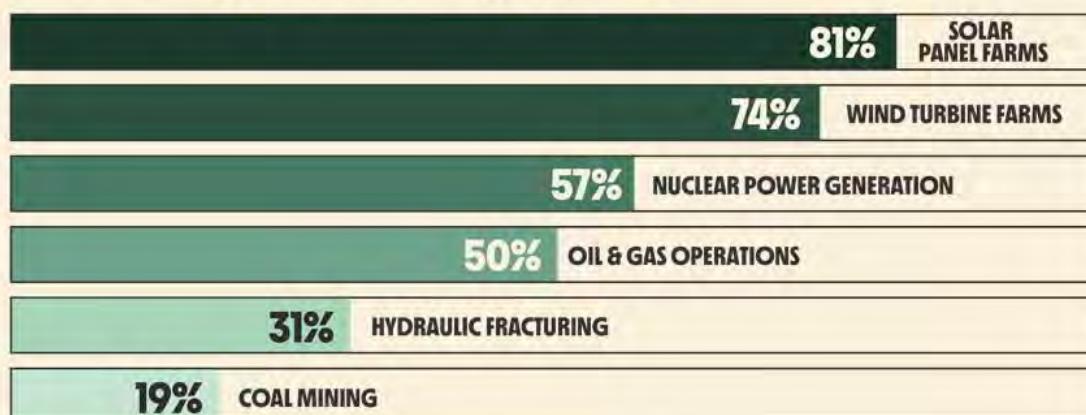
Source: Nanos 2023

Clean energy will be very important to Canada's future economy



Source: Abacus 2022

Canadians' support for different types of energy

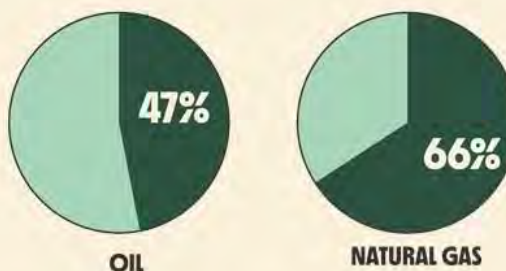


Source: Angus Reid 2023

Gas vs. oil

"Canadian public policy should put a priority on making sure we are highly competitive in this sector."

Source: Abacus 2022



Can exports from oil and gas combat climate change?

Do you agree, somewhat disagree or disagree that exports from Canada's Oil and Gas sector can contribute to combatting global climate change if our exports displace energy sources in other countries that are more damaging to climate?



Due to rounding, total may not add up to 100%

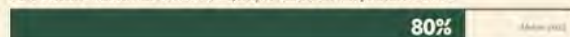
Source: Nanos 2022

Support for clean energy

Support expanding solar power



Believe electric vehicles will become the majority of vehicles at some point in the future



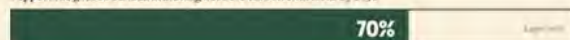
Support governments using policy measures to encourage more people to choose electric vehicles instead of ICE vehicles



Support expanding wind power



Support the goal of Canada achieving net-zero carbon emissions by 2050



Support a requirement that electricity generation in Canada should be from only sources that don't emit greenhouse gases by 2035



Support investing heavily in electricity technologies like wind, solar and hydro with storage options ensuring a reliable transition to a 100% renewable electricity system by 2035

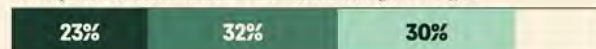


Support the federal government stepping in and imposing penalties on vehicle manufacturers who do not produce and sell more zero-emission vehicles



Misinformation & confusion

"Oil companies have hidden evidence of human-caused climate change since the 1970s."



"Canadian doctors believe climate change is a public health emergency."



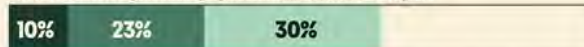
"Renewable energy prices are more stable and predictable than prices for oil and gas."



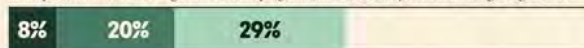
"You cannot power an industrial economy with renewable energy alone."



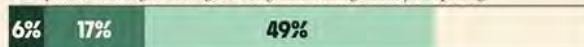
"We can continue to expand oil and gas production and reach our net zero goals."



"If we protect more land through conservation programs, the affordability crisis in housing will get worse."



"Solar panels emit more greenhouse gases during manufacturing than they end up saving."



completely true mostly true not sure

Sources: Ipsos/pollific @ Ipsos Analytics Research & Innovation team

“This kind of confusion, and the misinformation that feeds it, is a vulnerability for the social acceptability of a clean energy transition.”

ERICK LACHAPELLE

Professor of Political Science, Université de Montréal

CHALLENGE

What are the problems we're facing and the context they're happening in?

Example: Climate impacts are already causing harm and are on pace to continue.

CHOICE

What action must be taken and why now?

Example: Motivate support for policies that emphasize safety and protection.

OPPORTUNITY

What are the benefits of taking action?

Example: Investment at community scale means less damage and quicker recovery.



NARRATIVE STRUCTURE

CHALLENGE

What are the problems we're facing and the context they're happening in?

Example: Rising energy poverty

CHOICE

What action must be taken and why now?

Example: Small-scale community energy projects affordable through cooperative or subsidies

OPPORTUNITY

What are the benefits of taking action?

Example: Lower energy bills, community pride, jobs



Entry Points for Centre and Centre-Right

1

Preparation, protection, safety to deal with wildfires, flooding, heat-stress, infection disease.

2

Health and air pollution – indoor and outdoor.

3

Nature protection, restoration.

4

Affordability and clean energy.
Less waste and retrofits.
Economy and jobs.
Mental health.
Food and water security.

Powerful (Plain) Language

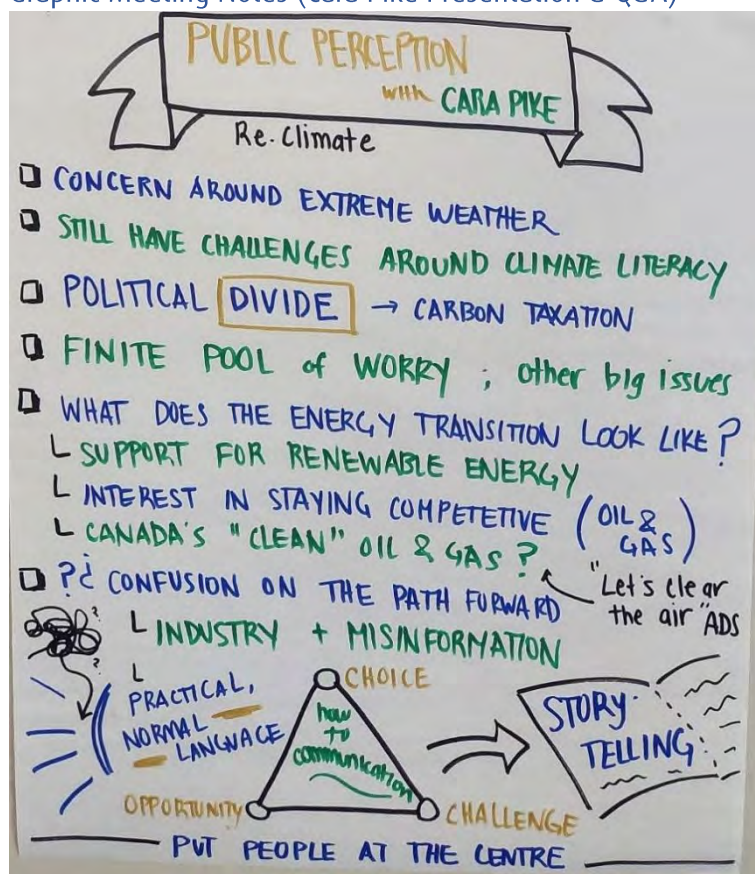
INSTEAD OF...

Economic benefits
Just transition, equity + inclusion
Social
Environment
Low-carbon
Mitigation + emissions
Adaptation

CONSIDER...

→ Good, stable jobs, new businesses
→ Putting people at the heart, fairness, accessible for all
→ Communities, neighborhoods, families
→ Nature, forests, animals, rivers, oceans, food, clean water
→ Pollution-free, modern, clean
→ Pollution, heat-trapping blanket
→ Actions to reduce risk and vulnerability of damage

Graphic Meeting Notes (Cara Pike Presentation & Q&A)



QUESTIONS for CARA

- ? HOW MUCH DID IT MATTER WHAT PUBLIC PERCEPTION IS BEFORE WE ACT? *gamification*
- ❑ AS GOVERNMENTS IT'S YOUR JOB TO LEAD, BUT WHERE ARE THE BARRIERS? — *polarization*
 - └ lack of social norms
 - └ fatalism
 - └ addressing misinformation
 - └ opportunity for collective action
 - ❑ BEING PROACTIVE vs. REACTIVE

- ? AGREE ABOUT CLIMATE EMERGENCY, BUT NOT THE STEPS TO GET THERE? WHAT IS PURPOSE of THIS MEETING?
- ❑ SCIENTISTS AGREE ABOUT CLIMATE ONLY
 - ❑ PROBLEM IS OIL & GAS. LET'S START TALKING ABOUT IT
 - ❑ BRING PEOPLE ALONG → HOW TO HAVE HONEST CONVERSATIONS THAT COUNT

- ? HOW DO WE OVERCOME COST ON FAMILIES TO CREATE MORE BUY-IN?
- ❑ LOTS of EXISTING COMPASSION
 - ❑ BE REAL ABOUT CHALLENGES
- PEOPLE ARE RESPONDING EMOTIONALLY
- HOW IS THIS IMPACTING YOU?

BUILD ON LOCAL MINDSET. HOW TO ASSIST RESIDENTS IN ACHIEVING GOALS. COMMENT?

- ❑ COMMUNITY CLIMATE LEADERS → go through what local government has to address climate change
- ❑ local government role to show that this problem is not far away.
- ❑ ↑ SIGNAGE ✓ TO HIGHLIGHT CLIMATE WORK

IT'S HARD TO SEE A TRANSITION WHEN YOU ARE IN THE THICK OF IT.



General information was shared today, but step by step for each municipality how can we implement?

Education points out that people "pollution" used in the room since being elected - good to have simpler language

Cost was communicated

Gap during the day: the public not in attendance

public drives political will

radically transparency is needed

JUST THE FACTS.

WHAT HAPPENED TODAY?

THE WHAT

Corra suggested we use stories to communicate

Education points out that people "pollution" used in the room since being elected - good to have simpler language

Cost was communicated

Gap during the day: the public not in attendance

public drives political will

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Updating latest IPCC budgets...

Starting Jan 2023	"Warming: 1.5°C" (range 1.4-1.6°C)	"Warming: 2°C" (range 1.8-2.5°C)
Remaining global budget	260 GtCO _{2e}	180 GtCO _{2e}
Remaining part of current CO _{2e} emissions	0.4	19.1
Exponential global % annual reduction rate	1.0%	1.1%
% budget being used per month	0.3%	0.4%

1. Total budget from 2023 to 2100 (based on an assumption of 1.5°C)

Radical transparency is key - being clear how we are doing this and pushing us to improve

Our budgets are decided based on what we are used to spending on a normal day, we need to change that paradigm and increase budgets.

There are real immediate financial barriers and there's a danger of leaving those people behind. The poor bear the brunt of impacts.

looking behind is not as useful as looking toward a goal. Still a reduction of GHG but also all other goals

getting into the weeds and creating more complexity is not as important as honest and open communication of a political debate

Leadership responsibility to push transformation - easy to understand language

It's the right thing to do in absence of target does work in principal, but making it more consistent is necessary

parallel process similar to community plans feeding into regional plans

CRD can help equalizing regionally while still acting on local priorities specific to each municipality

Be honest of improvements as well as failure

Can we keep every municipality to the same budget given capacity and finance limits?

Stories help us to not underestimate kids, the public.

Simplified language = stronger language

We need to embrace changes culturally

SO WHAT?

WHAT DOES THIS MEAN FOR THE INVESTMENT IN THE CLEAN FUTURE COSTS AND BENEFITS CARBON / CLIMATE BUDGETING IN OUR REGION?

concern that \$ of plan and time to make plans may "eat into" time we have left. At the same time, benefits may allow deeper understanding of results of actions taken.

Competition helps create reflection and action. Does the CRD have a role in a bringing together sense or does competition make us better?

spending what it takes to win and letting the public decide

is a budget

is a budget

Can you tell us how much a costs, how do we do a carbon budget?

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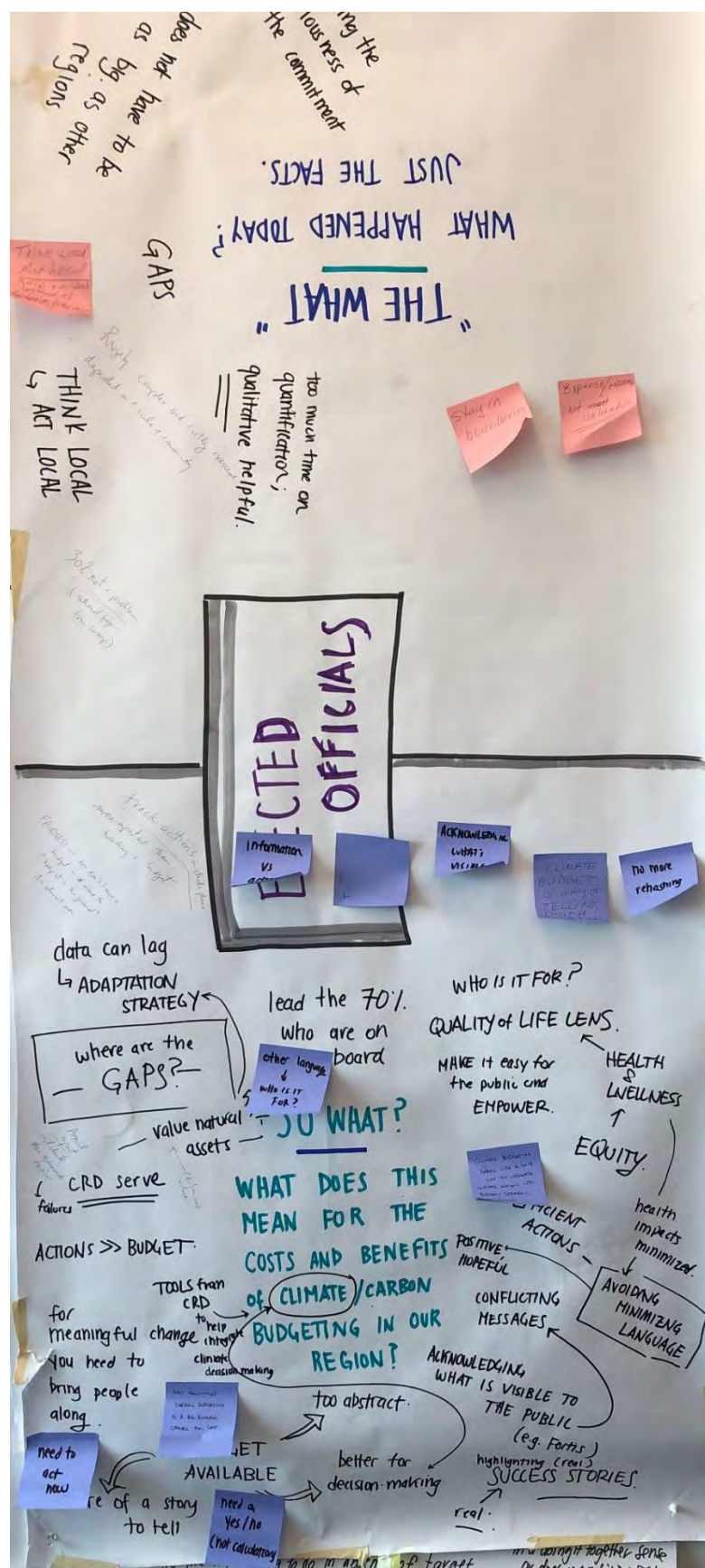
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is a budget

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“What” section transcription:

So much misinformation driven by fossil fuel companies.

Climate action is already embedded in local CRD municipal processes (OCP, Strategic Plans, Etc.).

In other provinces big municipalities did climate budgeting but it didn't impact decisions made by council.

We need to normalize solutions.

Get to near zero ASAP.

People are worried about climate change but confused about solutions.

Make it easy for people to adopt climate solutions.

We need more money!!!

Carbon budgeting account needs more staff to help lead this work.

Plain language is important to use when communicating to the public.

Quantification of GHGs might not be the first thing to do or focus on.

Ensure a climate lens is applied to projects to bring climate into day-to-day work—spend time ensuring this rather than doing a climate budget + GHG accounting.

Limited capacity – Financial, Staff capacity/time.

Cara suggested we use stories to communicate.

Efficiency of spend \$.

Remember the children.

Leave no one behind.

Edmonton points out that people blanched when the cost was communicated.

First time hearing “pollutions” used in the room since being elected – good to hear similar language.

Gap during the day: The public was not in attendance, public drive political will, radically transparency is needed.

General information shared today but step by step for each municipality how can we implement?

It's OK to have transparency to fail.

Change is fast and evolving.

Different communication environment – It's OK to share the TRUTH – promotes capacity building.

1-4% of GHGs are corporate versus community.

Tracking indicators is hard to connect to what you need to do (Saanich example, high level to explain where we are at)

Quantification focus initially versus qualification. Both are important but starting seems to be that qualitative aspects are more useful to get systems in a place to build capacity.

What works versus didn't work to influence decisions: qualitative, project level work vs. broader not attached to action?

Need to understand focus to know what's needed to change municipality policy.

Education → Empower residents, help educate on how to do attainable actions – what is the best alternative.

Language used around this topic and public can only take in so many facts. Need to absorb through stories.

Climate budget has been useful in getting the organization on the same page.

Can be resource intensive.

Public is often fatalistic and numbed to climate change.

Climate budget = cost of climate action projects.

Carbon budget = GHGs of climate + other projects + operations → Hard.

Cost of climate change → cost of inaction.

Public is divided on renewables and oil/gas; polarization is manufactured and poses huge barriers.

Communicate the scale of the issue → qualitatively is often enough.

Carbon budgets and climate budgets are not the same!

Quantifying GHGs doesn't support decision-making. It shows where you were.

GHG inventories are following similar pathway to evolution of asset management.

Does not have to be as big as other regions.

Think local act local | help residents instead of lecturing/shaming.

Pushing the seriousness of the commitment.

Too much time on quantification; qualification helpful.

Stay in boundaries.

Expense/resource not valuable.

Highly complex and costly exercise.

Dependent on scale of community.

30% not a problem (national figure from surveys).

“So What” section transcription

Focus on building governance processes/systems and effective actions.

Granting bodies need to be faster and give more money to more people to help with climate action.

How does sustainability best get integrated into our local government processes? How do we all (staff across all departments) get aligned?

We have less carbon budget left than I originally thought. Have to get to net zero faster!

Embed sustainability staff in other departments.

Need a BC MURB heat pump rebate program.

Provide training for staff on climate topics (solar PV for electricians, etc.)

Need more jurisdictional powers or aligned BC +Fed action to phase out gas+oil productions.

Need more progressive tax system.

Get \$\$ from provincial + federal governments—they can raise taxes in a less flat way.

Radical transparency is key- tell truth! How are we doing this to ensure public is push us to improve?

Can we keep every municipality to the same budget given capacity v financial limits→CRD can help equalize regionally while still asking hard questions specific to each municipality?

Parallel process similar to community plans feeding into regional plans.

Be honest of improvements as well as failure.

Our budgets are decided based on what we are used to spending on a normal day, we need to change that paradigm and increase budgets → yes but...

Stories help us to not underestimate kids, the public.

Let's adopt a simplified carbon budget showing our failure in context with carbon in atmosphere. Bottom line.

Simplified language=stronger language.

It is not enough to have us list actions we are taking ... we need to show results with a budget→Competition to race to the top not the bottom.

Benefit to doing this together to be able to compare regionally is important.--> need time during roundtables at committee.

Spending what it takes to win and letting the public decide (Seth Klein) → is a budget what it takes?-> is it a question of either/or both? Can we do it all?

There are real immediate financial barriers and there's a danger of leaving those people behind. The poor bear the brunt of the impacts.

Looking behind is not as useful as looking toward a goal. Stull a reduction of GHG but also all other goals.

WE need to regularly show the public where we are failing to hit targets so they push us.

CRD should embrace a carbon budget for all municipalities.

Concern that \$ of plan and time to make plan may "eat into" time we have left. At the same time, benefits may allow deeper understanding of results of actions taken.

Getting into the weeds and creating more complexity is not as important as honest and open communication with the public and political officials.

Political will needs public energy & push.

Leadership responsibility to push transformation-easy to understand language.

It's the right thing to do in absence of target does work in principle but making it more consistent is necessary.

Competition helps create reflection and action.

Does the CRD have a role in a doing it together sense or does competition serve use better?

Regional vs. municipal. For example, may see increased GHG emissions in Victoria if all the densification happens at the core. How does per capita fit in?

Scenario building for carbon budgeting? What does the region have to look like to meet our goals? (density, transit, drive, asset, etc.).

Big picture “carbon budget” information good to have to re-focus and help municipalities focus on Climate Action Plans.

RGS opposition? Staff level opposition versus political?

There is different capacity of staff across the region. Important to have staff understand concepts to present policy options.

Different capacities across municipalities based on rural/urban, budget size, types of policies that would increase/decrease emissions.

Need to be able to build upon existing tools to be relevant to municipalities.

CRD a source of capacity building?

Support multi-criteria decision-making template? Qual/quant? Tool? That can be enhanced.

Buy-in with community. Best approach for residents – how to empower?

Process of learning, going to change.

Carbon/climate budgeting is important if they drive the policy we need to see.

Benefits need to be short term to be tangible to the public.

Risk of big picture benefits getting lost in the budgets

Need to be plain language for the public to follow.

Speakers noted current work has not influenced decision-making (GHG-lagging indicator)

Seasonal/variability means annual measures have uncertainty – rolling measures.

Encourages early investment in climate action – more action = less reaction.

Helps identify gaps in climate plan – scale of investment matches target ambitions.

Tough for smaller communities to engage – not a lot of experience and resource intensive.

Can skew project benefits: municipal hall retrofit is high \$\$\$, low carbon VS. municipal building regulations is low \$ to municipality and high carbon benefit.

Carbon budgeting consumes staff resources through lost action and reporting opportunities. Is there a net benefit?

Not sure how you factor in actions from other levels of government.

Carbon budgets are often too technical for public risk of getting lost in the weeds.

Risk of getting caught up in the details (weeds).

Track actions in Climate plan

More input at making a budget.

Fairness- we don't have a budget "we need to keep it in the ground" it's almost over.

Lead the 70% who are on board.

Data can lag → adaptation strategy ← value natural assets → cash in on value.

Annual report includes climate action plan achievements fairer → failures.

Who is it for?

Quality of life lens ← health and liveness ← equity health impacts minimized → avoid minimizing language → efficient actions positive and hopeful.

Climate budgeting seems like a good way to integrate climate action into Budget/Strategic Planning.

Climate Budgeting is a way of telling the truth to (ourselves and the public).

Tools from the CRD to help integrate climate decision making.

Acknowledge what is visible.

Information vs action.

Need to act now.

No budget available → more of a story to tell to abstract better decision making.

Acknowledge what is visible to the public (e.g., Fortis) → conflicting messages.

Highlighting success stories (real).

Make it easy for the public and empower.

Need a yes/no (not calculation).

Feedback Stickies:

Every CRD meeting I have attended is behind schedule. Pls allow adequate time. It was a good agenda.

Kara's presentation was excellent and spoke to me as a climate lay person.

Thought provoking! Lots to learn, lots of thoughts and great presentations.

This was great! Lessons learned was great.

CLIMATE BUDGETING:

Transforming governance to mainstream climate action



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C40

C40 is a network of nearly 100 mayors of the world's leading cities who are working to deliver the urgent action needed to confront the climate crisis and create a future where everyone, everywhere can thrive. Representing 582+ million people and one-fifth of the global economy, mayors of C40 cities are committed to using a science-based and collaborative approach to help the world limit global heating to 1.5°C, and build healthy, equitable and resilient communities.

Arup

Arup is the creative force at the heart of many of the world's most prominent projects in the built environment and across industry. Working in more than 140 countries the firm's designers, engineers, architects, planners, consultants and technical specialists work with clients on innovative projects of the highest quality and impact.

Arup has worked with C40 since 2009 to develop strategic analysis and research that is central to progressing the understanding of how cities contribute to climate change mitigation and adaption. The partnership supports a strong analytical research agenda while helping city actors to identify opportunities, collaborate and develop deliverable solutions to accelerate and expand action on climate change.

[@c40cities](#) [@Arup](#)



EXECUTIVE SUMMARY



Cities have made progress on greenhouse gas (GHG) reductions but require a new approach to mainstream climate considerations and move from planning to implementation.

The climate science is clear: cities are not on track with commitments and must urgently increase efforts to reduce emissions. City leadership is critical and essential to deliver ambitious climate goals. Climate budgeting is an effective governance system that cities can use to mainstream climate considerations and accelerate near-term climate action to deliver long-term targets.

This report demonstrates how climate budgets can improve governance and summarises research with cities on the factors that have supported them in implementing a climate budget to-date.

Climate budgets integrate emission targets into existing governance processes to deliver the required reductions through funded measures and policy, at the scale necessary to achieve meaningful climate outcomes and wider city goals.

Current climate action is typically concentrated in a single department with limited scope and powers. Climate budgets facilitate cross-departmental collaboration to move from ad-hoc to systemic implementation, and provide greater transparency, ownership, and accountability for delivery.

To effectively set up a climate budget to drive coordinated transformational change, cities should:

- **Secure political willingness and commitment** to position climate budgeting as a key system to support delivery of the city's climate action plan (CAP) and generate momentum to overcome technical and institutional challenges.

- **Integrate climate budgeting into existing governance processes and systems** to move from a CAP to immediate, science-based action, and to track progress of emission reductions with each budget cycle.
- **Ensure technical competence and institutional capacity** to build climate literacy and expertise, normalise climate priorities, and distribute responsibility across the administration.
- **Start by targeting high emission sources within the city's direct control** and plan to align with the city-wide scope of the CAP year-on-year.
- **Customise the climate budget to local priorities** through an iterative and dynamic process that considers the city's key climate concerns and scope of power in the context of strategic priorities.
- **Encourage co-ownership and early involvement of key stakeholders** to leverage the collective capability of finance and climate departments, as well as create a culture of shared accountability for achieving emission targets across the administration.

- **Maintain access and engagement of leadership** to legitimise and endorse the climate budget, and ensure data is used systematically to inform science-based decision-making at all governance levels.
- **Embrace external stakeholders and participate in knowledge-sharing** to influence businesses and civil society in areas outside the administration's direct control, to drive system-level transformation.

Robust governance structures and processes are crucial for cities to respond to the climate crisis and deliver on their targets. By mainstreaming emission reductions through the whole of city government, climate budgets are an effective, powerful, and systemic way for cities to deliver on their climate goals.

INTRODUCTION

Cities are taking ambitious, collaborative and urgent climate action to tackle the climate crisis. C40 cities have committed to reduce their contribution to climate change and prepare their cities for climate risks. However, global emissions are still rising, which means cities need to accelerate their climate action to limit global heating to 1.5°C and build healthy, equitable and resilient communities. While technology and knowledge is available, robust city governance structures and action-implementation processes are crucial to enable cities to create change.

Despite the important role of cities in reducing emissions and tackling climate change, the share of responsibility for achieving climate targets often lies overwhelmingly on the climate departments of city administrations. City departments are often siloed and focused on delivering their distinct priorities, and therefore, do not always contribute to

accomplishing the city's climate objectives. Similarly, it is often the case that climate change-related expenditure is separated from the rest of the city's budget. As such, the climate impact of the city's finances, important though it is, is not always well understood and appropriately addressed.

A climate budget integrates GHG emission targets and considerations into the city's management processes and financial budgeting, providing a central and comprehensive governance system for implementing emission reductions. Enabling all departments to work on climate action mainstreams climate targets into whole-of-government decision-making and policies.

Climate action is not just about reducing emissions or adapting to climate change. It is also about creating a clean environment, promoting sustainable economic development and prosperity, and providing a better quality of life for all.



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CLIMATE BUDGETING

What is a climate budget?

Having made commitments to reduce GHG emissions and avert climate breakdown, cities then face a challenge to translate these into funded and measurable actions across city government.

The budget is the governance process city leaders use to articulate a clear vision, identify community and department targets, and undertake a strategic plan to help mitigate conflicting goals.

The preparation and approval of a budget is one of the most important duties of administrative officials as it determines what services will be put

forward, to what extent they will be provided, and how they will be funded.

A climate budget presents the city's measures to reduce emissions along with their calculated effect and cost, while assigning responsibility for monitoring and delivering emission-reductions.

This helps cities maintain financial accountability, report annual progress towards delivering their CAP, and demonstrate how the city will implement plans for its future.

CARBON Budgeting	CLIMATE Budgeting
A carbon budget is the cumulative amount of carbon dioxide (CO ₂) emissions permitted over a period to keep within a certain temperature threshold. There are several types of carbon budgets. Most often, the term refers to the total net amount of CO ₂ that can still be emitted by human activities within a geographical or political boundary while limiting global warming to a specified level (e.g., 1.5°C or 2°C above pre-industrial levels).	A climate budget is a governance system that integrates climate considerations into the financial budget and creates transparency and accountability for climate action. To the extent possible, each action should be linked to an estimated emissions reduction and funding approach. This illustrates the costs required to achieve the targeted emission reductions.

Climate budgets are emerging as an efficient way to mainstream climate considerations into city-level decision-making, to translate medium- and long-term climate targets into delivery plans that are reviewed and improved annually.



Participating Cities

Within the C40 network there are 12 pioneering cities, led by Oslo, taking part in a dedicated pilot programme to develop, implement, and improve the use of a climate budget. These cities face distinct challenges and are at different stages of mainstreaming emission reduction targets into their governance systems.

Information presented is a pre-COVID projection, using data from city GPC inventories and Oxford Economics' Global Cities Dataset.

Report Methodology

This report focuses on climate budgeting as a process that integrates climate action into ordinary governance systems. The purpose is to capture the current state of climate budgeting as an approach to translate climate targets into funded actions, as well as the factors that enable its implementation.

Activities informing this report include:

- Literature review
- Interviews with representatives from cities looking to adopt or in the process of implementing a climate budget
- Discussions with C40
- Input from Arup subject-matter experts in cities and sustainability



Barcelona, SPAIN

POPULATION: **1.6 million**

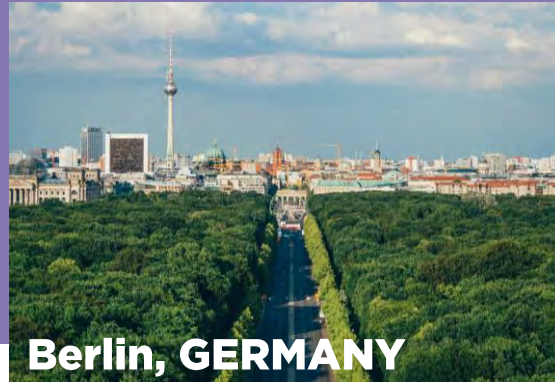
AREA: **101 km²**

GDP: **\$81 billion**

GPC BASIC EMISSIONS (tCO₂e):
2,250,000
Inventory year: **2020**

INTERIM GHG TARGET:
50% by 2030 compared to 1992 levels

LONG-TERM GHG TARGET:
100% reduction by 2050



Berlin, GERMANY

POPULATION: **3.8 million**

AREA: **891 km²**

GDP: **\$183.1 billion**

GPC BASIC EMISSIONS (tCO₂e):
17,400,000
Inventory year: **2018**

INTERIM GHG TARGET:
70% by 2030 compared to 1990 levels

LONG-TERM GHG TARGET:
90% by 2040, 95% by 2045, compared to 1990 levels



London, UK

POPULATION: **9 million**

AREA: **1,595.2 km²**

GDP: **\$682.1 billion**

GPC BASIC EMISSIONS (tCO₂e):
28,800,000
INVENTORY YEAR: **2019**

INTERIM GHG TARGET:
Net zero by 2030

LONG-TERM GHG TARGET:
Not needed



Los Angeles, USA

POPULATION: **4 million**

AREA: **1,362 km²**

GDP: **\$353.5 billion**

GPC BASIC Emissions (tCO₂e):
21,000,000
INVENTORY YEAR: **2020**

INTERIM GHG TARGET:
50% by 2025, 73% by 2035, compared to 1990

LONG-TERM GHG TARGET:
100% reduction by 2050



Milan, ITALY

POPULATION: **1.4 million**

AREA: **182 km²**

GDP: **\$87.7 billion**

GPC BASIC EMISSIONS (tCO₂e):
4,390,000
INVENTORY YEAR: **2020**

INTERIM GHG TARGET:
**45% by 2030 compared to
2005 levels**

LONG-TERM GHG TARGET:
100% reduction by 2050



Montréal, CANADA

POPULATION: **2.1 million**

AREA: **443 km²**

GDP: **\$93.2 billion**

GPC BASIC EMISSIONS (tCO₂e):
9,400,000
INVENTORY YEAR: **2018**

INTERIM GHG TARGET:
**55% by 2030 compared to
1990 levels**

LONG-TERM GHG TARGET:
100% reduction by 2050



Mumbai, INDIA

POPULATION: **13.3 million**

AREA: **458 km²**

GDP: **\$301.4 billion**

GPC BASIC EMISSIONS (tCO₂e):
25,100,000
INVENTORY YEAR: **2019**

INTERIM GHG TARGET:
**30% by 2030 compared to
2019 levels**

LONG-TERM GHG TARGET:
100% reduction by 2050



New York City, USA

POPULATION: **8.6 million**

AREA: **1,215 km²**

GDP: **\$837.6 billion**

GPC BASIC EMISSIONS (tCO₂e):
48,400,000
Inventory year: **2020**

INTERIM GHG TARGET:
50% by 2030

LONG-TERM GHG TARGET:
Carbon neutral by 2050



Oslo, NORWAY

POPULATION: 685,124 million

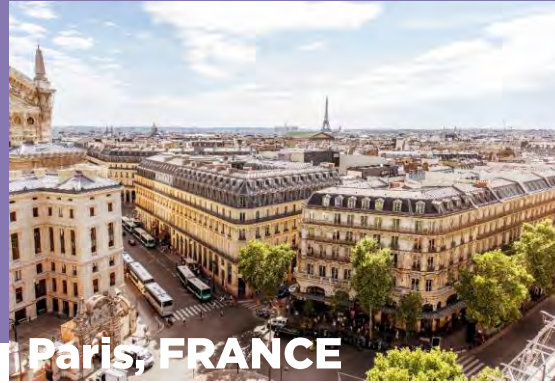
AREA: 481 km²

GDP: \$57.5 billion

**GPC BASIC EMISSIONS (tCO₂e):
1,410,000
INVENTORY YEAR: 2019**

**INTERIM GHG TARGET:
95% by 2030 compared to
1990 levels**

**LONG-TERM GHG TARGET:
Not needed**



Paris, FRANCE

POPULATION: 2.2 million

AREA: 105 km²

GDP: \$167.9 billion

**GPC BASIC EMISSIONS (tCO₂e):
5,400,000
INVENTORY YEAR: 2019**

**INTERIM GHG TARGET:
50% by 2030 compared to
2004 levels**

**LONG-TERM GHG TARGET:
100% reduction by 2050**



Rio de Janeiro, BRAZIL

POPULATION: 6.6 million

AREA: 1,202 km²

GDP: \$145.1 billion

**GPC BASIC EMISSIONS (tCO₂e):
15,000,000
INVENTORY YEAR: 2017**

**INTERIM GHG TARGET:
20% by 2030 compared to
2017 levels**

**LONG-TERM GHG TARGET:
100% reduction by 2050**



Stockholm, SWEDEN

POPULATION: 978,113 million

AREA: 216 km²

GDP: \$72.3 billion

**GPC BASIC EMISSIONS (tCO₂e):
1,480,000
INVENTORY YEAR: 2019**

**INTERIM GHG TARGET:
1.5tco₂e per capita by 2023**

**LONG-TERM GHG TARGET:
100% reduction by 2040**



Tshwane, SOUTH AFRICA

POPULATION: 3.6 million

AREA: 6,345 km²

GDP: \$65.5 billion

**GPC BASIC EMISSIONS (tCO₂e):
19,500,000**

Inventory year: 2015

**INTERIM GHG TARGET:
10% by 2030 compared to
2015 levels**

**LONG-TERM GHG TARGET:
100% reduction by 2050**



WHY CLIMATE BUDGETING?

Accelerate climate action through strong leadership

Political leaders are taking climate action because it is critical for the long-term success and survival of cities. Climate budgeting mobilises and empowers all city departments to take ownership and plan how they will deliver on climate targets.

Leadership is essential to the pursuit of increasingly ambitious climate policies - particularly in the face of heightened scrutiny and demands to demonstrate progress in responding to climate change. In addition to climate action, cities are working to deliver on a range of other goals, including economic prosperity, poverty reduction, and health and wellbeing. Elevating the climate agenda does not need to be at the expense of these.

Pursuing goals simultaneously, is a demonstration of responsible leadership towards sustainable development.

Climate budgeting is also a process to alleviate the institutional and financial barriers to emissions reduction. It is a way to strategically mainstream sustainability into city operations. By incorporating climate considerations into the annual budget process, climate budgeting makes action relevant to all politicians, elected officials and administrators. Through it, city leaders can ensure there is a sound implementation plan with the necessary funding to deliver on their CAP and emission reduction priorities.





Mainstream climate targets and considerations

Climate budgeting provides an opportunity to create a collaborative cross- departmental process where the finance and climate team come together to integrate climate action into the budget process. This collaboration establishes the city's budget as the primary document and central governance process for implementing measures to achieve climate targets.

The climate budget is cross-disciplinary and allows climate and finance teams to create a shared language to discuss the city's strategic priorities. Finance is a key lever to influence sustainable outcomes, and green finance is increasingly available. Working on a climate budget is a crucial first step to demonstrate that climate action, financial decisions, and policymaking are complimentary.

For an environmental team, climate budgeting is an opportunity to socialise technical data and concerns through a process that departments are familiar with and receptive to. Actively approaching colleagues from this perspective will also encourage further conversations around a wider remit of climate priorities.

A climate budget is integrated into an existing management system that encourages shared ownership and accountability for climate action. Ideally, the Chief Financial Officer will take a leadership role in bringing climate and finance teams together to prepare guidance and set the support mechanisms for the climate budgeting process. This is especially useful in contexts where there are limited central climate resources. The aim is that each department across the administration has ownership for

collecting, processing, and reporting climate data. In this sense, climate budgeting relieves environmental teams of exclusive responsibility for the city's emissions. Instead, all departments are held accountable for their projects and programmes, as they are in the ordinary budget process. By linking climate action to one of the most important processes in the administrative cycle, climate budgeting is an opportunity to mainstream and formalise climate considerations, while offering a flexible approach that allows for projects to be continually assessed and re-focused during reporting processes.

This system of ownership and accountability is a city-wide approach to elevate climate to the level of other strategic priorities, including jobs, transport, and housing. It places responsibility on all departments to ensure their budget proposals align with climate goals.

Systematically use data to inform decision-making

The climate budget makes it possible to integrate GHG emissions data into policy decision-making and financial reporting. Climate budgeting provides a science-based approach for cities to track and disclose their emission-reduction progress, course correct, and strengthen with new actions on an annual basis.

Climate budgeting allows cities to report and communicate where they are, where they need to be, and how they plan to get there. Data collection and management supports cities to estimate the emissions-reductions expected from a climate action.

Developing costings for climate actions, as part of the city's financial conversations, helps to inform and prioritise the allocation of finance and other resources between measures. This makes the management of direct emissions (e.g., Scope 1 and 2) tangible and actionable across all departments. Furthermore, it is a transparent way for cities to demonstrate responsible use of public funds. As such, the process creates a system of accountability, and can improve communication within the administration and the wider public on climate issues.

In most cities, the administration's emissions account for a small proportion of the city's carbon footprint. Using data to identify key sources of negative climate impact, climate budgeting helps departments track emissions, identify specific issues outside their direct control, and engage external stakeholders to help achieve the city's emissions reduction targets.

The climate budget process is an opportunity to consider how to continually influence the decisions and investments of all city stakeholders.

CASE STUDY:

London

London is following a phase-based approach to implementing a climate budget. In July 2022, the Greater London Authority (GLA) included climate budgeting in their ordinary budget guidance. They also prepared specific guidance for the departments on producing a climate budget and assessing climate impacts. In Year 1 they are reviewing the emissions of the GLA organisations (e.g., emissions and fleet). In Year 2, they would like to incorporate emissions for the whole of London (including areas they are not directly responsible for). By Year 3, London hopes to have an approach that covers embodied emissions for all supply chains too.



KEY CONSIDERATIONS

Political willingness and commitment

Political leadership is the single most important factor to facilitate establishing a climate budget. This leadership can come in the form of a clear mandate by the city's political leader. In addition, the city's administrative leaders can position climate budgeting as a key system to support emission reductions and delivery of the city's CAP, as well as the alignment of climate with other objectives.

Where political leadership sets an explicit expectation that climate targets, measures and considerations are part of all decision-making processes (e.g., budget, policymaking, legislation), the task of setting a climate budget becomes an easier process for the administration.

Political support is essential for creating momentum to break through technical and institutional challenges that come with developing a climate budget. A direct political mandate can help the staff leading climate budgeting access data and collate the necessary information to start the process. Data may indicate that the

current spending allocation is insufficient to deliver on targets and in this case political leadership and senior departmental buy-in is crucial to continually align financial priorities and GHG emission targets.

Political buy-in can also support staff engagement across city departments. Designing and implementing uniform ways of working that mainstream climate budgeting across the administration become easier tasks with clear direction from political leaders. Having top-down support can also help break down barriers in other parts of the administration to facilitate climate budget implementation.

In addition, senior political and administrative buy-in can encourage participation in knowledge exchange platforms and programmes. Knowledge exchange forums can help the administration learn from international best practice and foster mutual trust between different cities going through the same process. These fora also provide a space for collaboration at an early stage of planning and programming by allowing engagement with international experts building the knowledge, capability, and confidence within the city.



CASE STUDY:

Tshwane

Taking action to address climate change is embedded in the City of Tshwane's sustainability journey. Having a specialist City Sustainability Unit in the Office of the Executive Mayor anchors this intent in a profound political commitment to elevate sustainability at an institutional level. Since 2013 this unit has undertaken the task of mainstreaming climate change in Tshwane. This commitment has remained unaffected by the political vagaries that have and may continue to characterise the political landscape. Tshwane's vision is to remain singularly committed to climate action as a key priority, not just a nice-to-have, irrespective of change in city leadership. Climate budgeting will build on Tshwane's determination to integrate their CAP into the city's management systems – to reduce the city's vulnerability to climate change while enabling sustained economic growth and development. Tshwane's dedicated climate action makes it a trailblazer inspiring other cities in South Africa and beyond.



Integrate climate budgeting in to existing governance processes and systems

Climate budgeting is an opportunity to mainstream climate throughout the city administration, by augmenting existing processes and policies and delivering emission reductions without introducing new governance structures.

Across the administration, there will be officials who instinctively understand how to engage with the city's climate targets and others who find the topic overwhelming and confusing. It is important, therefore, that cities integrate the climate budget into familiar systems, such as yearly planning activities and the ordinary city budget.

Using existing mechanisms is an effective way to reach and engage other departments, encourage mindset shifts, and elevate climate priorities across the city.

This means cities can monitor, deliver, and report on climate action in the same cycles as other strategic priorities. In turn, decision-makers can determine whether resources are being applied as intended and take corrective action if needed.

Standardising these processes enables cities to track the implementation progress of their CAPs and facilitate better-informed decisions year-on-year.



Technical competence and institutional capacity

The city's ability to draw upon knowledge and expertise of internal departmental teams and external partners is key to promoting positive solution-driven approaches to combat climate change. Every city has a unique set of stakeholders, resources, and processes.

Building on existing skills can help cities make progress on climate budgeting. This entails building on experience of how the city administration operates and distributing ownership and accountability to those responsible for the transformation. Fostering inter-departmental collaboration through cross-disciplinary teams can accelerate climate action across the city.

It makes environmental policymakers more finance-savvy and financial policymakers more climate-literate in proposing climate change initiatives.

Cities need to consider their technical capability and determine if there is a need to develop this internally or augment through external consultants in the interim. If the early climate budgeting team is not part of the city administration, it is important they have good knowledge of the local context, speak the local language, and understand the culture.

Where cities require additional support they should plan for how external resources can help build the institutional knowledge and capacity necessary to sustain the process in the long term. An enabling environment must also feature psychological resources, such as a shared determination and positive attitude.

Cultural and behavioural change will be required across various departments. Not every climate budget decision will be popular and finding sustainable finance to drive transformational change can be a challenge. Investing time to strengthen collaboration between the

layers of city administration and advocating for improved fiscal conditions will support the prioritisation of climate-smart investments and policymaking.

Where there is wider buy-in from across city departments, climate action tends to be faster and more successful. Contextualising other priorities in terms of the environment and visualising these as part of the city's 'bigger picture' strategy can facilitate this buy-in.

Get started: identify where the city is and where it wants to go

Climate budgeting is an innovative governance system which allows cities to think big and embrace city-wide transformative actions. Cities adopting this approach should consider starting in phases according to two fundamental guidelines. First, focus on emissions and measures within the administration's control. Second, target the biggest emissions sectors and sources in the local context.

A phased approach allows cities to connect the climate budget process with other activity in the city's pipeline. This includes considering the scope of the administration's direct authority and immediate emissions reductions achievable. Cities should plan to gradually expand the budget to align with the breadth of their CAP and the city-wide emissions targets.

It is important to link the climate budget to the city's emissions reporting. Access to the necessary data from departments (e.g., in terms of quantity and validity) and creating

a methodology connecting funding to action (e.g., an emissions impact-based cost evaluation) can accelerate the budgeting process. Emissions or cost data can substantiate investment decisions, however precise data does not need to be immediately available. Additional data needs may become apparent when implementing the climate budget.

Cities can consider reviewing historic budget records as a first step. This information is factual, and finances are already calculated. Reviewing the budget items of key departments for features such as climate relevance (has direct impact on, or is impacted by, climate) and the nature of any impact (positive or negative) can offer a baseline understanding of the operational budget and investment cost of the CAP. It can also strengthen awareness of the environmental impact of the city's existing projects and where to prioritise intervention, to guide better future decision-making.

However, developing a baseline is not an essential requirement for climate budgeting. Instead, cities can use graphs of historical emissions and an understanding of emission limits to start the climate budgeting process.





Customisable to local priorities

A key enabler for climate budgeting is the ability to adapt the climate budget to the local context and towards solving challenges where the effect of climate change is experienced locally. By assessing the current policy and financial commitments, the annual climate budget is an iterative and dynamic process that allows cities to determine short-term practical action to combat climate concerns. This ensures decision-making remains cognisant of long-term emission-reduction targets. Providing annual climate budget guidance ensures each department considers climate in the formulation of plans, programmes, and budget proposals.

While cities can take responsibility for direct emissions across the administration, CAPs demonstrate the need to engage with the wider local community to meet city-wide climate targets.

Many city leaders recognise that collaboration and reconciliation of different powers, system boundaries, and budgets is necessary to take meaningful and scalable climate action. Climate budgeting is an opportunity for the city to demonstrate to external stakeholders the city's priority towards climate and how it is implementing action plans.

Co-ownership and early involvement of key stakeholders

Climate budgeting connects a city's climate and finance departments, and involves coordination with other specialists including planning, data-reporting, and policymaking. The effectiveness of a climate budget depends on the collaboration among these elements, and the approach is an opportunity to break down departmental silos and improve general collaboration across the administration to improve performance in areas beyond climate action.

It is important that the Chief Financial Officer takes a leading role in the climate budgeting process to demonstrate commitment and facilitate resource allocation. This engages departmental heads and their environmental and financial representatives from the outset.

Leveraging existing networks and structures within the city, as well as other alliances across the administration, is a way to expedite the climate budgeting process.

These key stakeholders should discuss what is reasonable across the phases of climate budget integration and contribute to shaping the process for the city. The climate budgeting team can develop guidance that articulates the technical data they expect, the supporting resources available, the financial context, and the accountability and ownership of the process moving forward. Cities should consider formalising the necessary ways of working by establishing cross-departmental working groups to help maintain clear roles and responsibilities within the climate budget process long-term.

City-wide administrative engagement is an opportunity to better understand priorities across the city and create a structure to manage how they are delivered. Early involvement means that officers can bring in colleagues across their teams as appropriate, to create continual buy-in, expand the network for better change resilience, and socialise the climate budgeting process more widely.

CASE STUDY:

Paris

In Paris, the climate budgeting team used existing finance and sustainability networks to engage departments and identify key points of reference across the administration. The team established a working group to share a common language and awareness of how the programme can enable the implementation of the range of measures required to reach the city's climate targets. The team worked with

departmental representatives for a retrospective line-by-line climate assessment of their respective 2019 budgets. The climate-finance team used their subject matter expertise to first review each department's budget and qualitatively identify their respective carbon impacts. They then re-engaged the departmental stakeholders to better incorporate fiscal and operational considerations relating to emission reductions. Adopting this approach encouraged richer discussion across the city, as well as more expansive thinking around policy and budget proposal.



Ongoing access and engagement of leadership

Top-down support helps to sustain focus on supporting the climate budget process. Political support provides the space, resources, and authority for the leading departments to take ownership and encourage the development of the climate budget. The distribution of authority from administrative leaders provides legitimacy and endorsement, helping to facilitate the necessary conversations between the departments.

Climate budgeting works best when leaders remain actively engaged in the process. By respecting political dynamics and internal reporting structures, the climate budgeting team builds trust-based relationships with key decision-makers. Providing progress reports to leaders throughout the administration allows for informed decision-making across different governance levels. Through the effective use of established governance processes, teams can follow up with and call on their leaders to steer activity.

CASE STUDY:

London

In London, sponsorship and direction from the Deputy Mayor for the Environment and the Mayor's Chief of Staff was critical to enable senior officials across both the climate team and financial team to lead the climate budgeting work. Having the programme driven by high-ranking officials in the finance unit, who are responsible for the ordinary budget and have a comprehensive understanding of the budgetary process, is a key enabling factor. Given experience managing organisational barriers in the ordinary budget negotiations and having understood how climate features as part of the city's objectives, the team is better equipped to support the climate budgeting process. This creates confidence throughout other departments about the city's commitment to the process, which empowers them to identify related strategic objectives of their own.





CASE STUDY:

Oslo

The City of Oslo's procurement activities are crucial for meeting the city's environmental goals. Oslo is committed to using procurement as a strategic tool to drive a transition to more sustainable production and consumption. By introducing climate requirements into the procurement of construction services, Oslo is taking full advantage of their purchasing powers.

Oslo's use of procurement to require fossil fuel-free construction sites and zero-emission machinery creates a predictability in the market.

This means private stakeholders in the construction industry can invest in new machinery knowing that the city will continue to apply climate criteria in tendering processes. Over time, these requirements have knock-on effects throughout the supply chain. This approach offers a multitude of additional benefits. For example, reducing construction-related emissions and noise pollution has health and wellbeing benefits, and grows the market for low-emission machinery and construction equipment.

Embrace external stakeholders and participate in knowledge sharing

Cities at the start of their climate budgeting journey benefit from strong relationships with allies outside the administration. This is especially important in administrations with limited resources, limited direct powers to reduce city-wide emissions, and with national targets that are not aligned with the level of ambition of the city.

A key enabler to work through the complexity of emissions reduction-responsibility is the ability to convene all relevant actors. By doing this through a partnership model, city-wide stakeholders can leverage policy development and financial opportunities to act on emissions-reduction. Climate budgeting is a transparent process that allows cities to send strong signals to national governments to consider their responsibilities and align on actions to deliver the city's CAP.

A climate budget can also shape other parts of the economy by strengthening public and private-sector partnerships, creating confidence in the low-carbon economy, and encouraging investment. Developing a climate budget process that embraces local civil society can unlock meaningful and inclusive participation towards the reduction of emissions.

Climate budgeting requires continuous learning. For many cities, this will stretch existing capacity and expertise. Engaging in national and international networks enables cities to identify shared challenges and learn from different ways of working.

Knowledge sharing platforms are another opportunity to recognise and reflect on progress made, challenge existing thinking for better ideation, and plan for the future. Sharing knowledge also creates healthy competition among cities that advances best practice and enables city-level impact to scale even further.

TOP TIPS

Climate budgeting is ground-breaking and innovative work. Across different contexts, cities will experience distinct challenges in mainstreaming climate into existing governance systems. The following tips can help cities to successfully get started.

DO



Commit to climate budgeting through strong political and administrative leadership and clear mandates

Mainstream climate budgeting into existing governance processes

Build technical competency and institutional capacity

Start immediately by focusing on the biggest emission sources within the city's powers and plan to gradually align with the city-wide scope of the CAP

Focus on local climate concerns and widen the remit year-on-year

Engage internal stakeholders early and build cooperation and ownership across the city departments

Ensure ongoing access to and active engagement of key political and administrative leaders

Embrace external allies, communicate, and collaborate on common responsibilities

DO NOT



Attempt to implement climate budgeting from an exclusively bottom-up approach

Design a new process for reporting, managing, and budgeting on climate

Underestimate the time, resource or momentum needed to sustain climate budgeting

Overcomplicate the first budget by seeking and collecting new data, or expecting to have the perfect systems in place at the outset

Attempt to solve the whole city's climate challenges in one go

Introduce vague processes that mean work continues in silos and there is a lack of ownership and responsibility

Make climate budgeting an overly bureaucratic exercise by disconnecting it from leaders

Feel intimidated by challenges outside the city's direct control and miss the opportunity to influence the wider community

CONCLUSION

A climate budget is a process to integrate climate considerations into all decision-making to comprehensively deliver strategic goals.

This report summarises how climate budgeting is a key lever for cities seeking to accelerate action in the face of the climate emergency.

Leaders need to position climate budgeting as a key governance system to support the delivery of the city's CAP. By aligning with other strategic objectives, cities can generate the momentum to overcome technical and institutional challenges. Identifying existing administrative systems that climate budgeting can integrate into allows cities to track emission-reductions progress year-on-year and enables science-based and data-driven decision-making.

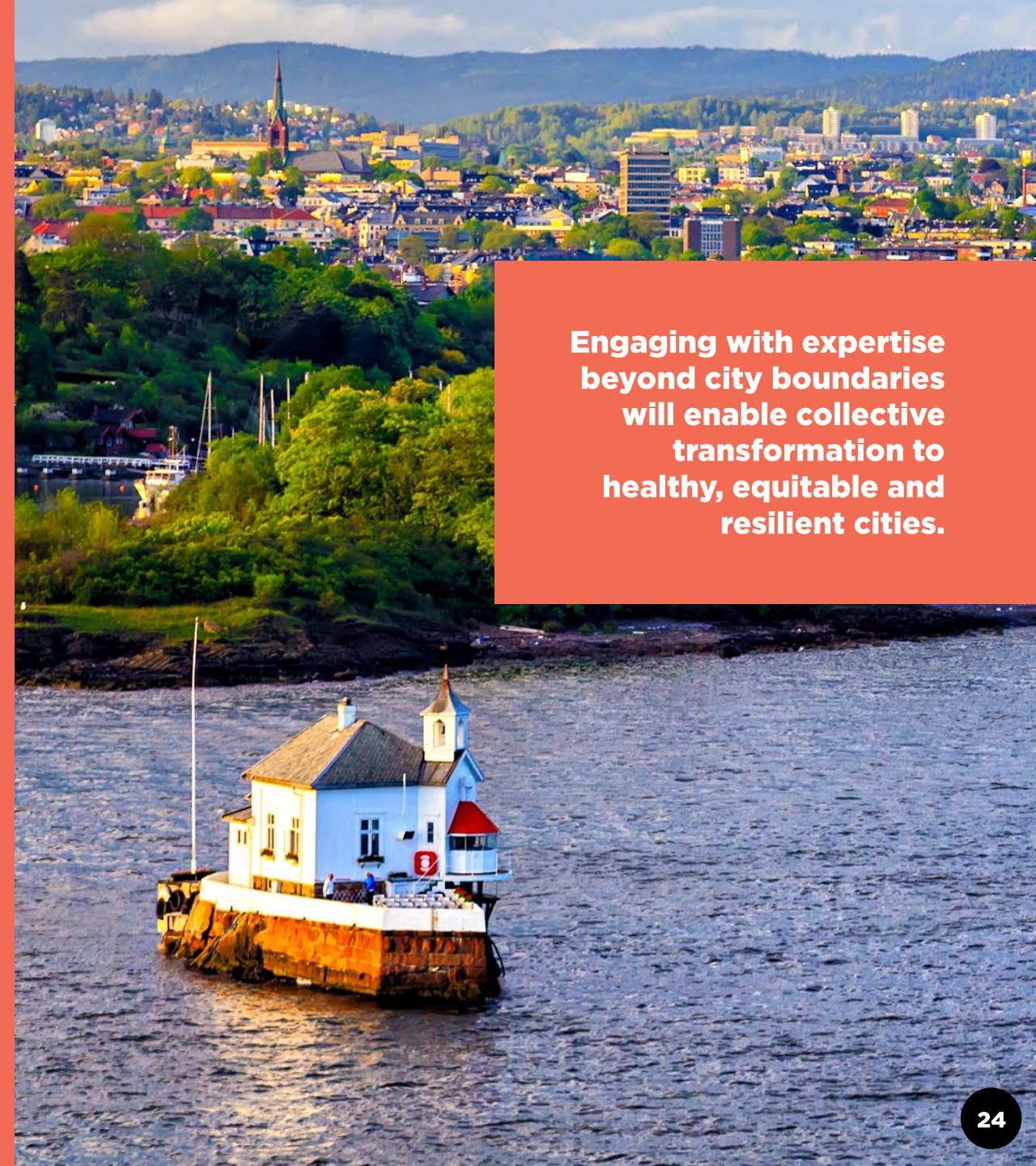
To mainstream climate priorities across the administration, it is important that cities build the knowledge and expertise of internal departments and appropriately

distribute responsibility to strengthen climate competence. As with a responsible financial budget, a climate budget should deliver value by focusing resources to the strategic priorities of the city and tangible interventions that address the key climate concerns.

A phased approach to climate budgeting allows cities to immediately start targeting emission sources within direct control, and work year-on-year to align with the city-wide scope of their CAP. Multi-departmental collaboration supports the distribution of actions across the administration and sets accountability for achieving emissions targets. Ongoing participation of political and administrative leaders provides legitimacy and endorsement to the continuous climate budgeting process.

As city administrations are responsible for only a small share of city-emissions, it is vital they tap into networks across multiple sectors, including businesses and civil society.

Engaging with expertise beyond city boundaries will enable collective transformation to healthy, equitable and resilient cities.



**REPORT TO ENVIRONMENTAL SERVICES COMMITTEE
MEETING OF WEDNESDAY, SEPTEMBER 25, 2024**

SUBJECT Solid Waste Disposal: Hartland Landfill Tonnage Report – July 2024

ISSUE SUMMARY

The Solid Waste Disposal: Hartland Landfill Tonnage Report – July 2024 is attached for information.

BACKGROUND

The Environmental Services Committee Chair requested that a copy of the Solid Waste Disposal: Hartland Landfill Tonnage Report – July 2024 be provided to the committee for information.

RECOMMENDATION

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

Submitted by:	Russ Smith, Acting General Manager, Parks, Recreation & Environmental Services
Concurrence:	Ted Robbins, B. Sc., C. Tech., Chief Administrative Officer

ATTACHMENT

Appendix A: Solid Waste Disposal: Hartland Landfill Tonnage Report – July 2024

Solid Waste Disposal

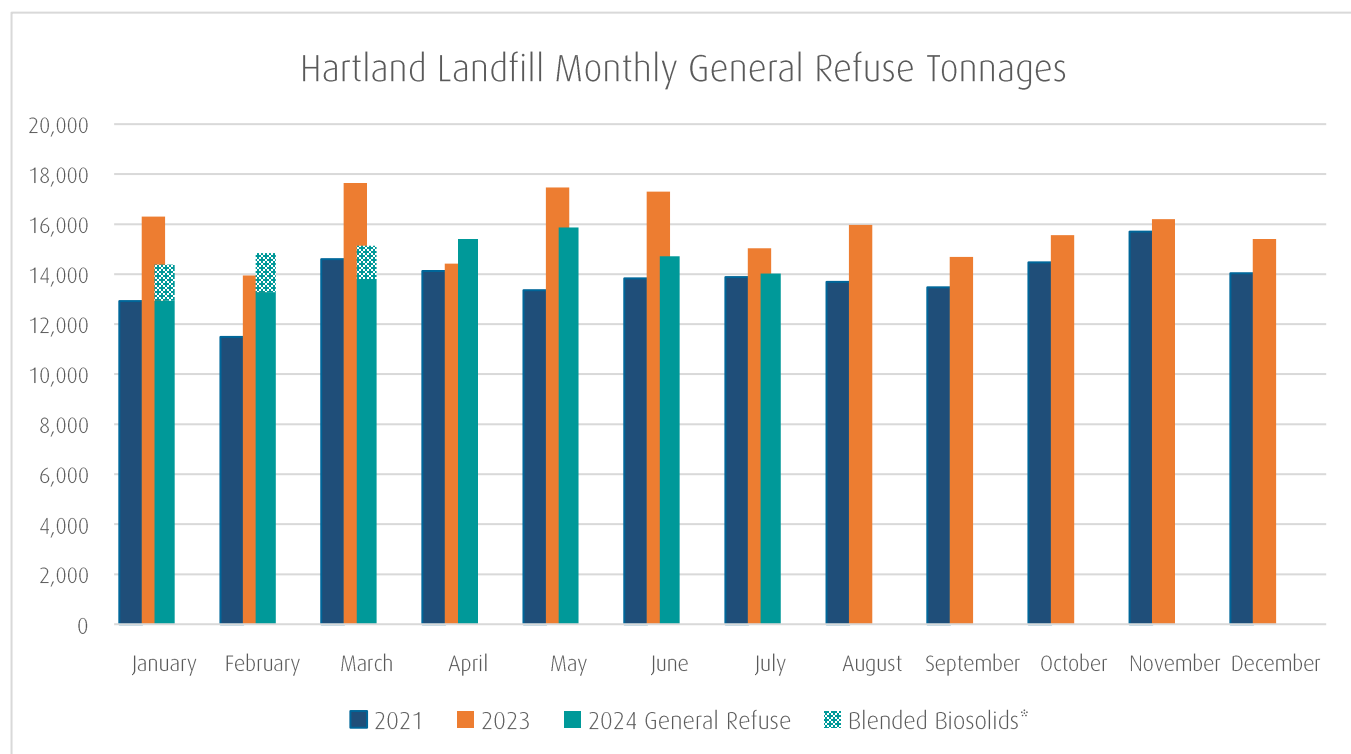
HARTLAND LANDFILL TONNAGE REPORT

Capital Regional District | July 2024

Summary of General Refuse Received at Hartland Landfill

In July 2024, 14,021 tonnes of general refuse was received at Hartland Landfill. This represents a decrease of 6.7% over the same month in 2023.

Below is the monthly general refuse tonnage graph for Hartland. The bar chart compares 2021 (start of the [Solid Waste Management Plan](#)), 2023 (previous year) and 2024 (current year).



* Before being landfilled as general refuse, Class A Biosolids are blended with soil to render them inert. Non-class A Biosolids are landfilled as controlled waste and are not included in this report. For more information on CRD Biosolids Production, [click here](#).

Solid Waste Disposal

HARTLAND LANDFILL TONNAGE REPORT

Capital Regional District | July 2024

Per Capita Disposal Rate

The CRD uses the per capita waste disposal rate for the region to track progress towards reaching the targets and goals outlined in the Solid Waste Management Plan.

Per Capita Disposal Rate for the Capital Region				
Year	Population <i>Based on BC Stats</i>	Total Blended Biosolids Landfilled (tonnes)	Excludes Blended Biosolids **	
			Total Material Landfilled (tonnes)	Disposal Rate (kg/person)
2021	432,062	N/A	172,886	400
2022	439,950	1,714	178,290	405
2023	455,092	10,591	173,975	382
2024***	464,938	4,352	171,465	369

**Beneficial use strategies for biosolids are not included within CRD's Solid Waste Management Plan and are not included within the above calculation of the per capita disposal rate. For more information regarding the per capita waste disposal rate methodology see the [2023 SWMP Progress Report](#).

*** The numbers for 2024 are only an estimate. They are expected to fluctuate throughout 2024.

Solid Waste Disposal

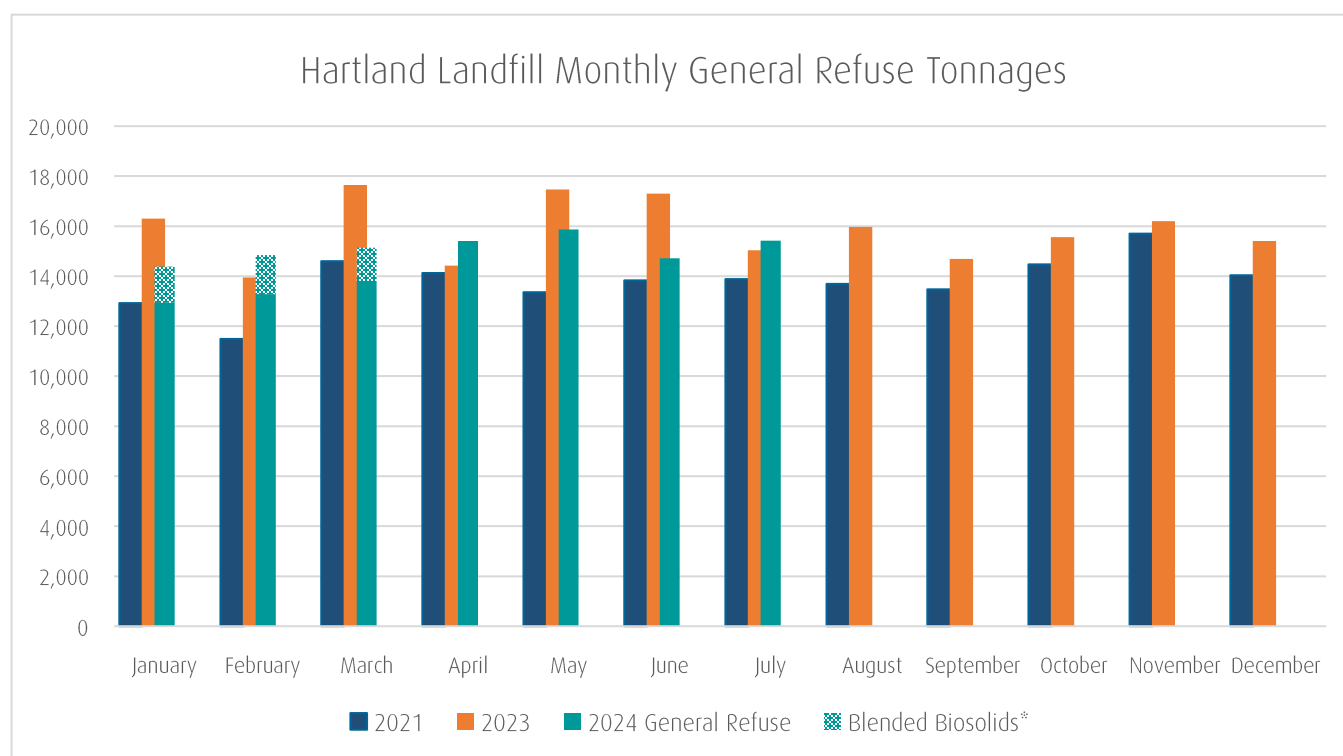
HARTLAND LANDFILL TONNAGE REPORT

Capital Regional District | July 2024

Summary of General Refuse Received at Hartland Landfill

In July 2024, 15,425 tonnes of general refuse was received at Hartland Landfill. This represents an increase of 2.6% over the same month in 2023.

Below is the monthly general refuse tonnage graph for Hartland. The bar chart compares 2021 (start of the [Solid Waste Management Plan](#)), 2023 (previous year) and 2024 (current year).



* Before being landfilled as general refuse, Class A Biosolids are blended with soil to render them inert. Non-class A Biosolids are landfilled as controlled waste and are not included in this report. For more information on CRD Biosolids Production, [click here](#).

Solid Waste Disposal

HARTLAND LANDFILL TONNAGE REPORT

Capital Regional District | July 2024

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2024***	464,938	4,352	173,871	374

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*** The numbers for 2024 are only an estimate. They are expected to fluctuate throughout 2024.

**REPORT TO GOVERNANCE COMMITTEE
MEETING OF WEDNESDAY, OCTOBER 02, 2024**

SUBJECT **Legislative and General Government, Facilities Management Services - 2025
Operating and Capital Budgets**

ISSUE SUMMARY

To provide an overview of the draft 2025 Legislative and General Government, and Facilities Management service budgets, including 2024 year-end budget projections.

BACKGROUND

The Capital Regional District (CRD) was created in 1966 as part of the British Columbia Provincial Government's initiative to provide regional decision-making on matters that transcend municipal boundaries, and to enable more effective service delivery through region-wide or shared delivery models. In addition, as the local government for electoral areas, the CRD facilitates and delivers projects and services for residents living in unincorporated areas. The CRD also owns and operates the Capital Region Housing Corporation (CRHC), the second largest non-profit housing provider in the province, and administers the Capital Regional Hospital District (CRHD) which provides capital funding for healthcare infrastructure, such as health facilities and hospital equipment.

The governance structure includes a 24-member Board of Directors which is composed of one or more elected officials from each of municipality and electoral area within CRD boundaries. Each local government and electoral area hold one director position on the Board for every 25,000 residents (or portion thereof). Each director also serves on the CRHD and CRHC Boards.

By way of legislation, costs for legislative and general government activities are included in a Legislative and General Government Service. This service includes sub-budgets for Board Expenditures, the Chief Administrative Officer (CAO) and Executive Services, Corporate Climate Action, Corporate Communications, Corporate Emergency Services, Corporate Services, Financial Services, First Nations Relations, Human Resources (HR), Information Technology (IT), and select General Managers (GMs).

The Legislative and General Government Service is primarily funded through requisition and cost recovery from CRD services, the CRHC and the CRHD. Other funding sources include transfers from reserve, grants and surplus carryforward when available. The Facilities Management Service is primarily funded through cost recovery from CRD services.

This report will provide forecasted 2024 results and an overview of the 2025-2029 Financial Plan for the Legislative and General Government and Facilities Management service budgets.

2024 Year End Projected Results

Details of each budget, including forecasted year-end results can be found in Appendices B through Q.

The Legislative and General Government service is forecasting a one-time net favourable variance of \$1.3M for 2024. The surplus is primarily the result of labour market challenges in staffing new and vacant positions. Staff have recommended a surplus carryforward of \$0.8 million into 2025 to offset requisition while transferring the balance to fund one-time initiatives identified in the 2025-2029 Financial Plan. The Facilities operating budgets are anticipated to be on budget for 2024.

With respect to capital expenditures in 2024, a total of 48 projects were planned with combined budgets of \$8.5 million. Staff are forecasting a favourable variance of \$1.9 million driven primarily due to timing of Figgard Boardroom improvements, timing of additional office space at the Integrated Water Services (IWS) Field Office, and data centre upgrades. All projects have been rescope into 2025 where the funds have been budgeted. For the Facilities capital expenditures, 12 projects were planned for 2024, totaling \$1.165 Million. Staff are projecting a favourable variance of \$0.15 million due to timing and favourable operations. Project delayed in 2024 have been rescope to 2025.

2025 Operating Budget

The draft 2025 Legislative and General Government and Facilities operating budget including year over year changes in expense and revenue is summarized in Appendix A. Total budgeted expenditures for 2025 are \$48.35 million, a 9.4% increase over 2024. Less than one third of operating expenditures are funded through requisition or \$13.7 million, a 10.6% increase over 2024.

Table 1 summarizes the change in expenditures for each sub-budget within the service, providing both the \$ and % over prior year.

Table 1: 2025 Year over Year Budget Comparison (\$Millions)

Budget Description	2025 Financial Plan	2024 Financial Plan	\$ Change	% Change
Revenue	1.619	1.577	0.042	2.7%
Board Expenditures	1.412	1.421	-0.009	-0.6%
CAO & Executive Services	1.229	1.118	0.111	9.9%
Corporate Services	3.626	3.177	0.449	14.1%
HR	4.152	3.799	0.353	9.3%
Financial Services	9.339	9.088	0.251	2.8%
IT	15.393	13.385	2.008	15.0%
First Nations	1.559	1.463	0.096	6.6%
Corporate Communications	1.431	1.545	-0.114	-7.4%
GM – Electoral Areas	0.250	0.000	0.250	100.0%
Other*	3.215	3.025	0.19	6.3%
Legislative & General	\$43.23	\$39.60	\$3.63	9.2%
Facilities Budgets	5.123	4.606	0.517	11.22%
Total	\$48.35	\$44.20	\$4.14	9.4%

*Other: Includes the functions of Corporate Climate, Real Estate, Health Planning, GM Planning and Protective Services, Corporate Emergency and GM Regional Parks and Environmental Services (ES)

Impact drivers for each operating budget are detailed in bridge files in appendices B through Q.

Below are explanations for sub-budgets with a change in expenditure exceeding guidelines of 3.0% and \$50,000, and/or functions with Initiative Business Case (IBC) cost impacts:

- **Chief Administrative Officer and Executive Services:** Increase due to the cost to annualize the 1.0 Full-Time Equivalent (FTE) for the 2024 IBC 11b-7.1: Manager of Corporate Initiatives and Administration, step increases and paygrade changes on existing staff.
- **Corporate Services:** Increase is primarily due to IBC 13a-3.1, M365 Sharepoint Online Transition. Sharepoint is CRD's records repository system. The system is at the end of life and staff are migrating records to a cloud-based M365 platform. The new platform is a significantly different product which makes the data migration complex. To streamline implementation of an electronic documents and records management system (EDRMS) the migration will include re-organization and clean up of our data footprint. To facilitate the work, oversight of the migration is moving from Technology and Digital Transformation to the Information Services Division under Corporate Services. 1.0 FTE in 2025 is required to support the migration work. Additional one time costs are required for contracted support services for the migration. Other increases are attributable to the annualization of 2024 staff additions, step increases, and cost of living adjustments.
- **Human Resources:** Increase in 2025 due to 1.0 FTE in IBC 11b-1.2 Manager, Safety, 0.5 FTE Term (two years) in 13a-3.2 SAP S4/Hana Enhancements and IBC 11b-1.5 Corporate Recruitment - LinkedIn Talent Licensing (funding only); for 2026 3.0 FTEs in IBC 11b-1.4 Corporate Recruiting and IBCs 13b-3.1 Benefits, Wellness & Abilities Management, and 2.0 FTEs Term (two years) in IBC 11b-1.1 HRIS Talent Suite; for 2027 2.0 FTEs in IBC 11b-1.1 HRIS Talent Suite and IBC 11b-1.4 Corporate Recruiting.
- **Financial Services:**
 - A net increase of 2.0 FTE ongoing through IBC approvals offset by the Asset Management division transitioning from Financial Services to IWS as work content moves from planning to operations. Other impacts on the operating budget are driven by salary and benefit increases from the collective agreement, annual step increases and cost recovery impacts related to facilities.
 - 2025 IBC 13a-1.2: Manager of Procurement (1 FTE for) to deliver advice and direction on procurement inquiries, support a centralized procurement service review, and to implement CRD Evolves recommendations
 - 2025 IBC 5a-1.6: Manager Finance, Regional Housing (1 FTE) to support the CRHC Major Capital Plan and operations, and transformation of processes
 - 2025 IBC 13c-1.3: Senior Financial Advisor (1 FTE) to provide long-term financial planning, modeling, decision support, and treasury management
 - 2.0 FTEs (IBC 13d-1.1) to support all other organization wide IBCs. As a centralized support division, the impact of advancing all other initiatives and growth of the organization is consolidated in Financial Services through transactional processing, regulatory reporting, payroll and time management, payables and receivables, among other core finance functions
 - (3.0) FTEs as the Asset Management division moves from Financial Services to IWS as an early implementation of the CRD Evolves program

- **Technology and Digital Transformation:** The 2025 budget impact is predominantly driven by multi-year IBCs from 2023-2025 such as the SAP S4 upgrade, website redesign project, SharePoint M365 migration, cybersecurity investments and support of the CRD's migration to cloud-based applications and platforms.
 - 2023 IBC 15f-1.9 SAP Lifecycle Replacement – required end of life migration of ERP system from SAP ECC to SAP S/4Hana
 - 2023 IBC 15f-1.15 Digital Communications Governance and Support Services – corporate website hosting services
 - 2024 IBC 11b-1.1 HRIS Talent Suite – additional ongoing software licencing costs.
 - 2025 IBC 13a-1.3 Contracts and Procurement Modernization – research and implementation of contracts and procurement workflow, record keeping, and digital signature software solution.
 - 2025 IBC 13a-3.1 M365 SharePoint Online Transition – migrate SharePoint 2019 (soon to be retired by Microsoft) to SharePoint Online M365
 - 2025 IBC 13a-5.1 Project & Service Management Platform (0.5 FTE) – implement a unified system such as JIRA/Confluence to manage, track, report, and communicate on technology-related projects
 - 2025 IBC 13a-5.2 MyCRD and Supporting Platforms (1.0 FTE) – streamline and enhance citizen experience by providing a unified online platform
 - 2025 IBC 13a-6.2 Cybersecurity Risk Specialist (1 FTE) – onboard a skilled and experienced technical resource to enhance the CRD's cybersecurity posture
 - 2025 IBC 13a-6.3 Sr. IT Administrative Coordinator (1 FTE conversion) – improve operational efficiency by assisting with the escalating demand for financial, vendor, and contract management support
 - 2025 IBC 13d-1.2 Support Division IBC (2 FTEs) – in support of all other organization wide IBCs. As a centralized support division, the impact of advancing all other initiatives and growth of the organization is consolidated in Technology and Digital Transformation through help desk, customer and technical support, maintenance and patching, among other core technology functions
 - Other impacts include one-time organizational support activities such as IT/IWS cybersecurity remediation and Azure Landing Zone.
- **First Nations:** Reduction in one-time expenditures from 2024 for First Nations Relations initiatives for cultural training and advancing the indigenous employment strategy, offset by an increase due to annualization of a 1.0 FTE approved in 2024 in IBC 15a-1.2 Government to Government Relationship Building initiative. In 2025, 1.0 FTE to be added to support relationship building and MOU development, make progress on priority action items identified by First Nations in the region, and support new corporate reconciliation priorities such as implementation of the *Emergency Management Act* and advancement of servicing agreements.
- **GM – Electoral Areas ^{**}(NEW)^{**}:** 2025 IBC 16e-5.1 Electoral Area Services Department Oversight (2 FTEs) – currently, the three electoral areas operate under a decentralized administrative and operational model, resulting in varying levels of resources. Each electoral area is overseen by a distinct Senior Manager who reports to a different General Manager or the Chief Administrative Officer. To improve services in electoral areas, staff recommend forming a new Electoral Area Services department led by a General Manager. This department will consolidate existing services, with current Senior Managers in each

area reporting to the new General Manager, who will join the Executive Leadership Team. It's recommended that the new General Manager be appointed as a CRD Officer and that CRD Bylaw 3343 be updated. The Electoral Area Services department is scheduled to start in Q3, 2025 and will be led by a General Manager with one administrative support, adding two full-time employees. The department's (two new positions) funding will come from requisition: 30% from Regional Legislative and General Services, and 70% from the three Electoral Areas based on converted assessment.

- **Facilities Budgets *** (NEW) *****: New to the committee this year is Facilities Management, comprising of three service areas. The main Facilities Management service provides administration, maintenance, technical and project management to office facilities and pump stations across the region. The CRD Headquarters operates the downtown office space for the CRD, including 625 Fisdard Street, as well as leasing office space at 1675 Douglas Street and parking in downtown Victoria. Corporate Satellite Facilities provides both owned and leased space to CRD departments including the Juan de Fuca Administration Building, Millstream Bylaw office, and the Animal Shelter. All three services are primarily funded on a cost recovery basis by user departments.
 - **Facilities Management**: For the 2025 fiscal year, there were only minor modifications made to the budget resulting in an operating total of \$2,147,641 – a net decrease of 0.2% from 2024. While two staff positions were removed from the budget in a corporate restructure (Contracts Coordinator and Project Engineer), the overall reduction in the budget was partially offset by an increase to the auxiliary staff as facilities management centralization continues to increase the operational scope of the department.
 - **CRD Headquarters Building**: For the 2025 fiscal year, there were several changes to the 1.106 Operating Budget. The budget is being increased from a total of \$2,204,840 in 2024 to \$2,678,668 – a total increase of \$473,828 (21.49%), primarily driven by increased leased space at 1625 Douglas Street \$290,460, insurance costs of \$28,669 and an increase to capital reserves of \$70,000 in a phased alignment of the reserve fund with corporate best practices.
 - **Corporate Satellite Facilities**: The 2025 fiscal year operating budget is \$284,421 – an increase of \$46,704 (19.65%) over 2024. Major drivers for the budget increase are a new cleaning contract at Juan de Fuca of \$15,680, an increased Facilities Management staff service level at Juan de Fuca of \$6,415 and increased pest control service costs at the Animal Shelter of \$2,616.

2025 Capital Budget

The proposed five-year capital plan for the Legislative and General Government Service totals \$15.4 million with \$9.8M in year one. Table 2 summarizes the capital plan by budget within the service.

Table 2: 2025-2029 Capital Expenditure by Function (\$Millions)

Budget Description	Annual Capital Plan (2025)	Total Capital Plan (2025-2029)	% of L&G
Board Expenditures	0.751	0.826	7.68%
CAO/Corporate Services	0.006	0.064	0.06%
HR	0.010	1.237	0.10%
Financial Services	5.130	5.305	52.43%
IT	3.810	7.812	38.94%
First Nations	0.000	0.016	0.00%
Corporate Communications	0.072	0.095	0.74%
Other*	0.006	0.044	0.06%
Legislative & General	\$9.785	\$15.399	100%
Facilities Budgets	0.740	4.070	
Total	\$10.525	\$19.469	

*Other: Includes the functions of Corporate Climate, Real Estate, Health Planning, GM Planning and Protective Services, Corporate Emergency and GM Regional Parks, ES and Electoral Areas.

Details for each capital plan can be found in appendices B through Q.

Below are explanations for sub-budgets with capital expenditures exceeding \$0.250 million:

Board Expenditures: New tables for additional capacity (\$225,000) in the boardroom, as well as boardroom technology replacements (\$265,000) and upgrades (\$225,000) for audio and media, for 2025.

Financial Services: Budget for additional corporate office space at the IWS Field Operations Center has been captured in the Financial Service's budget for 2025. As the development of the IWS FOC progresses and planned departmental occupation of the additional office space is finalized, it will be re-evaluated if realignment of this budget to another service is appropriate.

Information Technology and Digital Transformation: The primary focus of the five-year Capital plan includes ERP application modernization enhancements to reduce accumulated technical debt, and the adoption of new functionality to improve business processes and efficiencies. These include the continued migration of SAP ECC to S/4Hana, improvements to analytics, and upgrades to user interfaces, data centre maintenance and modernization, and alternate data centre to support business continuity/disaster recovery. Also impacting the capital plan are improvements to cybersecurity, specifically identity management, multi-factor authentication, and network segmentation.

Facilities Budgets

- **Facility Management:** The 5-year capital plan is primarily related to equipment and fleet replacement as they reach the end of their useful life.
- **CRD Headquarters Building:** The primary focus of the 5-year capital plan includes upgrades to the 625 Fisgard HVAC system to improve the energy efficiency of the system, in line with achieving the CRD's greenhouse gas reduction and climate action goals. The

balance of the plan involves minor upgrades throughout the building and operational equipment, as equipment and components reach end-of-life or need replacement.

- Corporate Satellite Facilities: This budget has no material items at this time pending the results of the next condition assessment, the only item is a provision for emergency repairs as needed at the Juan de Fuca Building.

Insurance Fund: Rising allocations are the result of a hard global insurance market for all insurance types, primarily property premium increases, which have increased substantially over the past five years. Allocations for property insurance have historically been offset by the interest from CRD's self-insured retention of \$2-million, accruing since the late 1980s, and resulting in individual services obtaining savings over the past five years as the insurance market hardened. However, this interest can no longer keep pace with the increase in premiums and an allocation increase is required. To achieve immediate premium reductions for property, a property insurance deductible of \$1-million rather than \$200,000 has been adopted, resulting in an 18% cost savings. To review appropriate self-insurance fund levels and deductible levels, staff are in discussion with actuarial consultants.

ALTERNATIVES

Alternative 1

The Governance Committee recommends the Committee of the Whole recommend to the Capital Regional District Board:

That Appendices A through Q, the Legislative and General Government, Facilities Management Services Operating and Capital Budgets be approved as presented and form the basis of the Provisional 2025-2029 Financial Plan.

Alternative 2

The Governance Committee refer the budget back to staff for additional information for the Capital Regional District Board's consideration.

IMPLICATIONS

Financial Implications

Staff continue to manage cost pressures on revenue through utilization of reserves and surplus carryforward where possible as well as refinement of cost recovery across services.

Alignment with Board and Corporate Priorities

Community Need Summaries present an overview of the operational and strategic context, services levels, initiatives and performance data for each Community Need in the CRD 2023-2026 Corporate Plan. They also provide details of the initiatives, associated staffing, timing and service levels required to advance the work in future years.

The Community Need Summaries related to the Legislative and General Government service are Advocacy, People, Open Government, First Nations, and Business Systems and Processes. These Community Need Summaries are being presented under separate reports and document

the organization's service planning recommendations for 2025.

CONCLUSION

The proposed 2025 Legislative and General Government, and Facilities service budgets have been prepared for consideration by the Governance Committee. The Committee will make budget recommendations to the CRD Board through the Committee of the Whole. The proposed 2025 budget reflects the inclusion of many CRD Corporate Plan initiatives across a number of Legislative and General functions.

RECOMMENDATION

The Governance Committee recommends the Committee of the Whole recommend to the Capital Regional District Board:

That Appendices A through Q, the Legislative and General Government, Facilities Management Services Operating and Capital Budgets be approved as presented and form the basis of the Provisional 2025-2029 Financial Plan.

Submitted by:	Nelson Chan, MBA, FCPA, FCMA, Chief Financial Officer, GM Finance & IT
Submitted by:	Russ Smith, Acting General Manager, Parks, Recreation & Environmental Services
Submitted by:	Kristen Morley, J.D., General Manager, Corporate Services & Corporate Officer
Concurrence:	Ted Robbins, B.Sc., C. Tech., Chief Administrative Officer

ATTACHMENTS

- Appendix A: 2025 Legislative & General Consolidated Operating Budget
- Appendix B: CRD 2025 Budget Board Expenditures
- Appendix C: CRD 2025 Budget Other Legislative & General - Climate
- Appendix D: CRD 2025 Budget CAO & Executive Services
- Appendix E: CRD 2025 Budget Corporate Services
- Appendix F: CRD 2025 Budget Real Estate
- Appendix G: CRD 2025 Budget Human Resources
- Appendix H: CRD 2025 Budget Finance
- Appendix I: CRD 2025 Budget Health & Capital Planning Strategies
- Appendix J: CRD 2025 Budget Information Technology
- Appendix K: CRD 2025 Budget GM Planning & Protective Services
- Appendix L: CRD 2025 Budget Corporate Emergency
- Appendix M: CRD 2025 Budget First Nations Relations
- Appendix N: CRD 2025 Budget GM - Parks and Environmental Services
- Appendix O: CRD 2025 Budget Corporate Communications
- Appendix P: CRD 2025 Budget GM – Electoral Areas
- Appendix Q: CRD 2025 Budget – Facility Management

2025 Legislative and General Government and Facilities Operating Budget Summary

The following tables summarize the total 2025 Legislative and General Government sub-budgets detailed in appendices B through O by comparing the change from 2024.

Table 1: 2025 Budgeted Expenses – Legislative & General

Budget Component	2025 Budget	2024 Budget	\$ Variance	% Variance
Salaries and Wages	27.913	25.804	2.109	8.2%
Consultancy and Contract for Services	2.327	3.610	(1.283)	(35.5%)
Software Licenses	3.739	3.026	0.713	23.6%
Other Operating Costs	9.246	7.158	2.088	29.2%
Total (M)	\$43.225	\$39.598	\$3.627	9.2%

Table 2: 2025 Budgeted Revenue – Legislative & General

Budget Component	2025 Budget	2024 Budget	\$ Variance	% Variance
Allocations and Other Revenue	27.814	23.912	3.902	16.3%
Requisition	13.547	12.252	1.295	10.6%
Transfers From Reserve	1.864	3.434	(1.570)	(45.7%)
Total (M)	\$43.225	\$39.598	\$3.627	9.2%

Requisition

The 2025 requisition is \$13.6 million, which is a 10.6% increase over 2024.

The key drivers of the increase in requisition are for funding, or partial funding for the following items:

- 2025 IBC 16e-5.1 Electoral Area Services Department Oversight (6 months)
- 2025 IBC 13d-1.1 Support Division IBC - Financial Services
- 2025 IBC 13a-3.1 M365 SharePoint Online Transition to IM
- 2025 IBC 13a-1.2 Manager of Procurement
- 2025 IBC 5a-1.6: Manager Finance Regional Housing
- 2025 IBC 9a-2.1 Resiliency and Recovery Coordinator
- Annualization of 2024 IBCs
- Salary and remuneration adjustments based on collective agreement

The following tables summarize the total 2025 Facilities sub-budgets detailed in appendix Q by comparing the change from 2024.

Table 3: 2025 Budgeted Expenses - Facilities

Budget Component	2025 Budget	2024 Budget	\$ Variance	% Variance
Salaries and Wages	1.461	1.614	(0.153)	(9.5%)
Internal Labour	0.358	0.348	0.010	2.9%
Internal allocation	0.691	0.642	0.049	7.6%
Lease Costs	0.691	0.389	0.302	77.6%
Other Operating Costs	1.922	1.613	0.309	19.2%
Total (M)	\$5.123	\$4.606	\$0.517	11.2%

Table 4: 2025 Budgeted Revenue - Facilities

Budget Component	2025 Budget	2024 Budget	\$ Variance	% Variance
Allocations and Other Revenue	4.953	4.432	0.521	11.8%
Requisition	0.170	0.174	(0.004)	(2.3%)
Total (M)	\$5.123	\$4.606	\$0.517	11.2%

Requisition

The 2025 requisition is \$0.170 million, which is a 2.0% decrease from 2024.

The following table summarizes the total Legislative and General Government and the Facilities budgeted revenue.

Table 5: 2025 Budgeted Revenue - Total

Budget Component	2025 Budget	2024 Budget	\$ Variance	% Variance
Allocations and Other Revenue	32.767	28.344	4.423	15.6%
Requisition	13.717	12.426	1.291	10.4%
Transfers From Reserve	1.864	3.434	(1.570)	(45.7%)
Total (M)	\$48.348	\$44.204	\$4.144	9.4%

CAPITAL REGIONAL DISTRICT

2025 BUDGET

Board Expenditures

COMMITTEE REVIEW

Service: 1.011 Board Expenditures

Committee: Governance Committee & Finance Committee

DEFINITION:

Authorized by Letters Patent to provide for the remuneration and expenses of the Capital Regional District members of the Board.
One-half of the remuneration paid to the electoral area directors is charged to the Electoral Area Administrative Budgets (starting with the year 2003 budget).

PARTICIPATION:

All municipalities and electoral areas.

MAXIMUM LEVY:

N/A

MAXIMUM CAPITAL DEBT:

N/A

COMMITTEE:

Governance Committee and Finance Committee

FUNDING:

Requisition

1.011 - Board Expenditures

	2024		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2026	2027	2028	2029
<u>OPERATING COSTS</u>										
Directors' Remuneration	910,194	890,000	936,900	-	-	936,900	955,640	974,750	994,250	1,014,140
Standard Overhead Allocation	60,175	60,175	68,189	-	-	68,189	70,234	71,639	73,072	74,533
Building Occupancy	111,261	111,261	140,337	-	-	140,337	155,826	168,187	174,982	177,907
Legal Expenses	15,530	-	16,000	-	-	16,000	16,320	16,650	16,980	17,320
Contract for Services	40,000	30,000	10,300	-	-	10,300	10,510	10,720	10,930	11,150
Software Licenses	156,030	122,699	78,310	-	30,000	108,310	79,880	81,480	83,110	84,770
Meetings & Printing	15,070	12,700	15,520	-	-	15,520	15,830	16,150	16,470	16,800
Scholarship Programs	18,750	18,660	19,240	-	-	19,240	19,570	19,910	20,260	20,620
Other Operating Expenses	36,760	19,370	38,270	-	-	38,270	39,316	40,408	41,549	42,764
TOTAL OPERATING COSTS	1,363,770	1,264,865	1,323,066	-	30,000	1,353,066	1,363,126	1,399,894	1,431,603	1,460,004
*Percentage Increase over prior year						-0.8%	0.7%	2.7%	2.3%	2.0%
<u>CAPITAL / RESERVE</u>										
Transfer to Equipment Replacement Fund	56,930	56,930	58,640	-	-	58,640	59,810	61,010	62,230	63,470
TOTAL CAPITAL / RESERVE	56,930	56,930	58,640	-	-	58,640	59,810	61,010	62,230	63,470
TOTAL COSTS	1,420,700	1,321,795	1,381,706	-	30,000	1,411,706	1,422,936	1,460,904	1,493,833	1,523,474
<u>INTERNAL RECOVERIES</u>										
Transfer from Internal Reserve	(80,000)	(50,000)	-	-	(30,000)	(30,000)	-	-	-	-
Other	(2,500)	(2,500)	(2,500)	-	-	(2,500)	(2,500)	(2,500)	(2,500)	(2,500)
NET COSTS	1,338,200	1,269,295	1,379,206	-	-	1,379,206	1,420,436	1,458,404	1,491,333	1,520,974
*Percentage increase over prior year Total Costs							3.0%	2.7%	2.3%	2.0%
AUTHORIZED POSITIONS:										
Salaried	24	24	24			24	24	24	24	24

CAPITAL REGIONAL DISTRICT
FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2025 to 2029

Service No.	1.011 Board Expenditures	Carry Forward from 2024	2025	2026	2027	2028	2029	TOTAL
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EXPENDITURE

Buildings	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$696,000	\$751,000	\$55,000	\$0	\$0	\$20,000	\$826,000	
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Vehicles	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$696,000	\$751,000	\$55,000	\$0	\$0	\$20,000	\$826,000	

SOURCE OF FUNDS

Capital Funds on Hand	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debenture Debt (New Debt Only)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	\$696,000	\$751,000	\$55,000	\$0	\$0	\$20,000	\$826,000	
Grants (Federal, Provincial)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$696,000	\$751,000	\$55,000	\$0	\$0	\$20,000	\$826,000	

CAPITAL REGIONAL DISTRICT

5 YEAR CAPITAL PLAN

2025 - 2029

Service #:

1.011

Service Name:

Board Expenditures

PROJECT DESCRIPTION				PROJECT BUDGET & SCHEDULE									
Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2024	2025	2026	2027	2028	2029	5 - Year Total
19-01	Replacement	Boardroom Video Distribution Equipment	Replacement of all existing video switching equipment	\$ 81,000	E	ERF	\$ 81,000	\$ 81,000					\$ 81,000
19-02	Replacement	Boardroom Projector and Screen Replacement	Replace projector and screen in Main office boardroom	\$ 60,000	E	ERF		\$ 60,000					\$ 60,000
19-03	Replacement	Boardroom Chairs	Replace boardroom chairs	\$ 30,000	E	ERF	\$ 30,000	\$ 30,000					\$ 30,000
20-01	Replacement	Boardroom Audio System	Replace boardroom audio system	\$ 21,700	E	ERF	\$ 10,000	\$ 10,000					\$ 10,000
21-02	Replacement	Boardroom Video Streaming Equipment Replacement	Replace video streaming equipment (Granicus is way more than this...)	\$ 20,000	E	ERF						\$ 20,000	\$ 20,000
22-01	Replacement	iPad and Tablet Replacements	Replace director iPads and tablets	\$ 50,000	E	ERF		\$ -	\$ 50,000				\$ 50,000
22-02	Replacement	Boardroom Microphone System Replacement	Replace microphone system (this has not been done)	\$ 100,000	E	ERF	\$ 100,000	\$ 100,000					\$ 100,000
23-02	Replacement	Replace/Expand Recording Secretary Table	Replace/Expand Recording Secretary Table	\$ 25,000	E	ERF	\$ 25,000	\$ 25,000					\$ 25,000
23-03	Replacement	Multi-Camera System	Replace existing video Camera with a Mult-=Camera System	\$ 80,000	E	ERF	\$ 75,000	\$ 75,000					\$ 75,000
24-01	Replacement	AV & lighting for Boardroom	AV for Boardroom, as identiefied in 2024 IBC 12b-4.1: Meeting Management Improvements	\$ 150,000	E	ERF	\$ 150,000	\$ 150,000					\$ 150,000
24-02	Replacement	Boardroom Table redesign & upgrades	Replace Boardroom Table, as identiefied in 2024 IBC 12b-4.1: Meeting Management Improvements	\$ 200,000	E	ERF	\$ 200,000	\$ 200,000					\$ 200,000
24-03	Replacement	Wiring	Replace wiring to accommodate new Board table	\$ 15,000	E	ERF	\$ 15,000	\$ 15,000	\$ -				\$ 15,000
24-05	New	Granicus Integrated Voting		\$ 20,000	E	ERF	\$ 10,000	\$ 5,000	\$ 5,000				\$ 10,000
													\$ -
													\$ -
													\$ -
			Grand Total	\$ 852,700			\$ 696,000	\$ 751,000	\$ 55,000	\$ -	\$ -	\$ 20,000	\$ 826,000

Reserve Schedule

Reserve Fund: 1.011 Board

Boardroom Technology, Furniture and Equipment - The Board of Director assets include IPADs, computers, equipment and furniture used to support the Board and for activities held in the Boardroom.

Reserve Cash Flow

Fund: 1022 Fund Center: 101413

ERF Group: BOARD.ERF

	Actual	Budget				
	2024	2025	2026	2027	2028	2029
Beginning Balance	730,469	785,685	93,325	98,135	159,145	221,375
Actual Purchases	(1,715)	-	-	-	-	
Planned Purchases (Based on Capital Plan)		(751,000)	(55,000)	-	-	(20,000)
Transfer from Operating Budget	56,930	58,640	59,810	61,010	62,230	63,470
Transfer from Operating Reserve		-	-	-	-	-
Interest Income		-	-	-	-	-
Ending Balance \$	785,685	93,325	98,135	159,145	221,375	264,845

Assumptions/Background:

CAPITAL REGIONAL DISTRICT

2025 BUDGET

Other Legislative & General - Climate

COMMITTEE REVIEW

Service: 1.012 Other Legislative & General - Climate

Committee: Environmental Services

DEFINITION:

Authorized by Letters Patent to provide for legislative expenditures of the Board.

PARTICIPATION:

All municipalities and electoral area.

MAXIMUM LEVY:

N/A

MAXIMUM CAPITAL DEBT:

N/A

COMMITTEE:

N/A

FUNDING:

Requisition

1.012 OTHER LEGISLATIVE & GENERAL - CLIMATE

OPERATING COSTS:

Salaries and Wages
Contributions - projects
Other Operating Expenses
Allocations

TOTAL OPERATING COSTS

*Percentage Increase over prior year

CAPITAL / RESERVE

Transfer to Climate Action Reserve Fund

TOTAL CAPITAL / RESERVES

TOTAL COSTS

*Percentage increase over prior year requisition

REVENUE

Climate Action Grant

TOTAL REVENUE

NET COSTS

*Percentage increase over prior year Net Costs

AUTHORIZED POSITIONS:

Salaried

	2024		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	2025 ONGOING	ONE-TIME	TOTAL	2026	2027	2028	2029
Salaries and Wages	110,426	110,426	117,557	-	-	117,557	120,963	124,466	128,068	131,773
Contributions - projects	-	103,000	-	-	-	-	-	-	-	-
Other Operating Expenses	-	500	-	-	-	-	-	-	-	-
Allocations	-	-	-	-	901	901	901	-	-	-
TOTAL OPERATING COSTS	110,426	213,926	117,557	-	901	118,458	121,864	124,466	128,068	131,773
*Percentage Increase over prior year		93.7%	6.5%	0.0%	0.8%	7.3%	2.9%	2.1%	2.9%	2.9%
<u>CAPITAL / RESERVE</u>										
Transfer to Climate Action Reserve Fund	103,000	-	106,090	-	-	106,090	108,212	110,376	112,584	114,835
TOTAL CAPITAL / RESERVES	103,000	-	106,090	-	-	106,090	108,212	110,376	112,584	114,835
TOTAL COSTS	213,426	213,926	223,647	-	901	224,548	230,076	234,842	240,652	246,608
*Percentage increase over prior year requisition		0.2%	4.8%	0.0%	0.4%	5.2%	2.5%	2.1%	2.5%	2.5%
REVENUE										
Climate Action Grant	-	-	-	-	-	-	-	-	-	-
TOTAL REVENUE	-	-	-	-	-	-	-	-	-	-
NET COSTS	213,426	213,926	223,647	-	901	224,548	230,076	234,842	240,652	246,608
*Percentage increase over prior year Net Costs		0.2%	4.8%	0.0%	0.0%	5.2%	2.5%	2.1%	2.5%	2.5%
<u>AUTHORIZED POSITIONS:</u>										
Salaried	1.0	1.0	1.0	-	-	1.0	1.0	1.0	1.0	1.0

CAPITAL REGIONAL DISTRICT

2025 BUDGET

CAO & Executive Services

COMMITTEE REVIEW

Service: 1.014 CAO & Executive Services

Committee: Governance Committee & Finance Committee

DEFINITION:

Authorized by Letters Patent to provide for administrative expenditures of the Capital Regional District Board.

PARTICIPATION:

All municipalities and electoral areas.

MAXIMUM LEVY:

N/A

MAXIMUM CAPITAL DEBT:

N/A

COMMITTEE:

Governance Committee and Finance Committee

FUNDING:

Requisition

Change in Budget 2024 to 2025

Service: 1.014 CAO & EXECUTIVE SERVICES

Total Expenditure

Comments

2024 Budget 1,117,777

Change in Salaries:

Base salary and benefit change	31,585	Inclusive of estimated collective agreement changes
Step increase/paygrade change	29,708	
Annualization of 2024 position	33,804	Annualization of 2024 IBC 11b-7.1: Manager of Corporate Initiatives & Administration
Total Change in Salaries	95,098	

Other Changes:

Building Occupancy	5,499	
Sharepoint Online Upgrade	10,812	Contribution to 2025 IBC 13a-3.1: M365 Sharepoint Online Transition to IM
Other Costs	(325)	
Total Other Changes	15,986	

2025 Budget 1,228,861

Summary of % Expense Increase

2024 IBC Annualization Expense	3.0%
2025 Auxiliary Support	0.0%
Other salary adjustments	5.5%
Balance of increase	1.4%
% expense increase from 2023:	9.9%

% Requisition increase from 2023 (if applicable): 10% Requisition funding is 100% of service revenue

Overall 2024 Budget Performance

(expected variance to budget and surplus treatment)

There is a one time favourable variance of \$93,700 (8.4%) largely due to variances on salary (\$69,940) and savings on office supplies, meeting expenses and training (\$23,000).

CAO & Executive Services	2024		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	2025 ONGOING	ONE-TIME	TOTAL	2026	2027	2028	2029
<u>OPERATING COSTS:</u>										
Salaries and Wages	958,240	888,300	1,053,719	-	-	1,053,719	1,084,131	1,115,410	1,147,570	1,180,646
Building Occupancy	26,714	26,714	33,393	-	-	33,393	36,939	39,770	41,342	42,038
Intergovernment Allocation	-	-	-	-	-	-	-	-	-	-
Legal Expenses	1,970	1,000	2,030	-	-	2,030	2,070	2,110	2,150	2,190
Software Licenses	6,930	5,000	7,790	-	-	7,790	5,490	5,600	5,710	5,820
Other Operating Expenses	120,923	93,033	116,117	-	10,812	126,929	129,610	121,585	124,483	127,456
TOTAL OPERATING COSTS	1,114,777	1,014,047	1,213,049	-	10,812	1,223,861	1,258,239	1,284,475	1,321,254	1,358,150
*Percentage Increase over prior year						9.8%	2.8%	2.1%	2.9%	2.8%
<u>CAPITAL / RESERVE</u>										
Transfer to Equipment Replacement Fund	3,000	10,000	5,000	-	-	5,000	5,100	5,200	5,300	5,410
TOTAL CAPITAL / RESERVES	3,000	10,000	5,000	-	-	5,000	5,100	5,200	5,300	5,410
TOTAL COSTS	1,117,777	1,024,047	1,218,049	-	10,812	1,228,861	1,263,339	1,289,675	1,326,554	1,363,560
Internal Recovery from CAWTP	-	-	-	-	-	-	-	-	-	-
Transfer from Internal Reserve	-	-	-	-	-	-	-	-	-	-
NET COSTS	1,117,777	1,024,047	1,218,049	-	10,812	1,228,861	1,263,339	1,289,675	1,326,554	1,363,560
*Percentage increase over prior year Net Costs						9.0%	2.8%	2.1%	2.9%	2.8%
<u>AUTHORIZED POSITIONS:</u>										
Salaried	6.0	6.0	6.0		-	6.0	6.0	6.0	6.0	6.0

CAPITAL REGIONAL DISTRICT
FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2025 to 2029

Service No.	1.014	Carry Forward from 2024	2025	2026	2027	2028	2029	TOTAL
	CAO / Corporate Services							

EXPENDITURE

Buildings	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$0	\$5,754	\$17,262	\$15,965	\$17,262	\$7,672	\$63,915
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Vehicles	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$0	\$5,754	\$17,262	\$15,965	\$17,262	\$7,672	\$63,915

SOURCE OF FUNDS

Capital Funds on Hand	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debenture Debt (New Debt Only)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	\$0	\$5,754	\$17,262	\$15,965	\$17,262	\$7,672	\$63,915
Grants (Federal, Provincial)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$0	\$5,754	\$17,262	\$15,965	\$17,262	\$7,672	\$63,915

CAPITAL REGIONAL DISTRICT**5 YEAR CAPITAL PLAN****2025 - 2029**

Service #: 1.014
Service Name: CAO / Corporate Services

PROJECT DESCRIPTION				PROJECT BUDGET & SCHEDULE									
Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2024	2025	2026	2027	2028	2029	5 - Year Total
24-01	Replacement	Computer	Computer Replacement	\$ 14,796	E	ERF		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
25-01	Replacement	Computer	Computer Replacement	\$ 5,754	E	ERF		\$ 5,754	\$ -	\$ -	\$ -	\$ -	\$ 5,754
26-01	Replacement	Computer	Computer Replacement	\$ 17,262	E	ERF		\$ -	\$ 17,262	\$ -	\$ -	\$ -	\$ 17,262
27-01	Replacement	Computer	Computer Replacement	\$ 15,965	E	ERF		\$ -	\$ -	\$ 15,965	\$ -	\$ -	\$ 15,965
28-01	Replacement	Computer	Computer Replacement	\$ 17,262	E	ERF		\$ -	\$ -	\$ -	\$ 17,262	\$ -	\$ 17,262
29-01	Replacement	Computer	Computer Replacement	\$ 7,672	E	ERF		\$ -	\$ -	\$ -	\$ -	\$ 7,672	\$ 7,672
													\$ -
													\$ -
			Grand Total	\$ 78,711				\$ 5,754	\$ 17,262	\$ 15,965	\$ 17,262	\$ 7,672	\$ 63,915

Reserve Schedule

Reserve Fund: 1.014 CAO / Corporate Services

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Fund: 1022 Fund Center: 101366
ERF Group: CAO.ERF

	Estimate	Budget				
	2024	2025	2026	2027	2028	2029
Beginning Balance	34,709	32,719	41,965	40,003	39,638	38,286
Actual Purchases	(20,991)					
Planned Purchases (Based on Capital Plan)		(5,754)	(17,262)	(15,965)	(17,262)	(7,672)
Transfer from Operating Budget	19,000	15,000	15,300	15,600	15,910	16,230
Interest Income						
Ending Balance \$	32,719	41,965	40,003	39,638	38,286	46,844

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CAPITAL REGIONAL DISTRICT

2025 BUDGET

Corporate Services

COMMITTEE REVIEW

Service: 1.014 Corporate Services

Committee: Governance Committee & Finance Committee

DEFINITION:

Authorized by Letters Patent to provide for administrative expenditures of the Capital Regional District Board.

SERVICE DESCRIPTION:

Risk management including insurance claims, loss control and tender call/contract review.
Corporate administrative support including legal services, legislative services, procurement, records management and privacy and Freedom of information requests.

PARTICIPATION:

All municipalities and electoral areas.

MAXIMUM LEVY:

N/A

MAXIMUM CAPITAL DEBT:

N/A

COMMITTEE:

Governance Committee and Finance Committee

FUNDING:

Requisition and internal recoveries

Change in Budget 2024 to 2025
Service: 1.014B CORPORATE SERVICES

Total Expenditure

Comments

2024 Budget 3,177,282

Change in Salaries:

Base salary and benefit change	31,744	Inclusive of estimated collective agreement changes
Step increase/paygrade change	51,412	
1.0 FTE Senior Analyst	117,695	2025 IBC 13a-3.1 M365 Sharepoint Online Transition to IM
Auxiliary support	30,000	2025 IBC 13a-3.1 M365 Sharepoint Online Transition to IM
Annualization of 2024 position	32,091	Annualization of 2024 IBC 12a-1.1: Privacy and Information Senior Analyst
Other minor adjustments	26,251	
Total Change in Salaries	289,193	

Other Changes:

Contract for Services	542,800	2025 IBC 13a-3.1 M365 Sharepoint Online Transition to IM
Contract for Services	(290,000)	Reduction for 2024 one-time costs for EDRMS
Contract for Services	(170,000)	Reduction for 2024 one-time costs for centralizing procurement study and actuarial support
Office & Equipment Costs	20,500	Office costs associated with new ongoing FTEs
Building Occupancy	26,258	
Other Costs	29,649	
Total Other Changes	159,207	

2025 Budget 3,625,682

Summary of % Expense Increase

2025 IBC Expense	22.4%
2024 IBC Annualization Expense	1.0%
Reduction in one-time contract for services	-14.5%
Balance of increase	5.2%
% expense increase from 2024:	14.1%

% Requisition increase from 2024 (if applicable): 23% Requisition funding is 73% of service revenue

Overall 2024 Budget Performance
(expected variance to budget and surplus treatment)

There is a one time favourable variance of \$214,000 (7.8%) largely due to temporary staff vacancies (\$248,500) and deferral of EDRMS contract for services expenses (\$290,000). This is largely offset by reduced transfers from reserve for EDRMS of \$290,000, increased legal advisory and contributions to Equipment Reserve Fund.

	2024		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2026	2027	2028	2029
CORPORATE SERVICES										
<u>OPERATING COSTS:</u>										
Salaries and Wages	2,457,348	2,208,886	2,598,846	117,695	30,000	2,746,542	3,066,927	3,248,948	3,342,433	3,438,558
Building Occupancy	122,984	128,734	154,992	-	-	154,992	172,068	185,716	193,218	196,449
Legal Expenses	7,920	25,000	8,160	-	-	8,160	8,320	8,490	8,660	8,830
Contract for Services	460,000	170,000	-	-	542,800	542,800	542,800	-	-	-
Software Licenses	15,060	33,000	15,510	1,500	-	17,010	20,440	20,850	21,270	21,700
Other Operating Expenses	106,970	87,120	100,453	8,000	37,726	146,179	187,508	152,971	123,420	123,939
TOTAL OPERATING COSTS	3,170,282	2,652,740	2,877,961	127,195	610,526	3,615,682	3,998,063	3,616,975	3,689,001	3,789,475
*Percentage Increase over prior year						14.0%	10.6%	-9.5%	2.0%	2.7%
<u>CAPITAL / RESERVE</u>										
Transfer to Equipment Replacement Fund	7,000	27,000	10,000	-	-	10,000	10,200	10,400	10,610	10,820
Transfer to Operating Reserve Fund	-	-	-	-	-	-	-	-	-	-
Transfer to Climate Action Reserve Fund	-	-	-	-	-	-	-	-	-	-
TOTAL CAPITAL / RESERVES	7,000	27,000	10,000	-	-	10,000	10,200	10,400	10,610	10,820
TOTAL COSTS	3,177,282	2,679,740	2,887,961	127,195	610,526	3,625,682	4,008,263	3,627,375	3,699,611	3,800,295
*Percentage increase over prior year						-9.1%	10.6%	-9.5%	2.0%	2.7%
REVENUE										
FOI Revenue	-	-	-	-	-	-	-	-	-	-
Allocation Recovery	-	-	-	-	(406,339)	(406,339)	(406,339)	-	-	-
Transfer from Operating Reserve	(460,000)	(170,000)	-	-	-	-	-	-	-	-
TOTAL REVENUE	(460,000)	(170,000)	-	-	(406,339)	(406,339)	(406,339)	-	-	-
NET COSTS	2,717,282	2,509,740	2,887,961	127,195	204,187	3,219,343	3,601,924	3,627,375	3,699,611	3,800,295
*Percentage increase over prior year Net Costs						6.3%	11.9%	0.7%	2.0%	2.7%
<u>AUTHORIZED POSITIONS:</u>										
Salaried	16.6	16.6	16.6	1.0	-	17.6	19.6	20.6	20.6	20.6

CAPITAL REGIONAL DISTRICT
FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2025 to 2029

Service No.	1.014	Carry Forward from 2024	2025	2026	2027	2028	2029	TOTAL
	CAO / Corporate Services							

EXPENDITURE

Buildings	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$0	\$5,754	\$17,262	\$15,965	\$17,262	\$7,672	\$63,915
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Vehicles	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$0	\$5,754	\$17,262	\$15,965	\$17,262	\$7,672	\$63,915

SOURCE OF FUNDS

Capital Funds on Hand	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debenture Debt (New Debt Only)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	\$0	\$5,754	\$17,262	\$15,965	\$17,262	\$7,672	\$63,915
Grants (Federal, Provincial)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$0	\$5,754	\$17,262	\$15,965	\$17,262	\$7,672	\$63,915

CAPITAL REGIONAL DISTRICT**5 YEAR CAPITAL PLAN****2025 - 2029**

Service #: 1.014
Service Name: CAO / Corporate Services

PROJECT DESCRIPTION				PROJECT BUDGET & SCHEDULE									
Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2024	2025	2026	2027	2028	2029	5 - Year Total
24-01	Replacement	Computer	Computer Replacement	\$ 14,796	E	ERF		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
25-01	Replacement	Computer	Computer Replacement	\$ 5,754	E	ERF		\$ 5,754	\$ -	\$ -	\$ -	\$ -	\$ 5,754
26-01	Replacement	Computer	Computer Replacement	\$ 17,262	E	ERF		\$ -	\$ 17,262	\$ -	\$ -	\$ -	\$ 17,262
27-01	Replacement	Computer	Computer Replacement	\$ 15,965	E	ERF		\$ -	\$ -	\$ 15,965	\$ -	\$ -	\$ 15,965
28-01	Replacement	Computer	Computer Replacement	\$ 17,262	E	ERF		\$ -	\$ -	\$ -	\$ 17,262	\$ -	\$ 17,262
29-01	Replacement	Computer	Computer Replacement	\$ 7,672	E	ERF		\$ -	\$ -	\$ -	\$ -	\$ 7,672	\$ 7,672
													\$ -
													\$ -
			Grand Total	\$ 78,711				\$ 5,754	\$ 17,262	\$ 15,965	\$ 17,262	\$ 7,672	\$ 63,915

Reserve Schedule

Reserve Fund: 1.014 CAO / Corporate Services

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Fund: 1022 Fund Center: 101366
ERF Group: CAO.ERF

	Estimate	Budget				
	2024	2025	2026	2027	2028	2029
Beginning Balance	34,709	32,719	41,965	40,003	39,638	38,286
Actual Purchases	(20,991)					
Planned Purchases (Based on Capital Plan)		(5,754)	(17,262)	(15,965)	(17,262)	(7,672)
Transfer from Operating Budget	19,000	15,000	15,300	15,600	15,910	16,230
Interest Income						
Ending Balance \$	32,719	41,965	40,003	39,638	38,286	46,844

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CAPITAL REGIONAL DISTRICT

2025 BUDGET

Real Estate

COMMITTEE REVIEW

Service: 1.015 Real Estate

Committee: Governance Committee & Finance Committee

DEFINITION:

Authorized by Letters Patent to provide for administrative expenditures of the Capital Regional District Board.

SERVICE DESCRIPTION:

Acquisition, disposal and management of real estate interests on behalf of CRD departments and commissions/committees.

PARTICIPATION:

All municipalities and electoral areas.

MAXIMUM LEVY:

N/A

MAXIMUM CAPITAL DEBT:

N/A

COMMITTEE:

Governance Committee and Finance Committee

FUNDING:

Internal recoveries and requisition

1.015 - Real Estate Services

OPERATING COSTS:

Salaries and Wages
Allocations
Legal Expenses
Software Licenses
Other Operating Expenses

TOTAL OPERATING COSTS

*Percentage increase/-decrease over prior year

CAPITAL / RESERVE

Transfer to Equipment Replacement Fund

TOTAL CAPITAL / RESERVE

TOTAL COSTS

*Percentage increase/-decrease over prior year Total Costs

Internal Recoveries

NET COSTS

*Percentage increase over prior year Net Costs

AUTHORIZED POSITIONS:

Salaried

	2024		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2026	2027	2028	2029
Salaries and Wages	440,064	428,152	456,035	-	-	456,035	469,145	482,632	496,495	510,756
Allocations	69,483	69,483	78,393	-	3,604	81,997	88,534	90,064	92,726	94,544
Legal Expenses	1,500	1,500	1,550	-	-	1,550	1,580	1,610	1,640	1,670
Software Licenses	9,960	9,960	10,260	-	-	10,260	10,470	10,680	10,890	11,110
Other Operating Expenses	23,800	15,884	24,410	-	-	24,410	24,883	25,387	25,893	26,400
TOTAL OPERATING COSTS	544,807	524,979	570,648	-	3,604	574,252	594,612	610,373	627,644	644,480
*Percentage increase/-decrease over prior year						5.4%	3.5%	2.7%	2.8%	2.7%
<u>CAPITAL / RESERVE</u>										
Transfer to Equipment Replacement Fund	-	-	-	-	-	-	-	-	-	-
TOTAL CAPITAL / RESERVE	-	-	-	-	-	-	-	-	-	-
TOTAL COSTS	544,807	524,979	570,648	-	3,604	574,252	594,612	610,373	627,644	644,480
*Percentage increase/-decrease over prior year Total Costs						5.4%	3.5%	2.7%	2.8%	2.7%
Internal Recoveries	(435,846)	(435,846)	(456,518)	-	(2,883)	(459,401)	(475,690)	(488,298)	(502,115)	(515,584)
NET COSTS	108,961	89,133	114,130	-	721	114,851	118,922	122,075	125,529	128,896
*Percentage increase over prior year Net Costs						5.4%	3.5%	2.7%	2.8%	2.7%
AUTHORIZED POSITIONS:										
Salaried	3.0	3.0	3.0			3.0	3.0	3.0	3.0	3.0

CAPITAL REGIONAL DISTRICT
FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2025 to 2029

Service No.	1.015 Real Estate	Carry Forward from 2024	2025	2026	2027	2028	2029	TOTAL
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EXPENDITURE

Buildings	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$0	\$0	\$1,918	\$0	\$1,918	\$1,918	\$5,754	
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Vehicles	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$0	\$0	\$1,918	\$0	\$1,918	\$1,918	\$5,754	

SOURCE OF FUNDS

Capital Funds on Hand	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debenture Debt (New Debt Only)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	\$0	\$0	\$1,918	\$0	\$1,918	\$1,918	\$5,754	
Grants (Federal, Provincial)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$0	\$0	\$1,918	\$0	\$1,918	\$1,918	\$5,754	

CAPITAL REGIONAL DISTRICT

5 YEAR CAPITAL PLAN

2025 - 2029

Service #:

1.015

Service Name:

Real Estate

PROJECT DESCRIPTION				PROJECT BUDGET & SCHEDULE									
Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2024	2025	2026	2027	2028	2029	5 - Year Total
24-01	Replacement	Computer	Computer Replacement	\$ 1,500	E	ERF		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
26-01	Replacement	Computer	Computer Replacement	\$ 1,918	E	ERF		\$ -	\$ 1,918	\$ -	\$ -	\$ -	\$ 1,918
28-01	Replacement	Computer	Computer Replacement	\$ 1,918	E	ERF		\$ -	\$ -	\$ -	\$ 1,918	\$ -	\$ 1,918
29-01	Replacement	Computer	Computer Replacement	\$ 1,918	E	ERF		\$ -	\$ -	\$ -	\$ -	\$ 1,918	\$ 1,918
													\$ -
													\$ -
													\$ -
			Grand Total	\$ 7,254				\$ -	\$ 1,918	\$ -	\$ 1,918	\$ 1,918	\$ 5,754

Reserve Schedule

Reserve Fund: 1.015 Real Estate
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Reserve Cash Flow

Fund: 1022 Fund Center: 101418

ERF Group: PRPSRV.ERF

	Estimate	Budget				
	2024	2025	2026	2027	2028	2029
Beginning Balance	24,136	22,851	22,851	20,933	20,933	19,015
Actual Purchases	(1,500)					
Planned Purchases (Based on Capital Plan)		-	(1,918)	-	(1,918)	(1,918)
Transfer from Operating Budget	-	-	-	-	-	-
Interest Income	215					
Ending Balance \$	22,851	22,851	20,933	20,933	19,015	17,097

Assumptions/Background:

2026 - 1 standard laptop

2028 - 1 standard laptop

2029 - 1 standard laptop

CAPITAL REGIONAL DISTRICT

2025 BUDGET

Human Resources

COMMITTEE REVIEW

Service: 1.016 Human Resources

Committee: Governance Committee & Finance Committee

DEFINITION:

Authorized by Letters Patent to provide Human Resources services to the Board of the Capital Regional District.

PARTICIPATION:

All municipalities and electoral areas.

MAXIMUM LEVY:

N/A

MAXIMUM CAPITAL DEBT:

N/A

COMMITTEE:

Governance Committee and Finance Committee

FUNDING:

Requisition and internal recoveries

Change in Budget 2024 to 2025		Total Expenditure	Comments
Service: 1.016 HUMAN RESOURCES			
2024 Budget		3,798,978	
Change in Salaries:			
Base salary and benefit change	55,565		Inclusive of estimated collective agreement changes
Step increase/paygrade change	56,834		
Annualization of 2024 position	118,323		2024 IBC 11a-1.1: Develop and Implement The Corporate Accessibility Plan (3 months)
1.0 FTE Manager, Safety	80,759		2025 IBC 11b-1.2 Manager, Safety 2025 (6 months)
0.5 FTE Term support	72,500		2025 IBC 13a-3.2 SAP S4/HANA Enhancements
Auxiliary wages adjustment	(21,547)		
Total Change in Salaries	362,434		
Other Changes:			
Office & Equipment Costs	32,000		Office costs associated with new ongoing FTEs
Contract for Services	(50,000)		Reduction in one-time funding for 2024 Employee Survey part 2
Building Occupancy	33,427		
Sharepoint Online Upgrade	25,226		Contribution to 2025 IBC 13a-3.1: M365 Sharepoint Online Transition to IM
Other Costs	(50,555)		
Total Other Changes	(9,902)		
2025 Budget		4,151,510	
Summary of % Expense Increase			
2025 IBC Expense	4.9%		
2024 IBC Annualization Expense	3.1%		
Reduction in one-time contract for services	-1.3%		
Other 2025 wage adjustments	2.4%		
Balance of increase	3.3%		
% expense increase from 2023:	9.3%		
% Requisition increase from 2024 (if applicable):		5.8%	Requisition funding is 14% of service revenue

Overall 2024 Budget Performance
 (expected variance to budget and surplus treatment)

There is an estimated one-time favourable variance of \$382,000 (68.4%) due largely to temporary staff vacancies (\$250,000) as well as reduced training and development spending (\$51,000). Further savings from reduced office supply costs and legal services.

1.016 - Human Resources

	2024		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	2025 ONGOING	ONE-TIME	TOTAL	2026	2027	2028	2029
<u>OPERATING COSTS</u>										
Salaries and Wages	2,827,443	2,577,600	2,993,119	80,759	116,000	3,189,877	3,934,996	4,231,031	4,053,745	4,172,235
Allocations	104,168	104,168	125,054	-	25,226	150,280	161,116	144,692	149,860	152,469
Legal Expenses	17,310	10,000	17,830	-	-	17,830	18,190	18,550	18,920	19,300
GVLRA Membership Dues and Staff Training	181,300	160,000	188,430	2,500	-	190,930	212,590	224,400	228,880	233,460
Contract for Services	391,197	361,000	336,473	-	15,000	351,473	341,292	333,304	339,620	344,212
Software Licenses	14,500	12,000	14,940	1,500	-	16,440	24,420	40,150	41,730	43,390
Other Operating Expenses	224,060	149,120	195,680	4,500	2,500	202,680	236,134	236,716	236,527	241,329
TOTAL OPERATING COSTS	3,759,978	3,373,888	3,871,526	89,259	158,726	4,119,510	4,928,738	5,228,843	5,069,282	5,206,395
*Percentage Increase over prior year						9.6%	19.6%	6.1%	-3.1%	2.7%
<u>CAPITAL / RESERVE</u>										
Equipment Purchases	30,000	30,000	-	-	20,000	20,000	30,000	10,600	810	830
Transfer to Equipment Replacement Fund	9,000	9,000	12,000	-	-	12,000	12,000	12,000	12,000	12,000
TOTAL CAPITAL / RESERVE	39,000	39,000	12,000	-	20,000	32,000	42,000	22,600	12,810	12,830
TOTAL COSTS	3,798,978	3,412,888	3,883,526	89,259	178,726	4,151,510	4,970,738	5,251,443	5,082,092	5,219,225
						9.3%	19.7%	5.6%	-3.2%	2.7%
<u>INTERNAL RECOVERIES</u>										
Recovery Costs	(20,000)	(16,000)	(20,000)	-	(72,500)	(92,500)	(378,503)	(312,793)	(20,000)	(20,000)
First Aid Recovery	(6,090)	(6,090)	(6,278)	-	-	(6,278)	(6,405)	(6,534)	(6,666)	(6,798)
Transfer from Internal Reserve	(110,000)	(110,000)	-	-	-	-	-	-	-	-
Safety Officer Recovery	-	-	-	-	-	-	-	-	-	-
Human Resources	(3,104,516)	(3,104,516)	(3,291,510)	(89,259)	(81,000)	(3,461,769)	(3,896,791)	(4,241,744)	(4,337,435)	(4,445,623)
TOTAL INTERNAL RECOVERIES	(3,240,606)	(3,236,606)	(3,317,788)	(89,259)	(153,500)	(3,560,547)	(4,281,699)	(4,561,071)	(4,364,101)	(4,472,421)
NET COSTS	558,372	176,282	565,738	-	25,226	590,964	689,039	690,372	717,991	746,804
*Percentage increase over prior year						5.8%	16.6%	0.2%	4.0%	4.0%
Net Costs										
AUTHORIZED POSITIONS:										
Salaried	17.0	17.0	17.0	1.0	0.5	18.5	23.5	25.0	23.0	23.0

CAPITAL REGIONAL DISTRICT
FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2025 to 2029

Service No.	1.016	Carry						
	Human Resources	Forward	2025	2026	2027	2028	2029	TOTAL
		from 2024						

EXPENDITURE

Buildings	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$0	\$9,590	\$349,736	\$725,710	\$128,446	\$23,836	\$1,237,318
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Vehicles	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$0	\$9,590	\$349,736	\$725,710	\$128,446	\$23,836	\$1,237,318

SOURCE OF FUNDS

Capital Funds on Hand	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debenture Debt (New Debt Only)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	\$0	\$9,590	\$3,836	\$9,590	\$13,426	\$3,836	\$40,278
Grants (Federal, Provincial)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$0	\$0	\$345,900	\$716,120	\$115,020	\$20,000	\$1,197,040
	\$0	\$9,590	\$349,736	\$725,710	\$128,446	\$23,836	\$1,237,318

CAPITAL REGIONAL DISTRICT

5 YEAR CAPITAL PLAN

2025 - 2029

Service #: 1.016
 Service Name: Human Resources

PROJECT DESCRIPTION				PROJECT BUDGET & SCHEDULE									
Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2024	2025	2026	2027	2028	2029	5 - Year Total
25-01	Replacement	Computer	Computer Replacement	\$ 9,590	E	ERF	\$ -	\$ 9,590	\$ -	\$ -	\$ -	\$ -	\$ 9,590
26-01	Replacement	Computer	Computer Replacement	\$ 3,836	E	ERF	\$ -	\$ -	\$ 3,836	\$ -	\$ -	\$ -	\$ 3,836
27-01	Replacement	Computer	Computer Replacement	\$ 9,590	E	ERF	\$ -	\$ -	\$ -	\$ 9,590	\$ -	\$ -	\$ 9,590
28-01	Replacement	Computer	Computer Replacement	\$ 13,426	E	ERF	\$ -	\$ -	\$ -	\$ -	\$ 13,426	\$ -	\$ 13,426
29-01	Replacement	Computer	Computer Replacement	\$ 3,836	E	ERF	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,836	\$ 3,836
26-02	New	HRIS - Talent Suite		\$ 1,197,040	E	Res	\$ -	\$ -	\$ 345,900	\$ 716,120	\$ 115,020	\$ 20,000	\$ 1,197,040
													\$ -
													\$ -
			Grand Total	\$ 1,237,318				\$ 9,590	\$ 349,736	\$ 725,710	\$ 128,446	\$ 23,836	\$ 1,237,318

Reserve Schedule

Reserve Fund: 1.016 Human Resources
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Reserve Cash Flow

Fund: 1022 Fund Center: 101419

ERF Group: HR.ERF

	Estimate	Budget				
	2024	2025	2026	2027	2028	2029
Beginning Balance	21,470	21,470	23,894	26,129	31,841	35,909
Actual Purchases	(6,576)	-	-	-		-
Planned Purchases (Based on Capital Plan)		(9,590)	(3,836)	(9,590)	(13,426)	(3,836)
Transfer from Operating Budget	9,000	12,000	12,000	12,000	12,000	12,000
Interest Income	-	-	-	-	-	-
Ending Balance \$	23,894	23,880	32,058	28,539	30,415	44,073

Assumptions/Background:

CAPITAL REGIONAL DISTRICT

2025 BUDGET

Finance

COMMITTEE REVIEW

Service: 1.017 Finance

Committee: Governance Committee & Finance Committee

DEFINITION:

Authorized by Letters Patent to provide financial services to the Board of the Capital Regional District.

SERVICE DESCRIPTION:

Financial services and systems including budget preparation, financial accounting and reporting, financial analysis, accounts payable and payments, revenue billing and collection, payroll, financial systems support, banking, investments, long term debt and bylaw preparation.

PARTICIPATION:

All municipalities and electoral areas.

MAXIMUM LEVY:

N/A

MAXIMUM CAPITAL DEBT:

N/A

COMMITTEE:

Governance Committee and Finance Committee

FUNDING:

Requisition and internal recoveries

Change in Budget 2024 to 2025
Service: 1.017 Finance

Total Expenditure

Comments

2024 Budget

9,087,725

Change in Salaries:

Base salary and benefit change	139,893	Inclusive of estimated collective agreement changes
Step increase/paygrade change	149,454	Inclusive of annualization and reclassification of 2024 IBC positions
2.0 FTE Financial Analysts	187,885	2025 IBC 13d-1.1: Support Division IBC - Financial Services (9 months)
1.0 FTE Manager of Finance - Regional Housing	162,077	2025 IBC 5a-1.6: Manager Finance Regional Housing
1.0 FTE Senior Corporate Financial Analyst	96,291	2025 IBC 13c-1.3: Senior Financial Advisor (9 months)
1.0 FTE Manager of Procurement and Supply Chain	163,087	2025 IBC 13a-1.2 Manager of Procurement
(3.0) FTE Asset Management personnel	(444,419)	Reassignment of Asset Management function to IWS in 2025
Other	(12,640)	Discontinued term positions, auxiliary labour, overtime, and standby pay
Total Change in Salaries	441,629	

Other Changes:

Field Operations Centre (HQ2)	109,220	Field Operations Centre allocation and debt servicing costs
Building Occupancy	51,280	Facilities allocation
SharePoint Online Upgrade	36,037	Contribution to 2025 IBC 13a-3.1: M365 SharePoint Online Transition to IM
Office and Equipment Costs	93,100	Office costs associated with new on-going and term FTEs
Asset Management Program	(449,540)	Reassignment of Asset Management function to IWS in 2025
Other	(30,624)	
Total Other Changes	(190,527)	

2025 Budget

9,338,826

Summary of % Expense Increase		
2025 Base salary and step increases	3.2%	
2025 IBC Expense	7.1%	
Internal Allocations	2.2%	
Asset management budget reallocation	-9.9%	
% expense increase from 2024:	2.8%	
% Requisition increase from 2024:	2.9%	Requisition funding is 33% of service revenue

Overall 2024 Budget Performance

(expected variance to budget and surplus treatment)

There is an estimated one-time favourable variance of \$256,896 (3.3%) due mainly to temporary vacancies on permanent staff positions and hiring new staff at lower pay steps; partially offset by one-time contribution to the general capital fund. This surplus will be transferred to the Legislative and General Operating Reserve.

1.017 - FINANCE	2024		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	2025 ONGOING	ONE-TIME	TOTAL	2026	2027	2028	2029
<u>OPERATING COSTS:</u>										
Salaries and Wages	7,206,303	6,629,499	7,038,592	609,340	-	7,647,932	8,120,425	8,117,678	8,351,909	8,508,406
Allocations	328,522	328,522	393,861	-	36,037	429,898	465,925	459,305	476,801	485,930
Auditing Expense	83,000	83,000	86,000	-	-	86,000	89,000	90,780	92,600	94,450
Contract for Services	714,220	300,934	77,480	-	179,096	256,576	250,000	250,000	250,000	250,000
Postage & Freight	255,170	228,630	262,820	-	-	262,820	268,080	273,450	278,920	284,500
Supplies	87,890	73,563	78,640	-	14,000	92,640	80,610	80,030	81,620	83,250
Other Operating Expenses	377,620	370,866	350,860	23,500	55,600	429,960	481,275	470,973	480,903	491,119
TOTAL OPERATING COSTS	9,052,725	8,015,014	8,288,253	632,840	284,733	9,205,826	9,755,314	9,742,216	10,012,752	10,197,655
*Percentage Increase over prior year			-8.4%	7.0%	3.1%	1.7%	6.0%	-0.1%	2.8%	1.8%
<u>CAPITAL / RESERVE</u>										
Transfer to Equipment Replacement Fund	35,000	35,000	35,000	-	-	35,000	35,000	35,000	35,000	35,000
Transfer to General Capital Fund	-	400,000	-	-	-	-	-	-	-	-
TOTAL CAPITAL / RESERVES	35,000	435,000	35,000	-	-	35,000	35,000	35,000	35,000	35,000
Debt Expenditures	-	-	98,000	-	-	98,000	203,000	304,332	304,332	304,332
TOTAL COSTS	9,087,725	8,450,014	8,421,253	632,840	284,733	9,338,826	9,993,314	10,081,548	10,352,084	10,536,987
*Percentage Increase over prior year			-7.3%	7.0%	3.1%	2.8%	7.0%	0.9%	2.7%	1.8%
<u>REVENUE</u>										
US Bank Rebate	(61,980)	(61,980)	(63,840)	-	-	(63,840)	(65,120)	(66,420)	(67,750)	(69,110)
Provincial Grants	(60,000)	(60,000)	(60,000)	-	-	(60,000)	(60,000)	(60,000)	(60,000)	(60,000)
Sales of Services	(240,330)	(215,348)	(256,980)	-	-	(256,980)	(262,120)	(267,360)	(272,710)	(278,160)
Other	(90,406)	(89,117)	(93,201)	-	-	(93,201)	(96,015)	(98,900)	(101,868)	(104,911)
Allocation Recoveries	(107,680)	(107,680)	(208,910)	-	-	(208,910)	(395,530)	(500,690)	(504,620)	(508,640)
Transfer from Reserve	(796,833)	(442,289)	(161,303)	-	(179,096)	(340,399)	(165,977)	-	-	-
TOTAL REVENUES	(1,357,228)	(976,413)	(844,235)	-	(179,096)	(1,023,331)	(1,044,762)	(993,370)	(1,006,948)	(1,020,821)
NET COSTS	7,730,497	7,473,601	7,577,018	632,840	105,637	8,315,495	8,948,553	9,088,178	9,345,137	9,516,166
*Percentage increase over prior year Net Costs			-2.0%	8.2%	1.4%	7.6%	7.6%	1.6%	2.8%	1.8%
<u>AUTHORIZED POSITIONS:</u>										
Salaried	50.0	50.0	47.0	4.0	-	51.0	53.5	53.5	53.5	53.5
Term	3.5	3.5	3.0	1.0	-	4.0	3.5	1.5	1.5	1.0

CAPITAL REGIONAL DISTRICT
FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2025 to 2029

Service No.	1.017 Finance	Carry Forward from 2024	2025	2026	2027	2028	2029	TOTAL
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EXPENDITURE

Buildings	\$850,000	\$5,100,000	\$0	\$0	\$0	\$0	\$5,100,000
Equipment	\$0	\$30,182	\$32,754	\$49,321	\$49,321	\$43,567	\$205,145
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Vehicles	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$850,000	\$5,130,182	\$32,754	\$49,321	\$49,321	\$43,567	\$5,305,145

SOURCE OF FUNDS

Capital Funds on Hand	\$100,000	\$100,000	\$0	\$0	\$0	\$0	\$100,000
Debenture Debt (New Debt Only)	\$0	\$3,000,000	\$0	\$0	\$0	\$0	\$3,000,000
Equipment Replacement Fund	\$0	\$30,182	\$32,754	\$49,321	\$49,321	\$43,567	\$205,145
Grants (Federal, Provincial)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$750,000	\$2,000,000	\$0	\$0	\$0	\$0	\$2,000,000
	\$850,000	\$5,130,182	\$32,754	\$49,321	\$49,321	\$43,567	\$5,305,145

CAPITAL REGIONAL DISTRICT

5 YEAR CAPITAL PLAN

2025 - 2029

Service #:

1.017

Service Name:

Finance

PROJECT DESCRIPTION				PROJECT BUDGET & SCHEDULE									
Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2024	2025	2026	2027	2028	2029	5 - Year Total
25-01	Replacement	Computer	Computer and Office Equipment Replacement	\$ 30,182	E	ERF		\$ 30,182	\$ -	\$ -	\$ -	\$ -	\$ 30,182
26-01	Replacement	Computer	Computer and Office Equipment Replacement	\$ 32,754	E	ERF		\$ -	\$ 32,754	\$ -	\$ -	\$ -	\$ 32,754
27-01	Replacement	Computer	Computer and Office Equipment Replacement	\$ 49,321	E	ERF		\$ -	\$ -	\$ 49,321	\$ -	\$ -	\$ 49,321
28-01	Replacement	Computer	Computer and Office Equipment Replacement	\$ 49,321	E	ERF		\$ -	\$ -	\$ -	\$ 49,321	\$ -	\$ 49,321
29-01	Replacement	Computer	Computer and Office Equipment Replacement	\$ 43,567	E	ERF		\$ -	\$ -	\$ -	\$ -	\$ 43,567	\$ 43,567
24-02	New	Office Renovations	Office Renovations	\$ 100,000	B	Cap	\$ 100,000	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ 100,000
24-03	New	Additional Office Space at IWS Field Office	First year project costs related to construction of additional office space at the IWS Field Office.	\$ 5,000,000	B	Res	\$ 750,000	\$ 2,000,000	\$ -	\$ -	\$ -	\$ -	\$ 2,000,000
24-03	New	Additional Office Space at IWS Field Office	First year project costs related to construction of additional office space at the IWS Field Office.		B	Debt		\$ 3,000,000	\$ -	\$ -	\$ -	\$ -	\$ 3,000,000
													\$ -
													\$ -
													\$ -
													\$ -
													\$ -
			Grand Total	\$ 5,305,145				\$ 5,130,182	\$ 32,754	\$ 49,321	\$ 49,321	\$ 43,567	\$ 5,305,145

Reserve Schedule

Reserve Fund: 1.017 Finance

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Reserve Cash Flow

Fund: 1022 Fund Center: 101420 ERF Group: FIN.ERF	Estimated	Budget				
	2024	2025	2026	2027	2028	2029
Beginning Balance	413,696	370,741	375,559	377,805	363,484	349,163
Actual Purchases	(81,549)					
Planned Purchases (Based on Capital Plan)		(30,182)	(32,754)	(49,321)	(49,321)	(43,567)
Transfer from Operating Budget	35,000	35,000	35,000	35,000	35,000	35,000
Interest Income	3,594	-	-	-	-	-
Ending Balance \$	370,741	375,559	377,805	363,484	349,163	340,596

Assumptions/Background:

2025 - Replace 6 standard laptops, 1 semi-ruggedized laptop, peripherals and binding equipment
 2026 - Replace 3 standard laptops, peripherals, and postage meter for print shop
 2027 - Replace 22 standard laptops, and 1 ultra-portable laptop, plus peripherals
 2028 - Replace 22 standard laptops, and 1 ultra-portable laptop, plus peripherals
 2029 - Replace 19 standard laptops, and 1 ultra-portable laptop, plus peripherals

CAPITAL REGIONAL DISTRICT

2025 BUDGET

Health & Capital Planning Strategies

COMMITTEE REVIEW

1.018 - HEALTH AND CAPITAL PLANNING STRATEGIES

OPERATING COSTS:

Salaries and Wages
Wages & Benefits - Capital Planner
Legal/Auditing Costs
Consultants
Allocations - Standard Overhead
Allocations - Building Occupancy
Allocations - Human Resources
Allocations - Others
Operating - Other Costs

TOTAL OPERATING COSTS

*Percentage Increase over prior year

CAPITAL / RESERVE

Transfer to Equipment Replacement Reserve

TOTAL CAPITAL / RESERVES

Debt Expenditures
MFA Debt Reserve

TOTAL COSTS

*Percentage Increase over prior year

Recovery - Capital Regional Hospital District

OPERATING COSTS LESS INTERNAL RECOVERIES

*Percentage Increase over prior year

Surplus / (Deficit)
Balance transferred to HD Section 20 Reserve

TOTAL REVENUE

REQUISITION

*Percentage Increase over prior year

PARTICIPANTS: all Municipalities, Electoral Areas, Tsawout and Songhees First Nations

AUTHORIZED POSITIONS:

Salaried
Term Position - Capital Planner 3-year term (2025 IBC 5e-1.2)

	2024		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	2025 ONGOING	ONE-TIME	TOTAL	2026	2027	2028	2029
Salaries and Wages	436,723	315,380	325,880	-	-	325,880	335,322	345,032	355,018	365,288
Wages & Benefits - Capital Planner	-	-	-	93,943	-	93,943	137,190	150,290	38,660	-
Legal/Auditing Costs	27,200	27,200	28,240	-	-	28,240	29,260	29,850	30,450	31,060
Consultants	3,630	3,630	3,740	-	-	3,740	3,810	3,890	3,970	4,050
Allocations - Standard Overhead	140,671	140,671	145,126	-	-	145,126	149,480	152,469	155,519	158,629
Allocations - Building Occupancy	18,770	18,770	22,488	-	-	22,488	23,392	24,484	25,549	26,020
Allocations - Human Resources	15,287	15,287	16,151	-	-	16,151	18,181	19,790	20,237	20,741
Allocations - Others	62,629	62,629	68,864	-	3,604	72,468	76,073	74,984	77,309	79,834
Operating - Other Costs	20,720	14,908	21,350	3,700	11,800	36,850	25,550	26,060	26,590	27,130
TOTAL OPERATING COSTS	725,630	598,474	631,839	97,643	15,404	744,886	798,258	826,849	733,302	712,752
*Percentage Increase over prior year			-12.9%	13.5%	2.1%	2.7%	7.2%	3.6%	-11.3%	-2.8%
CAPITAL / RESERVE										
Transfer to Equipment Replacement Reserve	2,170	2,170	2,000	-	-	2,000	2,000	2,000	2,000	2,000
TOTAL CAPITAL / RESERVES	2,170	2,170	2,000	-	-	2,000	2,000	2,000	2,000	2,000
Debt Expenditures	-	-	-	-	-	-	-	-	-	-
MFA Debt Reserve	-	-	-	-	-	-	-	-	-	-
TOTAL COSTS	727,800	600,644	633,839	97,643	15,404	746,886	800,258	828,849	735,302	714,752
*Percentage Increase over prior year			-12.9%	13.4%	2.1%	2.6%	7.1%	3.6%	-11.3%	-2.8%
Recovery - Capital Regional Hospital District	(727,800)	(727,800)	(633,839)	(97,643)	(15,404)	(746,886)	(800,258)	(828,849)	(735,302)	(714,752)
OPERATING COSTS LESS INTERNAL RECOVERIES	-	(127,156)	-	-	-	-	-	-	-	-
*Percentage Increase over prior year			0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Surplus / (Deficit)		127,156								
Balance transferred to HD Section 20 Reserve		(127,156)								
TOTAL REVENUE	-	-	-	-	-	-	-	-	-	-
REQUISITION	-	-	-	-	-	-	-	-	-	-
*Percentage Increase over prior year			0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
PARTICIPANTS: all Municipalities, Electoral Areas, Tsawout and Songhees First Nations										
AUTHORIZED POSITIONS:										
Salaried	2.0	2.0	2.0			2.0	2.0	2.0	2.0	2.0
Term Position - Capital Planner 3-year term (2025 IBC 5e-1.2)	1.0	1.0		1.0		1.0	1.0	1.0	1.0	

CAPITAL REGIONAL DISTRICT
FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2025 to 2029

Service No.	1.018	Carry						
	Health & Capital Planning Strategic	Forward	2025	2026	2027	2028	2029	TOTAL
		from 2024						

EXPENDITURE

Buildings	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$0	\$0	\$3,836	\$1,918	\$1,918	\$1,918	\$9,590
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Vehicles	\$0	\$0	\$0	\$0	\$0	\$0	\$0

\$0	\$0	\$3,836	\$1,918	\$1,918	\$1,918	\$9,590
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SOURCE OF FUNDS

Capital Funds on Hand	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debenture Debt (New Debt Only)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	\$0	\$0	\$3,836	\$1,918	\$1,918	\$1,918	\$9,590
Grants (Federal, Provincial)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0

\$0	\$0	\$3,836	\$1,918	\$1,918	\$1,918	\$9,590
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CAPITAL REGIONAL DISTRICT

5 YEAR CAPITAL PLAN

2025 - 2029

Service #:	1.018
Service Name:	Health & Capital Planning Strategies

PROJECT DESCRIPTION				PROJECT BUDGET & SCHEDULE									
Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2024	2025	2026	2027	2028	2029	5 - Year Total
26-01	Replacement	Computer	Replace Computers	\$ 3,836	E	ERF		\$ -	\$ 3,836	\$ -	\$ -	\$ -	\$ 3,836
27-01	Replacement	Computer	Replace Computers	\$ 1,918	E	ERF		\$ -	\$ -	\$ 1,918	\$ -	\$ -	\$ 1,918
28-01	Replacement	Computer	Replace Computers	\$ 1,918	E	ERF		\$ -	\$ -	\$ -	\$ 1,918	\$ -	\$ 1,918
29-01	Replacement	Computer	Replace Computers	\$ 1,918	E	ERF		\$ -	\$ -	\$ -	\$ -	\$ 1,918	\$ 1,918
													\$ -
													\$ -
													\$ -
			Grand Total	\$ 9,590				\$ -	\$ 3,836	\$ 1,918	\$ 1,918	\$ 1,918	\$ 9,590

CAPITAL REGIONAL DISTRICT

2025 BUDGET

Information Technology

COMMITTEE REVIEW

Service: 1.022 Information Technology

Committee: Governance Committee & Finance Committee

DEFINITION:

Support services to the departments of the Capital Regional District.

SERVICE DESCRIPTION:

Corporate information system development and support, telecommunications & phone systems, desktop support, networking, 911 systems, data communications, emergency systems, radio systems design & support, corporate web site, social media, application analysis & development, data management, Geographic Information Systems, web mapping, geospatial services, mapping and property information.

PARTICIPATION:

All municipalities and electoral areas.

MAXIMUM LEVY:

N/A

MAXIMUM CAPITAL DEBT:

N/A

COMMITTEE:

Governance Committee and Finance Committee

FUNDING:

Requisition and internal recoveries

Change in Budget 2024 to 2025

Service: 1.022 Information Technology	Total Expenditure	Comments
2024 Budget	13,385,490	
Change in Salaries:		
Base salary and benefit change	58,229	Inclusive of estimated collective agreement changes
Step increase/paygrade change	92,942	
1.0 FTE Technical Analyst	88,272	2025 IBC 13d-1.2 Support Division IBC – IT & GIS 2025 (9 months)
1.0 FTE User Experience (UX) Designer	88,272	2025 IBC 13d-1.2 Support Division IBC – IT & GIS 2025 (9 months)
1.0 FTE Senior Administrative Coordinator	21,647	2025 IBC 13a-6.3 Sr IT Administrative Coordinator Conversion (partial cost offset)
1.0 FTE Cyber Security Analyst	106,462	2025 IBC 13a-6.2 Cybersecurity Risk Specialist (9 months)
1.0 FTE Application Developer/Programmer	35,487	2025 IBC 13a-5.2 MyCRD and Supporting Platforms (3 months)
0.5 FTE Senior System Programmer Analyst	70,975	2025 IBC 13a-5.1 Project & Service Management Platform
(1.0) FTE Web Developer (2-year term)	(120,954)	Conclusion of 2023 IBC: 15f-1.15 Digital Communication Governance
Other	(21,068)	
Total Change in Salaries	420,263	
Other Changes:		
Human Resources Allocation	15,504	Increase in 2024 salary budget; corporate safety resourcing
Building Occupancy	64,121	Facilities allocation
SAP S/4 Conversion and New Financial Model	750,000	2023 IBC 15f-1.9 SAP Lifecycle Replacement
Contracts and Procurement and Digital Signature Software	265,000	2025 IBC 13a-1.3 Contracts and Procurement Modernization
Software Licencing and Consultancy	39,500	2025 IBC 13a-3.1 M365 SharePoint Online Transition
	100,000	2024 IBC 11b-1.1 HRIS Talent Suite
	200,000	2025 IBC 13a-5.2 MyCRD and Supporting Platforms
	224,000	2025 IBC 13a-5.1 Project Service Management Platform
MNP Digital Transformation Service Review	75,000	Board mandated service review
IT General Operating Initiatives	230,000	Azure Landing Zone, Microsoft CoPilot, Orbis, Intermapper device monitoring, SAP licences
CRD Support Initiatives	300,000	SCADA OT-IWS Cyber Security Remediation, corporate website hosting, Success Factors
SharePoint Analytics	(44,800)	Conclusion of 2023 IBC 15f-1.15 Digital Communication Governance
Software licencing, implementation services, prologue data migration	(635,000)	Conclusion of 2023 IBC 15f-1.23 EPDMS - project under review
Other Costs	3,692	
Total Other Changes	1,587,017	
2025 Budget	15,392,770	
Summary of % Expense Increase		
2025 Base salary, step and paygrade change	1.1%	
2023-2025 IBC Expense	14.9%	
IT General Operating Initiatives	1.7%	
CRD Support Initiatives	2.2%	
2024 One-time items	-6.0%	
Balance of increase	1.0%	
% expense increase from 2024:	15.0%	
% Requisition increase from 2024:	8.0%	Requisition funding is 19% of service revenue

Overall 2024 Budget Performance
(expected variance to budget and surplus treatment)

There is an estimated one-time favourable variance of \$29,830 (0.25%) due mainly to staff vacancies partially offset by software licencing costs. This variance will be moved to the Legislative and General Operating Reserve.

1.022 INFORMATION TECHNOLOGY	2024		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2026	2027	2028	2029
<u>OPERATING COSTS:</u>										
Salaries and Wages	7,577,375	6,712,351	7,586,524	411,114	-	7,997,638	8,605,258	8,387,381	8,589,336	8,796,017
Allocations	566,415	566,415	660,055	-	25,227	685,282	762,096	798,013	824,040	840,714
Consulting	48,470	30,300	49,930	-	217,500	267,430	78,820	122,370	66,250	55,650
Contract for Services	1,098,010	1,001,346	810,620	(110,250)	100,000	800,370	1,084,940	698,640	721,190	744,500
Software Licenses & Computer Mtce	2,782,440	2,765,899	2,385,880	726,000	411,500	3,523,380	3,613,600	3,674,294	3,749,962	3,863,232
Other Operating Expenses	724,940	511,008	594,700	25,500	143,000	763,200	613,617	637,226	647,332	667,281
TOTAL OPERATING COSTS	12,797,650	11,587,319	12,087,709	1,052,364	897,227	14,037,300	14,758,331	14,317,924	14,598,110	14,967,394
*Percentage Increase over prior year			-5.5%	8.2%	7.0%	9.7%	5.1%	-3.0%	2.0%	2.5%
<u>CAPITAL / RESERVE</u>										
Transfer to General Capital Fund	468,570	718,570	605,470	-	750,000	1,355,470	1,461,336	565,360	582,320	599,790
Transfer to Equipment Replacement Fund	119,270	119,270	-	-	-	-	-	71,885	74,040	76,270
TOTAL CAPITAL / RESERVES	587,840	837,840	605,470	-	750,000	1,355,470	1,461,336	637,245	656,360	676,060
TOTAL COSTS	13,385,490	12,425,159	12,693,179	1,052,364	1,647,227	15,392,770	16,219,667	14,955,169	15,254,470	15,643,454
*Percentage increase over prior year Total Costs			-5.2%	7.9%	12.3%	15.0%	5.4%	-7.8%	2.0%	2.5%
Funding from Capital Fund	(1,237,094)	(441,094)	(475,531)	-	-	(475,531)	(486,937)	-	-	-
Funding from Operating Reserve	(305,254)	(165,754)	-	-	(857,000)	(857,000)	-	-	-	-
TOTAL COSTS LESS INTERNAL RECOVERIES	11,843,142	11,818,311	12,217,648	1,052,364	790,227	14,060,239	15,732,730	14,955,169	15,254,470	15,643,454
Service Fees	(40,000)	(40,000)	(40,000)	-	-	(40,000)	(40,000)	(40,000)	(40,000)	(40,000)
Other Income	-	(5,000)	-	-	-	-	-	-	-	-
TOTAL REVENUES	(40,000)	(45,000)	(40,000)	-	-	(40,000)	(40,000)	(40,000)	(40,000)	(40,000)
NET COSTS	11,803,142	11,773,311	12,177,648	1,052,364	790,227	14,020,239	15,692,730	14,915,169	15,214,470	15,603,454
*Percentage increase over prior year Net Costs			3.2%	8.9%	6.7%	18.8%	11.9%	-5.0%	2.0%	2.6%
<u>AUTHORIZED POSITIONS:</u>										
Salaried	49.27	49.27	49.27	5.50		54.77	56.27	56.77	56.77	56.77
Term	4.0	4.0	3.0			3.0	3.0	-	-	-

CAPITAL REGIONAL DISTRICT
FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2025 to 2029

Service No.	1.022	Carry						
	Information Technology	Forward	2025	2026	2027	2028	2029	TOTAL
		from 2024						

EXPENDITURE

Buildings	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$310,449	\$3,690,348	\$2,899,688	\$883,637	\$109,184	\$109,184	\$7,692,041	
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Vehicles	\$0	\$120,000	\$0	\$0	\$0	\$0	\$120,000	
	\$310,449	\$3,810,348	\$2,899,688	\$883,637	\$109,184	\$109,184	\$7,812,041	

SOURCE OF FUNDS

Capital Funds on Hand	\$310,449	\$3,615,000	\$2,849,000	\$840,000	\$60,000	\$60,000	\$7,424,000	
Debenture Debt (New Debt Only)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	\$0	\$195,348	\$50,688	\$43,637	\$49,184	\$49,184	\$388,041	
Grants (Federal, Provincial)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$310,449	\$3,810,348	\$2,899,688	\$883,637	\$109,184	\$109,184	\$7,812,041	

CAPITAL REGIONAL DISTRICT

5 YEAR CAPITAL PLAN

2025 - 2029

Service #:

1.022

Service Name:

Information Technology

PROJECT DESCRIPTION				PROJECT BUDGET & SCHEDULE									
Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2024	2025	2026	2027	2028	2029	5 - Year Total
25-01	Replacement	Computer Equipment	Staff Computer Equipment Replacements	\$ 138,041	E	ERF	\$ -	\$ 25,348	\$ 30,688	\$ 23,637	\$ 29,184	\$ 29,184	\$ 138,041
17-01	Replacement	SAP	Business Warehouse	\$ 75,000	E	Cap	\$ 50,000	\$ 75,000	\$ -	\$ -	\$ -	\$ -	\$ 75,000
19-06	Replacement	Data Centre Replacements	Wi-Fi Network System	\$ 170,000	E	Cap	\$ -	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ 20,000
20-02	Replacement	Data Centre Replacements	Virtual Server Hosts	\$ 550,000	E	Cap	\$ 100,000	\$ 100,000	\$ -	\$ 450,000	\$ -	\$ -	\$ 550,000
20-03	Replacement	Data Centre Replacements	Application Load Balancer	\$ 65,000	E	Cap	\$ -	\$ -	\$ -	\$ 65,000	\$ -	\$ -	\$ 65,000
20-05	Replacement	Data Centre Replacements	Uninterruptible Power Supply	\$ 150,000	E	Cap	\$ -	\$ 10,000	\$ 10,000	\$ 10,000	\$ 60,000	\$ 60,000	\$ 150,000
20-06	Replacement	Data Centre Replacements	Fisgard Phone System	\$ 430,000	E	Cap	\$ 30,000		\$ 30,000	\$ -	\$ -	\$ -	\$ 30,000
20-07	Replacement	Meeting Room Equipment Replacement	Replacement of A/V technology components	\$ 130,000	E	ERF	\$ -	\$ 50,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 130,000
23-01	Replacement	2023 IBC 15f-1.9 SAP Lifecycle Replacement	SAP Migration from ECC to S4	\$ 8,709,000	E	Cap	\$ 120,449	\$ 2,500,000	\$ 649,000	\$ -	\$ -	\$ -	\$ 3,149,000
24-05	New	Physical Security	Card access for data facilities	\$ 100,000	E	Cap	\$ -	\$ 40,000	\$ -	\$ -	\$ -	\$ -	\$ 40,000
24-06	Replacement	Brightsign replacements	Replace and upgrade systems to current standards	\$ 10,000	E	Cap	\$ 10,000	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ 10,000
24-18	Replacement	VDI system upgrades	Increase capacity to existing VDI infrastructure to improve the VDI environment and prepare for high perf loads	\$ 50,000	E	Cap	\$ -	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ 50,000
25-02	Replacement	Van	Replace IT Van (want this outfitted with proper shelving and bins)	\$ 120,000	V	ERF	\$ -	\$ 120,000	\$ -	\$ -	\$ -	\$ -	\$ 120,000
25-03	Renewal	2025 IBC 13a-3.2 - SAP S4HANA Enhancements	Post migration enhancements to optimize performance, streamline processes, enhance analytics, integrate automation, and improve scalability and security. Includes upgrades to user interfaces, backup, disaster recovery, and integration with other applications.	\$ 2,610,000	E	Cap	\$ -	\$ 810,000	\$ 1,800,000	\$ -	\$ -	\$ -	\$ 2,610,000
26-02	Replacement	2025 IBC 13a-3.3 - Communications Infrastructure Improvements	Enhance network and cellular communication across critical facilities, addressing deficiencies in coverage and quality to ensure reliable and secure infrastructure.	\$ 160,000	E	Cap	\$ -	\$ -	\$ 160,000	\$ -	\$ -	\$ -	\$ 160,000
26-03	Replacement	2025 IBC 13a-4.3 - Cyber Security Network Improvements	Advance cybersecurity at CRD, by investing in Identity Management, MFA, SIEM, encryption, Zero Trust, EDR, and network segmentation. We will also enhance backup, CSPM, DevSecOps, incident response, third-party risk management, and user training.	\$ 200,000	E	Cap	\$ -	\$ -	\$ 200,000	\$ -	\$ -	\$ -	\$ 200,000
27-02	Replacement	2025 IBC 13a-5.1 - Alternate Data Centre	Build a backup Data Center at McLoughlin Point Wastewater Treatment Plant by 2027 to support CRD critical applications and services. This will include backup technology, storage, compute power, virtual servers, security, network, UPS, and power systems.	\$ 315,000	E	Cap	\$ -	\$ -	\$ -	\$ 315,000	\$ -	\$ -	\$ 315,000
													\$ -
													\$ -
			Grand Total	\$ 13,982,041				\$ 3,810,348	\$ 2,899,688	\$ 883,637	\$ 109,184	\$ 109,184	\$ 7,812,041

Equipment Reserve Schedule

Equipment Reserve Fund: 1.022 Information Technology

Equipment Reserve Cash Flow

Fund: 1022 Fund Center: 101421
ERF Group: INFOTECH.ERF (ITG.ERF)

	Estimated	Budget				
	2024	2025	2026	2027	2028	2029
Beginning Balance	363,858	546,213	400,865	370,177	418,425	463,281
Actual Purchases	(27,000)					
Planned Purchases (Based on Capital Plan)		(145,348)	(30,688)	(23,637)	(29,184)	(29,184)
Transfer from Operating Budget	208,652	-	-	71,885	74,040	76,270
Interest Income	703					
Ending Balance \$	546,213	400,865	370,177	418,425	463,281	510,367

Assumptions/Background:

Planned purchases include computer equipment replacements for staff (2025-2029) and replacement of one vehicle in 2025.

Equipment Reserve Schedule

Reserve Fund: 1.022 Fiskard Meeting Room ERF

Fiskard Meeting Room Technology - Funding for replacement of IT equipment and infrastructure in the various meeting rooms at the 625 Fiskard St location.

Equipment Reserve Cash Flow

Fund: 1022 Fund Center: 102217

ERF Group: ITMTGROOM.ERF (ITG.ERF)

	Estimated	Budget				
	2024	2025	2026	2027	2028	2029
Beginning Balance	100,844	101,744	71,744	71,744	71,744	71,744
Actual Purchases	(19,600)					
Planned Purchases (Based on Capital Plan)		(50,000)	(20,000)	(20,000)	(20,000)	(20,000)
Transfer from Operating Budget	20,000	20,000	20,000	20,000	20,000	20,000
Interest Income	500					
Ending Balance \$	101,744	71,744	71,744	71,744	71,744	71,744

Assumptions/Background:

Replacement of meeting room audio/video components.

CAPITAL REGIONAL DISTRICT

2025 BUDGET

GM - Planning & Protective Services

COMMITTEE REVIEW

Service: 1.024 GM - Planning & Protective Services

Committee: Planning & Protective Services

DEFINITION:

The oversight of planning and protective services for the Capital Regional District Board.

SERVICE DESCRIPTION:

The General Manager and Planning and Protective Services administration provides overall direction and supporting administrative oversight for 40 individual services and functions.

The department and its divisions report to the Board, Hospital District Board, Planning, Transportation and Protective Services Committee, Electoral Area Services Committee, Juan de Fuca Land Use Committee and also provide corporate administration for 17 commissions and the Capital Regional Housing Corporation.

Planning and Protective Services includes the administrative and operating responsibility for:

- Capital Regional Housing Corporation
- Capital Regional Hospital District
- Regional Planning and Information Services
- Emergency Management & Fire Protection
- Regional Housing
- Bylaw Services and Animal Control
- Building Inspection and Numbering
- Juan de Fuca Electoral Area Community Planning and Parks

PARTICIPATION:

All municipalities and electoral areas.

MAXIMUM LEVY:

N/A

COMMITTEE:

Planning, Transportation and Protective Services

FUNDING:

Requisition and internal allocation

1.024 - GM - Planning & Protective Services

	2024		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	2025 ONGOING	ONE-TIME	TOTAL	2026	2027	2028	2029
<u>OPERATING COSTS</u>										
Salaries & Wages	470,434	448,401	492,037	-	-	492,037	506,254	520,872	535,904	551,359
Contract for Services	2,500	2,500	2,580	-	-	2,580	2,630	2,680	2,830	3,590
Internal Allocations	101,438	101,438	109,160	-	1,802	110,962	117,915	121,486	124,617	127,104
Operating Other	21,370	17,561	21,480	-	-	21,480	21,939	22,412	23,389	24,270
TOTAL OPERATING COSTS	595,742	569,900	625,257	-	1,802	627,059	648,738	667,450	686,740	706,323
*Percentage Increase over prior year						5.3%	3.5%	2.9%	2.9%	2.9%
<u>CAPITAL / RESERVE</u>										
Transfer to Equipment Replacement Fund	1,000	20,000	-	-	-	-	1,000	1,000	1,000	1,000
TOTAL CAPITAL / RESERVES	1,000	20,000	-	-	-	-	1,000	1,000	1,000	1,000
TOTAL COSTS	596,742	589,900	625,257	-	1,802	627,059	649,738	668,450	687,740	707,323
<u>FUNDING SOURCES (REVENUE)</u>										
Internal Recoveries	(285,898)	(285,898)	(302,126)	-	-	(302,126)	(313,079)	(322,981)	(332,286)	(341,733)
TOTAL REVENUES	(285,898)	(285,898)	(302,126)	-	-	(302,126)	(313,079)	(322,981)	(332,286)	(341,733)
NET COSTS	310,844	304,003	323,132	-	1,802	324,934	336,659	345,469	355,453	365,591
*Percentage increase over prior year Net Costs						4.5%	3.6%	2.6%	2.9%	2.9%
<u>AUTHORIZED POSITIONS:</u>										
Salaried	2.5	2.5		-	-	-				

CAPITAL REGIONAL DISTRICT
FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2025 to 2029

Service No.	1.024	Carry Forward from 2024	2025	2026	2027	2028	2029	TOTAL
	GM - Planning & Protective Service							

EXPENDITURE

Buildings	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$0	\$0	\$2,125	\$3,836	\$1,918	\$1,918	\$9,797
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Vehicles	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$0	\$0	\$2,125	\$3,836	\$1,918	\$1,918	\$9,797

SOURCE OF FUNDS

Capital Funds on Hand	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debenture Debt (New Debt Only)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	\$0	\$0	\$2,125	\$3,836	\$1,918	\$1,918	\$9,797
Grants (Federal, Provincial)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$0	\$0	\$2,125	\$3,836	\$1,918	\$1,918	\$9,797

CAPITAL REGIONAL DISTRICT

5 YEAR CAPITAL PLAN

2025 - 2029

Service #: 1.024

Service Name: GM - Planning & Protective Services

PROJECT DESCRIPTION				PROJECT BUDGET & SCHEDULE									
Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2024	2025	2026	2027	2028	2029	5 - Year Total
26-01	Replacement	Computer	Computer Replacement	\$ 2,125	E	ERF		\$ -	\$ 2,125	\$ -	\$ -	\$ -	\$ 2,125
27-01	Replacement	Computer	Computer Replacement	\$ 3,836	E	ERF		\$ -	\$ -	\$ 3,836	\$ -	\$ -	\$ 3,836
28-01	Replacement	Computer	Computer Replacement	\$ 1,918	E	ERF		\$ -	\$ -	\$ -	\$ 1,918	\$ -	\$ 1,918
29-01	Replacement	Computer	Computer Replacement	\$ 1,918	E	ERF		\$ -	\$ -	\$ -	\$ -	\$ 1,918	\$ 1,918
													\$ -
													\$ -
													\$ -
			Grand Total	\$ 9,797				\$ -	\$ 2,125	\$ 3,836	\$ 1,918	\$ 1,918	\$ 9,797

Reserve Schedule

Reserve Fund: 1.024 - GM Planning & Protective Services
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Reserve Cash Flow

Fund: 1022 Fund Center: 101955 ERF Group: PLANPROT.ERF	Estimated	Budget				
	2024	2025	2026	2027	2028	2029
Beginning Balance	4,981	24,981	24,981	23,856	21,020	20,102
Actual Purchases	-					
Planned Purchase (Based on Capital Plan)	-	-	(2,125)	(3,836)	(1,918)	(1,918)
Transfer from Operating Budget	20,000	-	1,000	1,000	1,000	1,000
Interest Income	-	-	-	-	-	-
Ending Balance \$	24,981	24,981	23,856	21,020	20,102	19,184

<u>Assumptions/Background:</u> 2026 - replacement of 1 ultra-portable laptop 2027 - replacement of 2 standard laptops 2028 - replacement of 1 standard laptop 2029 - replacement of 1 standard laptop
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CAPITAL REGIONAL DISTRICT

2025 BUDGET

Corporate Emergency

COMMITTEE REVIEW

Service: 1.025 Corporate Emergency

Committee: Planning, Transportation & Protective Services

DEFINITION:

Planning and coordination for disasters or emergencies.

SERVICE DESCRIPTION:

Coordinate and administer the Corporate Emergency Plan in accordance with the *Emergency Program Act* as a local authority and regional service provider and ensure integration with the three Electoral Area Emergency Plans to provide business continuity and CRD divisional coordination in the case of an emergency.

PARTICIPATION:

All municipalities and electoral areas.

MAXIMUM LEVY:

N/A

COMMITTEE:

Planning, Transportation & Protective Services

FUNDING:

Requisition

Change in Budget 2024 to 2025
Service: 1.025 Corporate Emergency

Total Expenditure

Comments

2024 Budget

426,270

Change in Salaries:

Step change/paygrade change	(3,208)
1.0 FTE Emergency Coordinator	113,308
Total Change in Salaries	110,100

Step change due to staff turnover
 2025 IBC 9a-2.1 Resiliency and Recovery Coordinator

Other Changes:

Contract For Services	30,000
Contract For Services	(48,000)
Standard Overhead Allocation	1,702
Building Occupancy Allocation	9,295
Sharepoint Online Upgrade	3,604
Supplies	10,000
Software	(17,044)
Telecommunication	8,900
Other Costs	1,884

2025 IBC 9a-2.1 Resiliency and Recovery Coordinator. Ongoing costs
 Reduction for 2024 one-time \$48,000 costs related to EMCR Grant for EDMA Indigenous Engagement
 Increase in 2024 operating costs
 Contribution to 2025 IBC 13a-3.1: M365 SharePoint Online Transition to IM
 Office costs associated with new ongoing FTEs
 Reduction for 2024 one-time costs for Emergency Management Software
 Realignment of budget with expected future expenses
 Expenses such as staff training, insurance, payment to 3rd parties, supplies etc.

Total Other Changes 341

2025 Budget

536,711

Summary of % Expense Change

2025 IBC Expense	36.0%
Reduction in one-time contract for services	-11.3%
Increase in allocations	3.4%
Reduction in one-time software costs	-4.0%
Balance of change	1.8%
% expense increase from 2024:	25.9%

% Requisition change from 2024 (if applicable):

63.4%

Requisition funding is 71.9% of service revenue

Overall 2024 Budget Performance

(expected variance to budget and surplus treatment)

There is a an estimated one-time favourable variance of \$47,267 (11.1%) largely due to temporary staff vacancies (\$35,680) and the deferral of EDMA contract for services expenses (\$15,000). This variance will be carried forward to 2025 to partially offset increased service costs.

1.025 - Corporate Emergency

	2024		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	2025 ONGOING	ONE-TIME	TOTAL	2026	2027	2028	2029
<u>OPERATING COSTS</u>										
Salaries and Wages	107,013	71,333	103,805	113,308	-	217,113	223,400	229,870	236,520	243,360
Contracts and Consulting Services	66,026	48,000	-	30,000	15,000	45,000	30,000	30,000	30,000	30,600
Allocations	180,567	180,567	195,734	-	3,604	199,338	207,386	210,373	215,575	219,888
Supplies	2,900	5,450	2,520	-	10,000	12,520	2,570	2,620	2,670	2,720
Licences and Fees	25,524	35,673	8,480	-	-	8,480	8,650	8,820	9,000	9,180
Other Operating Expenses	44,240	37,980	54,260	-	-	54,260	55,398	56,561	57,749	58,953
TOTAL OPERATING COSTS	426,270	379,003	364,799	143,308	28,604	536,711	527,404	538,244	551,514	564,701
*Percentage Increase over prior year			-14.4%	33.6%	6.7%	25.9%	-1.7%	2.1%	2.5%	2.4%
<u>CAPITAL / RESERVE</u>										
Transfer to Operating Reserve Fund	-	-	-	-	-	-	-	-	-	-
Transfer to Equipment Replacement Fund	-	-	-	-	-	-	-	-	-	-
TOTAL COSTS	426,270	379,003	364,799	143,308	28,604	536,711	527,404	538,244	551,514	564,701
Internal Recoveries	(107,013)	(107,013)	(103,805)	-	-	(103,805)	(106,810)	(109,900)	(113,080)	(116,350)
OPERATING COSTS LESS INTERNAL RECOVERIES	319,257	271,990	260,994	143,308	28,604	432,906	420,594	428,344	438,434	448,351
Estimated Balance c/fwd from 2024 to 2025	-	47,267	(18,663)	-	(28,604)	(47,267)	-	-	-	-
Balance c/fwd from 2023 to 2024	(35,320)	(35,320)	-	-	-	-	-	-	-	-
Grant Revenue	(48,000)	(48,000)	-	-	-	-	-	-	-	-
NET COSTS	235,937	235,937	242,331	143,308	-	385,639	420,594	428,344	438,434	448,351
*Percentage increase over prior year			2.7%	60.7%		63.4%	9.1%	1.8%	2.4%	2.3%
AUTHORIZED POSITIONS										
Salaried FTE	1	1	1	1		2	2	2	2	2

CAPITAL REGIONAL DISTRICT
FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2025 to 2029

Service No.	1.025 Corporate Emergency	Carry Forward from 2024	2025	2026	2027	2028	2029	TOTAL
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EXPENDITURE

Buildings	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$0	\$6,000	\$7,000	\$0	\$5,000	\$0	\$18,000	
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Vehicles	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

\$0	\$6,000	\$7,000	\$0	\$5,000	\$0	\$18,000
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SOURCE OF FUNDS

Capital Funds on Hand	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debenture Debt (New Debt Only)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	\$0	\$6,000	\$7,000	\$0	\$5,000	\$0	\$18,000	
Grants (Federal, Provincial)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

\$0	\$6,000	\$7,000	\$0	\$5,000	\$0	\$18,000
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Definitions for the 5-year Capital Plan

Asset Class	Asset class is used to classify assets for financial reporting in accordance with the Public Sector Accounting Board (PSAB) 3150. L - Land S - Engineering Structure B - Buildings V - Vehicles E - Equipment
Capital Expenditure Type	Capital expenditure type is used for reporting on asset investments and may be used to justify operational needs for a service. Study - Expenditure for feasibility and business case report. New - Expenditure for new asset only Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service Replacement - Expenditure replaces an existing asset
Carryforward	Represents the carryforward amount from the prior year capital plan that is remaining to be spent. Forecast this spending over the next 5 years.
Funding Source	Debt - Debenture Debt (new debt only) ERF - Equipment Replacement Fund Grant - Grants (Federal, Provincial) Cap - Capital Funds on Hand Other - Donations / Third Party Funding Res - Reserve Fund WU - Water Utility If there is more than one funding source, additional rows are shown for the project.

5 YEAR CAPITAL PLAN

Service #:

1.025

Corporate Emergency

[illegible]

Service:1.025Corporate Emergency

Project Number	17-01	Capital Project Title	EOC Laptop	Capital Project Description	EOC Equipment
Project Rationale					

Project Number	24-01	Capital Project Title	Surface Pro	Capital Project Description	EOC Equipment
Project Rationale					

Reserve Schedule

Reserve Fund: 1.025 Corporate Emergency - Equipment Replacement Fund

- Capital Regional District Equipment Replacement Fund (ERF) was established in 1991 under Bylaw No. 945. This is a reserve fund pursuant to the provisions of Section 378(c) of the Municipal Act to be known as the "Equipment Replacement Fund"
- The monies in this reserve fund shall be expended only for the purchase of machinery and equipment.
- Monies set aside shall be deposited under separate account in the bank and until required to be used may be invested in the manner provided by Section 364(2) of the Municipal Act.
- User departments of the Capital Regional District vehicles and equipment may be charged for depreciation of their machinery and equipment and the amount of such depreciation shall be transferred to the equipment replacement fund.
- ERF Group: CRPEMERGE.ERF

Reserve Cash Flow

Fund: Fund Centre:	1022 101978	Estimated	Budget				
		2024	2025	2026	2027	2028	2029
Beginning Balance		52,322	44,322	38,322	31,322	31,322	26,322
Transfer from Op Budget		-	-	-	-	-	-
Expenditures		(8,000)	(6,000)	(7,000)	-	(5,000)	-
Interest Income							
Ending Balance \$		44,322	38,322	31,322	31,322	26,322	26,322

Assumptions/Background:

Maintain balance sufficient to meet lifecycle replacement needs and emergency needs.

CAPITAL REGIONAL DISTRICT

2025 BUDGET

First Nations Relations

COMMITTEE REVIEW

Service: 1.027 First Nations Relations

Committee: First Nations Relations

DEFINITION:

To provide for the management of intergovernmental relations between the CRD and the First Nations.

SERVICE DESCRIPTION:

This service was created to provide for 1) the management of intergovernmental relations, primarily First Nations, through a process of consultation, and 2) the coordination of various CRD First Nations initiatives to ensure the alignment of interests and to build positive working relationships between the CRD and First Nations communities within the Region.

PARTICIPATION:

All municipalities and electoral areas.

MAXIMUM LEVY:

N/A

MAXIMUM CAPITAL DEBT:

N/A

COMMITTEE:

First Nations Relations

FUNDING:

Requisition

Change in Budget 2024 to 2025
Service: 1.027 First Nations Relations

Total Expenditure

Comments

2024 Budget 1,463,202

Change in Salaries:

Base salary and benefit change	25,146	Inclusive of estimated collective agreement changes
Step increase/paygrade change	12,111	Inclusive of annualization of 2024 IBC position
Annualization of 2024 position	97,544	Annualization of 2024 IBC 15a-1.2: First Nations Relations Staffing
1.0 FTE First Nations Relations advisor	93,943	2024 IBC 15a-1.2: First Nations Relations Staffing
Other changes	169	
Total Change in Salaries	228,913	

Other Changes:

Contract for Services	(119,320)	One-time First Nations initiatives completed in 2024
Meetings, Programs & Special Events	(26,810)	One-time forum of all councils completed in 2024
Standard Overhead Allocation	6,233	Increase in 2024 operating costs
Human Resources Allocation	4,795	Increase in 2024 salary budget; corporate safety resourcing
SharePoint Online Upgrade	7,208	Contribution to 2025 IBC 13a-3.1: M365 SharePoint Online Transition to IM
Other Costs	5,330	
Total Other Changes	(122,564)	

2025 Budget 1,569,551

Summary of % Expense Increase

2025 Base salary and benefit change	1.7%
+1.0 FTE and salary annualization	13.1%
2024 one-time initiatives	-10.0%
Balance of increase	2.5%
% expense increase from 2024:	7.3%

% Requisition increase from 2024 (if applicable): 23.1% Requisition funding is 90% of service revenue

Overall 2024 Budget Performance
(expected variance to budget and surplus treatment)

There is an estimated one-time favourable variance of \$97,374 (8.5%) due to temporary staff vacancy. This surplus will be transferred to the Legislative and General Operating Reserve.

1.027 First Nations Relations	2024		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2026	2027	2028	2029
<u>OPERATING COSTS</u>										
Salaries and Wages	620,562	588,571	755,533	93,943	-	849,475	906,253	932,447	959,382	987,079
Allocations	68,350	68,350	79,378	-	7,208	86,586	91,163	87,404	89,224	91,151
Meetings, Programs & Special Events	98,210	71,760	47,600	-	24,000	71,600	48,560	49,530	50,520	51,540
Contract for Services	626,890	448,590	369,970	-	137,600	507,570	377,370	384,920	392,620	400,470
Legal Expenses	1,270	-	1,310	-	-	1,310	1,340	1,370	1,400	1,430
Other Operating Expenses	45,380	31,917	33,810	4,200	12,400	50,410	38,898	39,834	40,812	41,822
TOTAL OPERATING COSTS	1,460,662	1,209,188	1,287,601	98,143	181,208	1,566,951	1,463,584	1,495,505	1,533,958	1,573,492
*Percentage Increase over prior year			-11.8%	6.7%	12.4%	7.3%	-6.6%	2.2%	2.6%	2.6%
<u>CAPITAL / RESERVE</u>										
Transfer to Equipment Replacement Reserve	2,540	10,040	2,600	-	-	2,600	2,600	2,600	2,600	2,600
TOTAL COSTS	1,463,202	1,219,228	1,290,201	98,143	181,208	1,569,551	1,466,184	1,498,105	1,536,558	1,576,092
*Percentage Increase over prior year Total Costs			-11.8%	6.7%	12.4%	7.3%	-6.6%	2.2%	2.6%	2.6%
Internal Recoveries	-	-	-	-	-	-	-	-	-	-
TOTAL COSTS LESS INTERNAL RECOVERIES	1,463,202	1,219,228	1,290,201	98,143	181,208	1,569,551	1,466,184	1,498,105	1,536,558	1,576,092
<u>SOURCES OF FUNDING</u>										
Transfer from Internal Reserve Account	(319,700)	(173,100)	-	-	(161,600)	(161,600)	-	-	-	-
Other Income	-	-	-	-	-	-	-	-	-	-
TOTAL REVENUE	(319,700)	(173,100)	-	-	(161,600)	(161,600)	-	-	-	-
NET COSTS	1,143,502	1,046,128	1,290,201	98,143	19,608	1,407,951	1,466,184	1,498,105	1,536,558	1,576,092
*Percentage Increase over prior year Net Costs			12.8%	8.6%	1.7%	23.1%	4.1%	2.2%	2.6%	2.6%
AUTHORIZED POSITIONS:										
Salaried	5.0	5.0	5.0	1.0	-	6.0	6.0	6.0	6.0	6.0

CAPITAL REGIONAL DISTRICT
FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2025 to 2029

Service No.	1.027	Carry Forward from 2024	2025	2026	2027	2028	2029	TOTAL
	First Nations Relations							

EXPENDITURE

Buildings	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$0	\$0	\$4,043	\$5,754	\$1,918	\$3,836	\$15,551
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Vehicles	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$0	\$0	\$4,043	\$5,754	\$1,918	\$3,836	\$15,551

SOURCE OF FUNDS

Capital Funds on Hand	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debenture Debt (New Debt Only)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	\$0	\$0	\$4,043	\$5,754	\$1,918	\$3,836	\$15,551
Grants (Federal, Provincial)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$0	\$0	\$4,043	\$5,754	\$1,918	\$3,836	\$15,551

CAPITAL REGIONAL DISTRICT

5 YEAR CAPITAL PLAN

2025 - 2029

Service #:

1.027

Service Name:

First Nations Relations

PROJECT DESCRIPTION				PROJECT BUDGET & SCHEDULE									
Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2024	2025	2026	2027	2028	2029	5 - Year Total
26-01	Replacement	Computer Equipment Replacement	Computer Equipment Replacement	\$ 4,043	E	ERF		\$ -	\$ 4,043	\$ -	\$ -	\$ -	\$ 4,043
27-01	Replacement	Computer Equipment Replacement	Computer Equipment Replacement	\$ 5,754	E	ERF		\$ -	\$ -	\$ 5,754	\$ -	\$ -	\$ 5,754
28-01	Replacement	Computer Equipment Replacement	Computer Equipment Replacement	\$ 1,918	E	ERF		\$ -	\$ -	\$ -	\$ 1,918	\$ -	\$ 1,918
29-01	Replacement	Computer Equipment Replacement	Computer Equipment Replacement	\$ 3,836	E	ERF		\$ -	\$ -	\$ -	\$ -	\$ 3,836	\$ 3,836
													\$ -
													\$ -
			Grand Total	\$ 15,551				\$ -	\$ 4,043	\$ 5,754	\$ 1,918	\$ 3,836	\$ 15,551

Reserve Schedule

Reserve Fund: 1.027 FIRST NATIONS RELATIONS
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Reserve Cash Flow

Fund: 1022 Fund Center: 102157

ERF Group: INTGOV.ERF

	Estimate	Budget				
	2024	2025	2026	2027	2028	2029
Beginning Balance	385	8,781	11,381	9,938	6,784	7,466
Actual Purchases	(1,644)					
Planned Purchases (Based on Capital Plan)		-	(4,043)	(5,754)	(1,918)	(3,836)
Transfer from Operating Budget	10,040	2,600	2,600	2,600	2,600	2,600
Interest Income	-					
Ending Balance \$	8,781	11,381	9,938	6,784	7,466	6,230

Assumptions/Background:

2026 - 1 standard laptop & 1 ultra portable laptop
2027 - 3 standard laptops
2028 - 1 standard laptop
2029 - 2 standard laptop

CAPITAL REGIONAL DISTRICT

2025 BUDGET

GM - Parks & Environmental Services

COMMITTEE REVIEW

Service: 1.028 GM - Environmental Services and Regional Parks

Committee: Environmental Services

DEFINITION:

The oversight of Environmental Services and Regional Parks for the Capital Regional District Board

SERVICE DESCRIPTION:

The General Manager provides overall direction and supporting administrative oversight for all Environmental Services as well as Regional Parks and 2 recreation centres. The department and its divisions report to the Board, Hospital District Board, the Environmental Services Committee and the Regional Parks Committee.

PARTICIPATION:

All municipalities and electoral areas.

MAXIMUM LEVY:

N/A

MAXIMUM CAPITAL DEBT:

N/A

FUNDING:

Requisition

1.028 - GM - Environmental Services & Regional Parks

	2024		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	2025 ONGOING	ONE-TIME	TOTAL	2026	2027	2028	2029
<u>OPERATING COSTS</u>										
Salaries and Wages	425,233	547,857	404,894	-	-	404,894	416,573	428,584	440,934	453,634
Contract for Services	3,215	-	3,279	-	-	3,279	3,347	3,412	3,480	3,549
Allocation - Standard Overhead	50,058	50,058	52,650	-	1,802	54,452	57,971	58,332	59,426	60,552
Allocation - Human Resources	14,866	14,866	15,726	-	-	15,726	17,702	19,270	19,704	20,196
Allocation - Building Occupancy	21,861	21,861	26,609	-	-	26,609	27,735	29,103	30,435	30,993
Insurance	870	870	720	-	-	720	792	871	958	1,053
TOTAL OPERATING COSTS	516,103	635,512	503,878	-	1,802	505,680	524,120	539,571	554,937	569,977
*Percentage Increase over prior year		23.1%	-2.4%	0.0%	0.0%	-2.0%	3.6%	2.9%	2.8%	2.7%
Recovery for First Aid Officer	(99)	(99)	(102)	-	-	(102)	(104)	(106)	(108)	(110)
NET COSTS	516,004	635,413	503,776	-	1,802	505,578	524,016	539,465	554,829	569,867
*Percentage increase over prior year Net Costs		23.1%	-2.4%	0.0%	0.0%	-2.0%	3.6%	2.9%	2.8%	2.7%
AUTHORIZED POSITIONS:										
Salaried	2.0	2.0	2.0	-	-	2.0	2.0	2.0	2.0	2.0

CAPITAL REGIONAL DISTRICT

2025 BUDGET

Corporate Communications

COMMITTEE REVIEW

Service: 1.118 Corporate Communications

Committee: Governance Committee & Finance Committee

DEFINITION:

Authorized by Letters Patent to provide administrative services to the Board of the Capital Regional District.

PARTICIPATION:

All municipalities and electoral areas.

MAXIMUM LEVY:

No limit

MAXIMUM CAPITAL DEBT:

N/A

COMMITTEE:

Governance Committee and Finance Committee

FUNDING:

Requisition and internal recoveries

Change in Budget 2024 to 2025
Service: 1.118 Corporate Communications

Total Expenditure

Comments

2024 Budget

1,545,346

Change in Salaries:

Base salary and benefit change	31,943	Inclusive of estimated collective agreement changes
Step increase/paygrade change	10,602	
Auxiliary wages adjustment	(108,000)	2023 IBC 15f-1.15 Corporate Website - conclusion of one year term position
Total Change in Salaries	(65,454)	

Other Changes:

Contract for Services	(50,000)	Conclusion of 2024 IBC 12b-2.1 Citizen Experience Survey
	(25,000)	Conclusion of 2024 IBC 12b-1.1 Build EDI Principles into Public Participation Framework
SharePoint Online Upgrade	10,812	Contribution to 2025 IBC 13a-3.1: M365 SharePoint Online Transition to IM
Building Occupancy	8,199	
Human Resources Allocation	7,176	Increase in 2024 salary budget; corporate safety resourcing
Other Costs	(120)	
Total Other Changes	(48,933)	

2025 Budget

1,430,959

Summary of % Expense Increase

2025 Base salary and benefit change	2.1%
Allocations	1.7%
Auxiliary wages adjustment	-7.0%
2024 One-time Items	-3.2%
Balance of decrease	-1.0%
% expense increase from 2024:	-7.4%

% Requisition decrease from 2024 (if applicable):	-7%	Requisition funding is 37% of service revenue
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Overall 2024 Budget Performance
(expected variance to budget and surplus treatment)

There is an estimated one-time favourable variance of \$29,045 (2%) due mainly to one-time vacant positions, software licencing and staff training. This variance will be moved to the Legislative and General Operating Reserve.

1.118 - CORPORATE COMMUNICATIONS	2024		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	2025 ONGOING	ONE-TIME	TOTAL	2026	2027	2028	2029
<u>OPERATING COSTS:</u>										
Salaries and Wages	1,256,637	1,174,735	1,191,183	-	-	1,191,183	1,339,376	1,378,090	1,417,899	1,458,844
Allocations	79,029	79,029	96,194	-	10,812	107,006	118,160	116,228	119,873	122,360
Contract for Services	113,370	171,029	23,010	10,000	-	33,010	33,670	34,340	35,030	35,730
Printing & Copying	8,140	7,560	8,390	-	-	8,390	8,560	8,730	8,900	9,080
Other Operating Expenses	83,170	68,947	85,370	-	-	85,370	87,126	88,940	90,803	92,698
TOTAL OPERATING COSTS	1,540,346	1,501,300	1,404,147	10,000	10,812	1,424,959	1,586,892	1,626,328	1,672,505	1,718,712
*Percentage Increase over prior year			-8.8%	0.6%	0.7%	-7.5%	11.4%	2.5%	2.8%	2.8%
<u>CAPITAL / RESERVE</u>										
Transfer to Equipment Replacement Fund	5,000	5,000	6,000	-	-	6,000	6,000	6,000	6,000	6,000
TOTAL CAPITAL / RESERVES	5,000	5,000	6,000	-	-	6,000	6,000	6,000	6,000	6,000
TOTAL COSTS	1,545,346	1,506,300	1,410,147	10,000	10,812	1,430,959	1,592,892	1,632,328	1,678,505	1,724,712
*Percentage increase over prior year Total Costs			-8.7%	0.6%	0.7%	-7.4%	11.3%	2.5%	2.8%	2.8%
Funding from Internal Reserves	(125,000)	(115,000)	-	-	-	-	-	-	-	-
TOTAL COSTS LESS INTERNAL RECOVERIES	1,420,346	1,391,300	1,410,147	10,000	10,812	1,430,959	1,592,892	1,632,328	1,678,505	1,724,712
<u>REVENUE</u>										
Interest Income	-	-	-	-	-	-	-	-	-	-
TOTAL REVENUES	-	-	-	-	-	-	-	-	-	-
NET COSTS	1,420,346	1,391,300	1,410,147	10,000	10,812	1,430,959	1,592,892	1,632,328	1,678,505	1,724,712
*Percentage increase over prior year Net Costs			-0.7%	0.7%	0.8%	0.7%	11.3%	2.5%	2.8%	2.8%
<u>AUTHORIZED POSITIONS:</u>										
Salaries	8.0	8.0	8.0		-	8.0	9.0	9.0	9.0	9.0

CAPITAL REGIONAL DISTRICT
FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2025 to 2029

Service No.	1.118	Carry	2025	2026	2027	2028	2029	TOTAL
	Corporate Communications	Forward						
		from 2024						

EXPENDITURE

Buildings	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$66,400	\$72,154	\$11,508	\$3,836	\$3,836	\$3,836	\$95,170
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Vehicles	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$66,400	\$72,154	\$11,508	\$3,836	\$3,836	\$3,836	\$95,170

SOURCE OF FUNDS

Capital Funds on Hand	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debenture Debt (New Debt Only)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	\$0	\$5,754	\$11,508	\$3,836	\$3,836	\$3,836	\$28,770
Grants (Federal, Provincial)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$66,400	\$66,400	\$0	\$0	\$0	\$0	\$66,400
	\$66,400	\$72,154	\$11,508	\$3,836	\$3,836	\$3,836	\$95,170

CAPITAL REGIONAL DISTRICT

5 YEAR CAPITAL PLAN

2025 - 2029

Service #: 1.118
Service Name: Corporate Communications

PROJECT DESCRIPTION				PROJECT BUDGET & SCHEDULE									
Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2024	2025	2026	2027	2028	2029	5 - Year Total
25-01	Replacement	Computer	Computer Replacement	\$ 5,754	E	ERF		\$ 5,754	\$ -	\$ -	\$ -	\$ -	\$ 5,754
26-01	Replacement	Computer	Computer Replacement	\$ 11,508	E	ERF		\$ -	\$ 11,508	\$ -	\$ -	\$ -	\$ 11,508
27-01	Replacement	Computer	Computer Replacement	\$ 3,836	E	ERF		\$ -	\$ -	\$ 3,836	\$ -	\$ -	\$ 3,836
28-01	Replacement	Computer	Computer Replacement	\$ 3,836	E	ERF		\$ -	\$ -	\$ -	\$ 3,836	\$ -	\$ 3,836
22-01	Replacement	Computer	CRD Public Website	\$ 3,836	E	ERF		\$ -	\$ -	\$ -	\$ -	\$ 3,836	\$ 3,836
22-01	Replacement	CRD Public Website	CRD Public Website	\$ 450,000	E	Res	\$ 66,400	\$ 66,400	\$ -	\$ -	\$ -	\$ -	\$ 66,400
													\$ -
													\$ -
													\$ -
			Grand Total	\$ 478,770				\$ 72,154	\$ 11,508	\$ 3,836	\$ 3,836	\$ 3,836	\$ 95,170

Reserve Schedule

Reserve Fund: 1.118 Corporate Communications

Assets held by Corporate Communications consists of computers and equipment to support service delivery.

Reserve Cash Flow

Fund: 1022 Fund Center: 101518

ERF Group: COMREL.ERF

	Estimate	Budget				
	2024	2025	2026	2027	2028	2029
Beginning Balance	11,410	13,149	13,395	7,887	10,051	12,215
Actual Purchases	(3,288)					
Planned Purchases (Based on Capital Plan)		(5,754)	(11,508)	(3,836)	(3,836)	(3,836)
Transfer from Operating Budget	5,000	6,000	6,000	6,000	6,000	6,000
Interest Income	27					
Ending Balance \$	13,149	13,395	7,887	10,051	12,215	14,379

Assumptions/Background:

2025 - 3 standard laptops
 2026 - 6 standard laptops
 2027 - 2 standard laptops
 2028 - 2 standard laptops
 2029 - 2 standard laptops

CAPITAL REGIONAL DISTRICT

2025 BUDGET

GM - Electoral Area Services

COMMITTEE REVIEW

Service: 1.029 GM - Electoral Area Services

DEFINITION:

The oversight of Electoral Area Services for the Capital Regional District Board

SERVICE DESCRIPTION:

The General Manager provides overall direction and supporting administrative oversight for all Electoral Area Services excluding fire protection and emergency management services.

The department and its divisions report to the Board, Hospital District Board, Electoral Area Services Committee and the Salt Spring Island Local Community Commission.

PARTICIPATION:

All municipalities and electoral areas.

MAXIMUM LEVY:

N/A

FUNDING:

Requisition and Internal Recoveries

Change in Budget 2024 to 2025

Service: 1.029 GM - Electoral Area Services

Total Expenditure

Comments

2024 Budget -

Change in Salaries:

1.0 FTE General Manager	140,092	2025 IBC 16e-5.1 Electoral Area Services Department Oversight (6 months)
1.0 FTE Administrative Staff	51,902	2025 IBC 16e-5.1 Electoral Area Services Department Oversight (6 months)

Total Change in Salaries 191,995

Other Changes:

Standard Overhead Allocation	25,000	
Supplies	20,000	Office costs associated with new ongoing FTEs
Contract For Services	4,500	Ongoing contractor and legal expenses
Other	8,500	

Total Other Changes 58,000

2025 Budget 249,995

Summary of % Expense Change

% expense increase from 2024:	100.0%	
% Requisition increase from 2024 (if applicable):	100.0%	Requisition funding is (30%) of service revenue

Overall 2024 Budget Performance

(expected variance to budget and surplus treatment)

This function is new in the 2025 fiscal year.

1.029 - GM - Electoral Area Services	2024		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	2025 ONGOING	ONE-TIME	TOTAL	2026	2027	2028	2029
<u>OPERATING COSTS</u>										
Salaries & Wages	-	-	-	191,995	-	191,995	395,115	406,556	418,323	430,424
Contract for Services	-	-	-	4,500	-	4,500	4,590	4,680	4,770	4,860
Internal Allocations	-	-	-	25,000	-	25,000	50,000	51,000	52,020	53,060
Operating Other	-	-	-	8,500	20,000	28,500	8,670	8,840	9,010	9,180
TOTAL OPERATING COSTS	-	-	-	229,995	20,000	249,995	458,375	471,076	484,123	497,524
*Percentage Increase over prior year						NA	83.4%	2.8%	2.8%	2.8%
CAPITAL / RESERVE										
Transfer to Equipment Replacement Fund	-	-	-	-	-	-	-	-	-	-
TOTAL CAPITAL / RESERVES	-	-	-	-	-	-	-	-	-	-
TOTAL COSTS	-	-	-	229,995	20,000	249,995	458,375	471,076	484,123	497,524
<u>FUNDING SOURCES (REVENUE)</u>										
Internal Recoveries	-	-	-	(160,997)	(14,000)	(174,997)	(320,863)	(329,753)	(338,886)	(348,267)
TOTAL REVENUES	-	-	-	(160,997)	(14,000)	(174,997)	(320,863)	(329,753)	(338,886)	(348,267)
NET COSTS	-	-	-	68,998	6,000	74,998	137,512	141,323	145,237	149,257
*Percentage increase over prior year Net Costs						NA	83.4%	2.8%	2.8%	2.8%
AUTHORIZED POSITIONS: Salaried			0.0	2.0		2.0	2.0	2.0	2.0	2.0

CAPITAL REGIONAL DISTRICT

2025 BUDGET

Facility Management

GOVERNANCE COMMITTEE REVIEW

Service: 1.105 Facility Management

Committee: Governance Committee & Finance Committee

DEFINITION:

Authorized by Letters Patent as part of the provision of administrative services to the CRD Board.

SERVICE DESCRIPTION:

Full facility management services including administration, maintenance, technical and project management for nine facilities.

PARTICIPATION:

All municipalities and electoral areas on the basis of converted hospital assessed value of land and improvements.

MAXIMUM LEVY:

No limit

MAXIMUM CAPITAL DEBT:

COMMITTEE:

Governance Committee & Finance Committee

FUNDING:

GENERAL INFORMATION:

All costs are recovered from user departments and requisition.

1.105 Facility Management			BUDGET REQUEST				FUTURE PROJECTIONS			
	2024 BOARD BUDGET	2024 ESTIMATED ACTUAL	2025 CORE BUDGET	2025 ONGOING	2025 ONE-TIME	2025 TOTAL	2026 TOTAL	2027 TOTAL	2028 TOTAL	2029 TOTAL
<u>OPERATING COSTS:</u>										
Salaries and Wages	1,613,555	1,510,616	1,461,333	-	-	1,461,333	1,501,922	1,543,623	1,586,487	1,630,532
Internal Allocations	318,277	318,277	352,149	-	3,604	355,753	376,315	389,571	400,061	409,361
Consulting Service	68,490	45,120	81,100	-	-	81,100	82,720	84,370	86,060	87,780
Operating Supplies	27,456	4,642	28,190	-	-	28,190	28,760	29,330	29,930	30,530
Telecommunication	16,800	16,698	17,300	-	-	17,300	17,650	18,000	18,360	18,730
Vehicle and Equipment	35,905	39,474	36,985	-	-	36,985	37,720	38,480	39,250	40,040
Operating Cost - Other	45,750	27,342	46,980	-	-	46,980	47,920	48,880	49,860	50,860
TOTAL OPERATING COSTS	2,126,233	1,962,169	2,024,037	-	3,604	2,027,641	2,093,007	2,152,254	2,210,008	2,267,833
*Percentage increase over prior year operating costs		-7.7%	-4.81%			-4.64%	3.22%	2.83%	2.68%	2.62%
<u>CAPITAL / RESERVE</u>										
Transfer to ERF	25,500	25,500	45,000	-	-	45,000	45,900	46,820	47,760	48,720
Transfer to Genaral Capital Fund	-	-	75,000	-	-	75,000	-	-	-	-
Transfer to Operating Reserve	-	-								
TOTAL CAPITAL / RESERVES	25,500	25,500	120,000	-	-	120,000	45,900	46,820	47,760	48,720
TOTAL COSTS	2,151,733	1,987,669	2,144,037	-	3,604	2,147,641	2,138,907	2,199,074	2,257,768	2,316,553
*Percentage increase over prior year operating costs		-7.6%				-0.19%	-0.41%	2.81%	2.67%	2.60%
Internal Recoveries	(1,969,650)	(1,756,693)	(1,940,411)	-	(3,604)	(1,944,015)	(1,930,338)	(1,985,421)	(2,038,887)	(2,092,296)
OPERATING LESS RECOVERIES	182,083	230,976	203,626	-	-	203,626	208,569	213,653	218,881	224,257
<u>FUNDING SOURCES (REVENUE)</u>										
Estimated balance C/F from current to Next year		-								
Transfer from Operating reserve	-	-	-			-				
Balance C/F from Prior to Current year	-	-	-	-	-	-	-	-	-	-
Revenue - Other	(8,349)	(57,242)	(33,349)	-	-	(33,349)	(33,359)	(33,369)	(33,379)	(33,389)
TOTAL REVENUE	(8,349)	(57,242)	(33,349)	-	-	(33,349)	(33,359)	(33,369)	(33,379)	(33,389)
Estimated balance C/F from current to Next year										
REQUISITION	(173,734)	(173,734)	(170,277)	-	-	(170,277)	(175,210)	(180,284)	(185,502)	(190,868)
*Percentage increase over prior year requisition						-1.99%	3%	3%	3%	3%
AUTHORIZED POSITIONS FTE:	13	13	11		-	11	11	11	11	11

CAPITAL REGIONAL DISTRICT
FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2025 to 2029

Service No.	1.105 Facilities Management	Carry Forward from 2024	2025	2026	2027	2028	2029	TOTAL
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EXPENDITURE

Buildings	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$0	\$35,000	\$10,000	\$10,000	\$10,000	\$0	\$0	\$65,000
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Vehicles	\$0	\$165,000	\$75,000	\$75,000	\$0	\$0	\$0	\$315,000
	\$0	\$200,000	\$85,000	\$85,000	\$10,000	\$0	\$0	\$380,000

SOURCE OF FUNDS

Capital Funds on Hand	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debenture Debt (New Debt Only)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	\$0	\$200,000	\$85,000	\$85,000	\$10,000	\$0	\$0	\$380,000
Grants (Federal, Provincial)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$0	\$200,000	\$85,000	\$85,000	\$10,000	\$0	\$0	\$380,000

CAPITAL REGIONAL DISTRICT

5 YEAR CAPITAL PLAN

2025 - 2029

Service #:

1.105

Service Name:

Facilities Management

PROJECT DESCRIPTION				PROJECT BUDGET & SCHEDULE									
Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2024	2025	2026	2027	2028	2029	5 - Year Total
21-01	Replacement	Unit F01112	Replace 2010 Chev Express Van - 01112	\$ 75,000	V	ERF		\$ 75,000					\$ 75,000
22-01	Replacement	Equipment Replacement	Replace computers	\$ 50,000	E	ERF		\$ 10,000	\$ 10,000				\$ 20,000
23-01	Replacement	Fleet Replacement	Replace 2012 Jeep Patriot - 12001	\$ 75,000	V	ERF		\$ 75,000					\$ 75,000
23-02	New	Equipment Replacement	New utility trailer	\$ 15,000	V	ERF		\$ 15,000					\$ 15,000
24-01	Replacement	Fleet Replacement	Replace 2016 Sprinter Van - Unit 1601	\$ 75,000	V	ERF			\$ 75,000				\$ 75,000
25-01	Replacement	Fleet Replacement	Replace 2017 Transit Van - Unit 17002	\$ 75,000	V	ERF				\$ 75,000			\$ 75,000
27-01	Replacement	Equipment Replacement	Replace computers	\$ 50,000	E	ERF				\$ 10,000	\$ 10,000		\$ 20,000
25-02	Replacement	Replacement of small equipment	Replacement of small equipment (leaf blowers, pressure washer etc.) with electric	\$ 25,000	E	ERF		\$ 25,000					\$ 25,000
													\$ -
													\$ -
			Grand Total	\$ 440,000				\$ 200,000	\$ 85,000	\$ 85,000	\$ 10,000	\$ -	\$ 380,000

Service:

1.105

Facilities Management

Project Number	21-01	Capital Project Title	Unit F01112	Capital Project Description	Replace 2010 Chev Express Van - 01112
Project Rationale	Replace the vehicle with an all electric or hybrid option as scheduled by Facility Management.				

Project Number	22-01	Capital Project Title	Equipment Replacement	Capital Project Description	Replace computers
Project Rationale	Per IT replacement schedule				

Project Number	23-01	Capital Project Title	Fleet Replacement	Capital Project Description	Replace 2012 Jeep Patriot - 12001
Project Rationale	Replace the vehicle with an all electric or hybrid option as scheduled by Facility Management.				

Project Number	23-02	Capital Project Title	Equipment Replacement	Capital Project Description	New utility trailer
Project Rationale	Purchase new utility trailer to tow equipment with smaller light duty truck.				

Service:

1.105

Facilities Management

Project Number

24-01

Capital Project Title

Fleet Replacement

Capital Project Description

Replace 2016 Sprinter Van - Unit 1601

Project Rationale

Replace the vehicle with an all electric or hybrid option as scheduled by Facility Management.

Project Number

25-01

Capital Project Title

Fleet Replacement

Capital Project Description

Replace 2017 Transit Van - Unit 17002

Project Rationale

Replace the vehicle with an all electric or hybrid option as scheduled by Facility Management.

Project Number

27-01

Capital Project Title

Equipment Replacement

Capital Project Description

Replace computers

Project Rationale

Per IT replacement schedule

1.105 Facility Management
 Asset and Reserve Summary
 2025 - 2029 Financial Plan

Asset Profile

Facility Management ERF

Facility Management assets consist of vehicles and equipment.

Equipment Replacement Fund Schedule (ERF)

Equipment Replacement Schedule Projected year end balance	Est Actual	Budget				
	2024	2025	2026	2027	2028	2029
Beginning Balance	393,709	397,709	245,709	206,609	168,429	206,189
Planned Purchase (Based on Capital Plan)	(25,000)	(200,000)	(85,000)	(85,000)	(10,000)	-
Transfer from Ops Budget	25,000	45,000	45,900	46,820	47,760	48,720
Proceed disposal of Equipment						
Transfer						
Transfer of HQ Pool Fleet ERF						
Interest Income*	4,000	3,000				
Total projected year end balance	397,709	245,709	206,609	168,429	206,189	254,909

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

**1.105 Facility Management
Operating Reserve Summary
2025 - 2029 Financial Plan**

Profile

Facility Management

Established by Bylaw No. 4147 to enable CRD services to set aside operating funds to cover cyclical expenditures, unforeseen operating expenses, special one-time operating projects, as well as to mitigate fluctuations in revenue.

Operating Reserve Schedule - FC 105541

Operating Reserve Schedule Projected year end balance	Est Actual	Budget				
	2024	2025	2026	2027	2028	2029
Beginning Balance	212,378	221,378	229,378	229,378	229,378	229,378
Planned Purchase	-	-				
Transfer from Ops Budget	-					
Interest Income*	9,000	8,000				
Total projected year end balance	221,378	229,378	229,378	229,378	229,378	229,378

Assumptions/Background:

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

CAPITAL REGIONAL DISTRICT

2025 BUDGET

CRD Headquarters Building

GOVERNANCE COMMITTEE REVIEW

October 2024

Service: 1.106 CRD Headquarter Building

Committee: Governance Committee & Finance Committee

DEFINITION:

Authorized by Letters Patent as part of the provision of administrative services to the CRD Board.

PARTICIPATION:

All municipalities and electoral areas on the basis of converted hospital assessed value of land and improvements.

MAXIMUM LEVY:

No limit

MAXIMUM CAPITAL DEBT:

COMMITTEE:

Governance Committee & Finance Committee

FUNDING:

All costs are recovered by building allocation from CRD user departments.

1.106 - CRD HQ BUILDING

OPERATING COSTS:

Internal Allocations
Insurance Cost
Repairs and Maintenance Costs
Rental and Leases
Electricity& Utilities
Operating Supplies
Internal Labour Cost
Operating Cost - Other
Additional Space

TOTAL OPERATING COSTS

*Percentage increase over prior year operating costs

CAPITAL / RESERVE

Transfer to Capital Reserve Fund
Transfer to ERF

TOTAL CAPITAL / RESERVES

Debt Expenditures

TOTAL COSTS

*Percentage increase over prior year operating costs

Internal Recoveries(Building Occupancy)

*Percentage increase over prior year operating costs

OPERATING LESS RECOVERIES

FUNDING SOURCES (REVENUE)

Estimated Balance C/F from current to next year
Balance C/F from Prior to Current year
Transfer from operating reserve

Fees Charged
Lease Revenue
Recovery - Other

TOTAL REVENUE

REQUISITION

*Percentage increase over prior year requisition

AUTHORIZED POSITIONS:

Salaried
Converted Auxillaries

BUDGET REQUEST

2025 **2025** **2025** **2025**
CORE **ONGOING** **ONE-TIME** **TOTAL**
BUDGET

329,742 - - 329,742
77,180 - - 77,180
277,475 - - 277,475
128,107 - - 128,107
203,000 - - 203,000
17,264 - - 17,264
345,000 - - 345,000
260,900 - - 260,900
313,000 287,000 - 600,000

1,951,668 287,000 - 2,238,668

5.79% 21.35%

300,000 70,000 - 370,000
70,000 - - 70,000

370,000 70,000 - 440,000

- - - -

2,321,668 357,000 - 2,678,668

21.49%

(2,287,118) (357,000) - (2,644,118)

21.8%

34,550 - - 34,550

1.44% 1.44%

- - - -
- - - -
(34,550) - - (34,550)

(34,550) - - (34,550)

- - - -

- - - -

FUTURE PROJECTIONS

2026 **2027** **2028** **2029**
TOTAL **TOTAL** **TOTAL** **TOTAL**

329,864 336,461 343,191 350,055
84,898 93,388 102,727 112,999
283,020 288,682 294,452 300,342
130,670 133,280 135,950 138,670
207,060 211,200 215,420 219,730
17,610 17,970 18,330 18,700
341,700 348,534 355,505 362,615
266,126 271,445 276,866 282,390
612,000 624,240 636,720 649,450

2,272,948 2,325,200 2,379,161 2,434,951

1.53% 2.30% 2.32% 2.34%

445,000 525,000 600,000 600,000
70,000 70,000 70,000 70,000

515,000 595,000 670,000 670,000

- - - -

2,787,948 2,920,200 3,049,161 3,104,951

4.08% 4.74% 4.42% 1.83%

(2,753,112) (2,885,075) (3,013,745) (3,069,241)

4.1% 4.8% 4.5% 1.8%

34,836 35,125 35,416 35,710

0.83% 0.83% 0.83% 0.83%

- - - -
- - - -
(34,836) (35,125) (35,416) (35,710)

(34,836) (35,125) (35,416) (35,710)

- - - -

- - - -

Change in Budget 2024 to 2025

Service: 1.106 CRD Headquarters Building

Total Expenditure

Comments

2024 Budget

2,204,840

Other Changes:

Standard Overhead Allocation	3,620	Increase in 2024 operating costs
Insurance	53,328	Increase in 2025 HQ building operating costs
Additional Rented Space	297,460	Additional space at 1675 Douglas
Transfer to Capital Reserve	70,000	Planned increase in capital reserve transfers
Transfer to ERF	10,000	Planned increase in equipment replacement reserve transfers
Cleaning Services	31,900	2025 will have a new contract for cleaning servcies.
Grounds Maintenace	17,617	Additional costs re. the living wall
Other Costs	(10,097)	

Total Other Changes

473,828

2025 Budget

2,678,668

Summary of % Expense Increase

Standard Overhead Allocation	0.2%
Insurance	2.4%
Additional Rented Space	13.5%
Transfer to Capital Reserve	3.2%
Transfer to ERF	0.5%
Cleaning Services	1.4%
Grounds Maintenace	0.8%
Balance of increase	-0.5%
% expense increase from 2024:	21.5%

% Requisition increase from 2024 (if applicable):

0.00%

Requisition funding is 0.0% of service revenue

Overall 2024 Budget Performance

(expected variance to budget and surplus treatment)

There is no expected surplus or deficit for 2024.

CAPITAL REGIONAL DISTRICT
FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2025 to 2029

Service No.	1.106	Carry Forward from 2024	2025	2026	2027	2028	2029	TOTAL
	Facilities and Risk							

EXPENDITURE

Buildings	\$0	\$465,000	\$370,000	\$2,540,000	\$140,000	\$100,000	\$3,615,000
Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$0	\$25,000	\$0	\$0	\$0	\$0	\$25,000
Vehicles	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$0	\$490,000	\$370,000	\$2,540,000	\$140,000	\$100,000	\$3,640,000

SOURCE OF FUNDS

Capital Funds on Hand	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debenture Debt (New Debt Only)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants (Federal, Provincial)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$0	\$490,000	\$370,000	\$2,540,000	\$140,000	\$100,000	\$3,640,000
	\$0	\$490,000	\$370,000	\$2,540,000	\$140,000	\$100,000	\$3,640,000

CAPITAL REGIONAL DISTRICT

5 YEAR CAPITAL PLAN

2025 - 2029

Service #:

1.106

Service Name:

Facilities and Risk

PROJECT DESCRIPTION				PROJECT BUDGET & SCHEDULE									
Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2024	2025	2026	2027	2028	2029	5 - Year Total
21-03	New	Interior Renovations	Interior renovations - HQ Building	\$ 500,000	B	Res		100,000	100,000				\$ 200,000
22-01	New	Interior Renovations	Interior renovations - HQ Building Space Optimization	\$ 3,000,000	B	Cap		-					\$ -
23-02	New	EV Charging Infrastructure	EV Charging Infrastructure - Fisgard Parkade Bldg	\$ 175,000	S	Res	►	25,000					\$ 25,000
24-01	Renewal	Exterior Upgrades	Exterior Paint	\$ 50,000	B	Res	►	50,000					\$ 50,000
24-02	New	Safety Systems	Minor Security Upgrades	\$ 75,000	B	Res		15,000	15,000	15,000	15,000		\$ 60,000
24-03	New	Energy Management	Minor Energy Upgrades	\$ 75,000	B	Res		15,000	15,000	15,000	15,000		\$ 60,000
24-04	Replacement	Interior Finishes	Flooring Replacement	\$ 50,000	B	Res		25,000					\$ 25,000
24-05	New	Interior Upgrades	Gender Neutral Washroom Upgrades	\$ 50,000	B	Res	►	50,000					\$ 50,000
25-01	Study	Asset management Plan	Facility condition assessment	\$ 15,000	B	Res		15,000					\$ 15,000
25-02	Replacement	Roof Replacement	4th floor small roof areas	\$ 75,000	B	Res		75,000					\$ 75,000
25-03	Replacement	Safety Systems	Fire Sprinkler upgrades	\$ 10,000	B	Res		10,000					\$ 10,000
25-04	Study	Fisgard HQ HVAC Replacement / Upgrades	Fisgard HQ HVAC Replacement / Upgrades	\$ 2,400,000	B	Res		10,000					\$ 10,000
25-04	Study	Fisgard HQ HVAC Replacement / Upgrades	Fisgard HQ HVAC Replacement / Upgrades		B	Res			230,000				\$ 230,000
25-04	Replacement	Fisgard HQ HVAC Replacement / Upgrades	Fisgard HQ HVAC Replacement / Upgrades		B	Res				2,400,000			\$ 2,400,000
25-05	Defer	Emergency Repairs	For unforeseen emergency repairs	\$ 100,000	B	Res	►	100,000					\$ 100,000
26-01	Replacement	Interior Upgrades	Interior paint	\$ 40,000	B	Res			10,000	10,000	10,000		\$ 30,000
27-01	New	Interior Renovations	Interior renovations - HQ Building	\$ 500,000	B	Res				100,000	100,000	100,000	\$ 300,000
			Grand Total	\$ 7,115,000				\$ 490,000	\$ 370,000	\$ 2,540,000	\$ 140,000	\$ 100,000	\$ 3,640,000

Service:

1.106

Facilities and Risk

Project Number 21-03

Capital Project Title Interior Renovations

Capital Project Description Interior renovations - HQ Building

Project Rationale Contingent amount for office and floor plate reconfiguration due to department and staff relocations

Project Number 22-01

Capital Project Title Interior Renovations

Capital Project Description Interior renovations - HQ Building Space Optimization

Project Rationale Interior renovations to accomodate additional staff in 2022. Renovation will be phased and completed over 2 years.

Project Number 23-02

Capital Project Title EV Charging Infrastructure

Capital Project Description EV Charging Infrastructure - Fisgard Parkade Bldg

Project Rationale Additional EV chargers, when required, for expansion of the City of Victoria parkade program.

Project Number 24-01

Capital Project Title Exterior Upgrades

Capital Project Description Exterior Paint

Project Rationale Repaint exterior elements of the building.

Project Number 24-02

Capital Project Title Safety Systems

Capital Project Description Minor Security Upgrades

Project Rationale Various minor security improvements, including access control, building upgrades, etc.

Project Number 24-03

Capital Project Title Energy Management

Capital Project Description Minor Energy Upgrades

Project Rationale Various minor energy improvements, including building control systems, building upgrades, etc.

Project Number 24-04

Capital Project Title Interior Finishes

Capital Project Description Flooring Replacement

Project Rationale Carpet tile replacement program.

Project Number 24-05

Capital Project Title Interior Upgrades

Capital Project Description Gender Neutral Washroom Upgrades

Project Rationale Assessing washrooms and various minor upgrades to all washrooms to be gender neutral.

Service:

1.106

Facilities and Risk

Project Number 25-01

Capital Project Title Asset management Plan

Capital Project Description Facility condition assessment

Project Rationale Building condition assessment to determine life cycle condition, including replacement budget.

Project Number 25-02

Capital Project Title Roof Replacement

Capital Project Description 4th floor small roof areas

Project Rationale Roof is at its end of life and requires replacement.

Project Number 25-03

Capital Project Title Safety Systems

Capital Project Description Fire Sprinkler upgrades

Project Rationale Fire sprinkler systems upgrades as per consultants report.

Project Number 25-04

Capital Project Title Fisgard HQ HVAC Replacement / Upgrades

Capital Project Description Fisgard HQ HVAC Replacement / Upgrades

Project Rationale Major HVAC upgrade to meet climate action goals.

Project Number 25-05

Capital Project Title Emergency Repairs

Capital Project Description For unforeseen emergency repairs

Project Rationale Emergency repair funding.

Project Number 26-01

Capital Project Title Interior Upgrades

Capital Project Description Interior paint

Project Rationale Repaint interior of the building.

Project Number 27-01

Capital Project Title Interior Renovations

Capital Project Description Interior renovations - HQ Building

Project Rationale Contingent amount for office and floor plate reconfiguration due to department and staff relocations

1.106 CRD HQ Building & 1.226 Health Facilities - VIHA**Asset and Reserve Summary****2025 - 2029 Financial Plan****Asset Profile****CRD HQ Office Facilities & Health Facilities - VIHA**

Office Facilities manages office buildings and rental units owned by the CRD. Assets include CRD Headquarters building, 3 buildings currently occupied by VIHA and JDF administration building currently occupied by JDF Planning, Building Inspection and Emergency Services. The total historical value as at December 31, 2015 was \$38M. Total replacement value for the facilities is \$39M (Note A).

Assets held by Health Facilities - VIHA consist of Peninsula Health Unit, Victoria Health Unit and Esquimalt Health unit built in 1994, 1986 and 1990. The total historical value as of Dec 31, 2015 for all three health units building structures was \$12M with an estimated replacement value of \$22M (Note A).

1.106 Headquarters Facility & 1.226 VIHA Health Facilities Capital Reserve Fund Cash Flow

Reserve/Fund Summary	Est Actual	Budget				
	2024	2025	2026	2027	2028	2029
Projected year end balance						
Beginning Balance	5,194,072	5,924,847	4,317,637	4,742,506	3,829,679	5,406,467
Planned Capital Expenditure (Based on Capital Plan)	(540,000)	(3,250,000)	(1,107,500)	(2,540,000)	(140,000)	(100,000)
Transfer from Ops Budget	1,020,775	1,442,790	1,532,369	1,627,173	1,716,788	1,731,167
Interest Income**	250,000	200,000				
Total projected year end balance	5,924,847	4,317,637	4,742,506	3,829,679	5,406,467	7,037,634

Assumptions/Background:

** Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

1.106 CRD HQ Building
Asset and Reserve Summary
2025 - 2029 Financial Plan

Asset Profile

CRD HQ Building ERF

CRD HQ Building assets building equipment / Pool Fleet.

Equipment Replacement Fund Schedule (ERF)

Equipment Replacement Schedule Projected year end balance	Est Actual	Budget				
	2024	2025	2026	2027	2028	2029
Beginning Balance	95,688	136,088	181,288	226,288	271,288	316,288
Planned Purchase (Based on Capital Plan)		-	-	-	-	-
Transfer from Ops Budget Equip	20,000	25,000	25,000	25,000	25,000	25,000
Transfer from Ops Budget Pool Fleet	20,000	20,000	20,000	20,000	20,000	20,000
Transfer from FM ERF for Pool Fleet	-					
Proceed disposal of Equipment						
Interest Income*	400	200				
Total projected year end balance	136,088	181,288	226,288	271,288	316,288	361,288

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

**1.106 Headquarters Facility
Operating Reserve Summary
2025 - 2029 Financial Plan**

Profile

Headquarters Facility

Established by Bylaw No. 4147 to enable CRD services to set aside operating funds to cover cyclical expenditures, unforeseen operating expenses, special one-time operating projects, as well as to mitigate fluctuations in revenue.

Operating Reserve Schedule - FC 105542

Operating Reserve Schedule Projected year end balance	Est Actual	Budget				
	2024	2025	2026	2027	2028	2029
Beginning Balance	61,150	63,750	65,750	65,750	65,750	65,750
Planned Purchase						
Transfer from Ops Budget						
Interest Income*	2,600	2,000				
Total projected year end balance	63,750	65,750	65,750	65,750	65,750	65,750

Assumptions/Background:

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

CAPITAL REGIONAL DISTRICT

2025 BUDGET

Corporate Satellite Facilities

GOVERNANCE COMMITTEE REVIEW

October 2024

Service: 1.107 Corporate Satellite Facilities

Committee: Governance Committee & Finance Committee

DEFINITION:

Authorized by Letters Patent as part of the provision of administrative services to the CRD Board.

PARTICIPATION:

All municipalities and electoral areas on the basis of converted hospital assessed value of land and improvements.

MAXIMUM LEVY:

No limit

MAXIMUM CAPITAL DEBT:

COMMITTEE:

Governance Committee & Finance Committee

FUNDING:

All costs are recovered from user departments.

CAPITAL REGIONAL DISTRICT

5 YEAR CAPITAL PLAN

2025 - 2029

Service #:

1.107

Service Name:

Corporate Satellite Facilities

PROJECT DESCRIPTION				PROJECT BUDGET & SCHEDULE									
Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2024	2025	2026	2027	2028	2029	5 - Year Total
JDF 25-01	New	Emergency Repairs	For unforeseen emergency repairs	\$ 50,000	B	Res		\$ 50,000					\$ 50,000
													\$ -
													\$ -
													\$ -
													\$ -
			Grand Total	\$ 50,000				\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ 50,000

Service: 1.107 Corporate Satellite Facilities

Project Number	JDF 25-01	Capital Project Title	Emergency Repairs	Capital Project Description	For unforeseen emergency repairs
Project Rationale	Funding for emergency repairs.				

**REPORT TO GOVERNANCE COMMITTEE
MEETING OF WEDNESDAY, OCTOBER 02, 2024**

SUBJECT Upcoming Alternative Approval Processes and Communication Options

ISSUE SUMMARY

To provide an update on the future administration of Alternative Approval Processes (AAPs) to seek participating area approval for bylaws as required under provincial legislation.

BACKGROUND

On February 14, 2024 CRD Board passed the following motion:

“That staff be directed to bring to the Governance Committee a report with options for scaling and/or varying the notification process for CRD’s Alternate Approval Processes.”

AAPs are conducted when participating area approval is required for approval of a proposed bylaw to establish a new service or undertake long-term borrowing and any amendments to these bylaws. The participant area for which an AAP applies can vary in scope and size as follows:

- regional service that includes participation by all CRD municipalities and electoral areas;
- sub-regional service that includes several participating municipal or electoral areas; and
- local service area that includes an area smaller than or equal to an entire municipality or electoral area.

With an AAP, the Board may proceed with adopting the bylaw if less than 10% of electors submit a signed elector response form indicating that the Board must obtain the assent of the electors by way of assent voting (referendum). Approvals can be sought individually from each participating municipality and electoral area or for the entire proposed service area. When possible, AAPs for regional and sub-regional services are conducted for the entire service area to establish a cumulative 10% eligible elector number. Otherwise, approval will be based on 10% of each individual participating area. This can lead to approvals being obtained in some participating areas and not others. In the absence of unanimous consent, approval of the bylaw by AAP would fail.

A failed AAP would result in the Board either abandoning the bylaw or needing to conduct assent voting (referendum) to seek participating area approval. Provincial legislation provides for AAPs as an effective tool for obtaining approval in a timely and cost-effective manner. Conducting assent voting (referendum) is a very costly and resource intensive approval process that is ultimately paid by the participants in the service area, thus increasing the overall start-up cost of the service.

Following Inspector of Municipalities’ approval, a staff report is prepared prior to launching an AAP seeking Board approval on the following statutory requirements:

- deadline to receive elector response forms;
- total number of electors and establishing 10% threshold;
- bylaw synopsis for the purpose of the AAP public notice;
- form of public notice; and
- elector response form.
(the “AAP Requirements Report”)

When conducting an AAP, staff administering the process need to be neutral and are not promoting a specific outcome. Communication for an AAP should be focused on two objectives: meeting the statutory requirements for advertising, and ensuring electors have reasonable access to notification that the process is taking place. Statutory advertisements are done in accordance with Bylaw No. 4556, “Capital Regional District Public Notice Bylaw No. 1, 2023” (the “Public Notice Bylaw”) attached at Appendix A. Public notice for regional AAPs are included one time in a print publication with regional distribution (The Times Colonist) and one time on the CRD Public Notice webpage on the CRD website (example at Appendix B). In cases where the Board wishes to scale up communication efforts, the CRD’s Public Notice Policy (Appendix C) provides a framework for additional notice options. Given the increasing frequency with which AAP are being utilized and the evolving habits of electors in media consumption, more focus on public notice methods can be achieved by developing case-specific communication plans for CRD Board approval at the same time the Board establishes the process and deadline for conducting the AAP.

ALTERNATIVES

Alternative 1

The Governance Committee recommends to the Capital Regional District Board:
That staff be directed to include a communications plan in the AAP Requirements Report that is approved by the Board prior to the commencement of each AAP process.

Alternative 2

The Governance Committee recommends to the Capital Regional District Board:
That this report be referred back to staff for additional information.

IMPLICATIONS

Service Delivery Implications

Print Publication

Prior to the adoption of the Public Notice Bylaw, the default requirements for public notice were once each week for 2 consecutive weeks in a newspaper that is distributed at least weekly in the area affected by the subject matter of the notice. There are only 3 publications in the capital region that are distributed at least weekly, the Times Colonist, the Black Press, and the Gulf Islands Driftwood. The implications of adopting the Public Notice Bylaw was presented in an August 2, 2023 staff report to Governance Committee attached as Appendix D.

The Public Notice Bylaw provides for an alternative means of publishing a public notice in accordance with section 94.2 of the *Community Charter*, and specifically that the notice be published by the following means of publication:

- a) one time in a print newspaper or print periodical distributed in the area affected by the subject matter of the notice, and
- b) one time on the CRD website.

The Public Notice Bylaw effectively provides the CRD with the ability to publish statutory public notice in print publications without weekly distribution, allowing CRD to target smaller service areas in a way it was unable to do before. For example, a bylaw with a service area on Pender Island may now be published in the monthly Pender Post print publication. Previously, the CRD had to publish notice twice in the Gulf Islands Driftwood to meet statutory requirements and pay for an additional notice in the monthly Pender Post publication.

Section 5.5 of the Public Notice Policy clarifies there is no requirement to publish in multiple print publications so long as the minimum Public Notice Bylaw requirements are met. Expanding notification on AAPs beyond the minimum requirement may result in a lengthening of the AAP process from at least 30 days to two months to allow for non-statutory smaller ads to be placed in local monthly publications.

Online Notice

Prior to the adoption of the Public Notice Bylaw there was no central location to find public notices on the CRD website. There are now three locations as shown in Appendix B. To increase awareness of AAPs online, AAPs are also featured on the home page and promoted on social media.

Public Notice Posting Place

In accordance with section 94.2(2) of the *Community Charter*, the notice must be published in the public notice posting places. Public notice posting places is defined as the notice board located in the front foyer of the CRD offices under Bylaw No. 3828, "Capital Regional District Procedures Bylaw". In addition, the Public Notice Policy provides some guidance for staff to consider the option of whether additional notice is to be published on public bulletin boards in the community.

Communication Plan

Communication plans for AAPs will be evaluated on a case-by-case basis, considering the scope and scale of the AAP initiative and, if relevant, the amount to be requisitioned or borrowed. Appendix E proposes a baseline for AAP promotion communication material, augmented as needed with enhanced options to reach more targeted audiences.

In future, communication plans could be outlined in the AAP Requirements Report which establishes the AAP deadline dates and form of statutory notice for to Board for approval before initiating an AAP.

The AAP Communication Plan could include information on the following:

- publication date of the AAP public notice on the CRD website
- publication date of AAP public notice in specified publication(s) and the associated cost
- list of public notice posting places applicable to the participating area and any additional community notice boards where notice is to be posted

- promotion on the CRD homepage
- FAQ on the proposed bylaw
- media releases to announce APP launch and final results
- schedule for pushing notification on social media

CRD currently utilizes a number of these additional communication efforts when administering an AAP but how and when to utilize these additional notification methods is determined by staff, dependent largely on the nature of the bylaw subject to approval. In future, documenting these notification events and associated costs in a communication plan for Board approval prior to an AAP commencing will allow the Board to have input on whether it wishes to follow staff's recommended approach or whether it would like to vary or scale the communications approach for any particular approval process.

Future AAPs

At this current time, the CRD has the following proposed bylaws in motion where AAPs have been approved by the Board or where staff anticipate participating area approval will be sought by AAP:

- 1 regional service ready to go to AAP;
- 2 regional services with the Inspector of Municipalities for approval;
- 2 sub-regional loan authorization bylaws that the Board has directed staff to draft for readings; and
- 1 regional service bylaw and 2 sub-regional loan authorization bylaws, that are still in their early stages of development.

A list of upcoming and future potential APPs is attached as Appendix F.

Financial Implications

The cost of publishing public notices and promoting an AAP is paid by the service area and thereby the participants in the service. Legislative Services staff prepare the bylaw synopsis, AAP public notice, and elector response form for Board approval. Historically, decisions on undertaking additional communication efforts beyond the statutory requirements has been determined by the program area staff responsible for the service budget.

If the Board wished to expand notice of a regional AAP by placing redundant notices in every print publication available in the capital region (Appendix E) the cost is estimated to be \$4,175 compared to \$1,400 cost of publishing in the Times Colonist only. Online advertisements on Salt Spring Island Driftwood and Exchange can cost an additional \$1,000.

If this approach is taken, staff recommend that the full statutory notice of AAP continue to be published in the Times Colonist and that additional advertisements in local print publications, including the Black Press, be smaller in size and direct the reader to view the full statutory notice on the CRD website for more information.

CONCLUSION

The CRD Board directed staff to report back with options for scaling and/or varying the notification process for CRD's alternative approval processes (AAP). AAPs are conducted when participating

area approval is required for a proposed bylaw to establish a new service, undertake long-term borrowing, or amendments to these bylaws. The participant area for which an AAP applies can vary in scope and size based on whether the service is regional, sub-regional, or local. Based on this variability, the recommendation is that an AAP communication plan be presented outlining notification options for Board approval at the same time as when the Board establishes the process and deadline for conducting each AAP in the AAP Requirements Report.

RECOMMENDATION

The Governance Committee recommends to the Capital Regional District Board:
That staff be directed to include a communications plan in the AAP Requirements Report that is approved by the Board prior to the commencement of each AAP process.

Submitted by:	Marlene Lagoa, MPA, Manager, Legislative Services & Deputy Corporate Officer
Concurrence:	Andy Orr, Senior Manager, Corporate Communications
Concurrence:	Kristen Morley, J.D., General Manager, Corporate Services & Corporate Officer
Concurrence:	Ted Robbins, B. Sc., C. Tech., Chief Administrative Officer

ATTACHMENT(S)

Appendix A: Public Notice Bylaw
Appendix B: Examples of Public Notices on Website
Appendix C: Public Notice Policy
Appendix D: Previous Staff Report re: Bylaw No. 4556 (August 2, 2023)
Appendix E: AAP Communications Plan Options
Appendix F: Future Planned and Potential AAPs (2024-2025)

**CAPITAL REGIONAL DISTRICT
BYLAW NO. 4556**

A BYLAW TO PROVIDE FOR ALTERNATIVE MEANS OF PUBLISHING A PUBLIC NOTICE

WHEREAS:

- A. In accordance with section 94.2 of the *Community Charter*, the Regional Board may, by bylaw, provide for alternative means of publishing a statutorily required public notice instead of publishing the public notice in accordance with section 94.1(1)(a) and (b);
- B. The Regional Board wishes to specify two means of publication by which a notice is to be published;
- C. The Regional Board has considered the following principles for effective public notice, prescribed by the *Public Notice Regulation*, B.C. Reg. 52/2022:
 - (a) the means of publication should be reliable;
 - (b) the means of publication should be suitable for providing notices; and
 - (c) the means of publication should be accessible;
- D. The Regional Board considers the means of publication specified by this bylaw to be reliable, suitable for providing notices, and accessible.

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

- 1. When the *Community Charter*, the *Local Government Act*, or another Act requires notice to be given or published in accordance with section 94 of the *Community Charter*, then the notice must be published by the following means of publication:
 - (a) one time in a print newspaper or print periodical distributed in the area affected by the subject matter of the notice; and
 - (b) one time on the Capital Regional District website.
- 2. In the event of conflict or inconsistency between the means of publication specified in this Bylaw and the means of publication specified in another Capital Regional District Bylaw, as they relate to the notice requirements of section 94 of the *Community Charter*, the requirements of this Bylaw shall prevail.
- 3. This bylaw comes into force on January 1, 2024.

4. This bylaw may be cited for all purposes as "Capital Regional District Public Notice Bylaw No. 1, 2023".

READ A FIRST TIME THIS 9th day of August, 2023

READ A SECOND TIME THIS 9th day of August, 2023

READ A THIRD TIME THIS 9th day of August, 2023

ADOPTED THIS 9th day of August, 2023

CHAIR

CORPORATE OFFICER

1. [CRD Home | CRD](#) – On the CRD Homepage, there is a section for Alerts & Notices. Notices can be viewed by clicking on the individual notice of interest or by clicking on “See all Public Notices”.

The screenshot shows the Capital Regional District (CRD) homepage. The header includes navigation links: [Agendas & Minutes](#), [Electoral Areas](#), [Maps](#), [Careers](#), [News & Events](#), [Alerts & Notices](#), [Data](#), and [Contact Us](#). The CRD logo is prominently displayed with the tagline "Making a difference...together". The main banner features a scenic image of a coastline with the text "Working together to help build a livable, sustainable & resilient region >>".

Below the banner, there are several featured articles and sections:

- EXTREME HEAT INFORMATION PORTAL**: Visit the new Extreme Heat Information Portal to discover your heat risk and how to prepare.
- CITY NATURE CHALLENGE**: Become a community scientist and celebrate the region's local biodiversity from April 26-29.
- WATER CONSERVATION BYLAW**: New lawn watering time added to Water Conservation Bylaw starting May 1.
- CRD JOB APPLICATIONS**: Visit our job application website to create a profile, set alerts for opportunities and apply online.
- GET INVOLVED**: Visit our online engagement space to help shape the future of CRD projects, policies and decisions.
- BOARD HIGHLIGHTS**: Sign up for Board Highlights for monthly updates delivered straight to your inbox.
- BOARD AND COMMITTEE MEETINGS**:
 - 04.24.24, 9:30am: Regional Parks Committee
 - 04.24.24, 1:30pm: First Nations Relations Committee
 - 05.01.24, 9:30am: Finance Committee
 - 05.01.24, 1:30pm: Hospitals and Housing Committee
- MEDIA ROOM**:
 - 04.22.24: Investments in EV charging ports a bright spark for greener motoring in Greater Victoria
 - 04.19.24: Capital Regional District reports on grant funding for the Electoral Areas
 - 04.12.24: CRD Announces Luisa Jones as General Manager of Parks, Recreation and Environmental Services
 - 04.12.24: Water Conservation Bylaw Changes
- ALERTS & NOTICES**:
 - 01.19.24: Seasonal Water Main Flushing
 - 04.17.24: Notice of Intention to Apply for a Disposition of Crown Land
 - 04.17.24: Temporary delays along Lochside Regional Trail section in Saanich
 - 02.21.24: Beaver Beach Water Line Replacement
 - [See all Service Alerts >](#)
 - [See all Public Notices >](#)

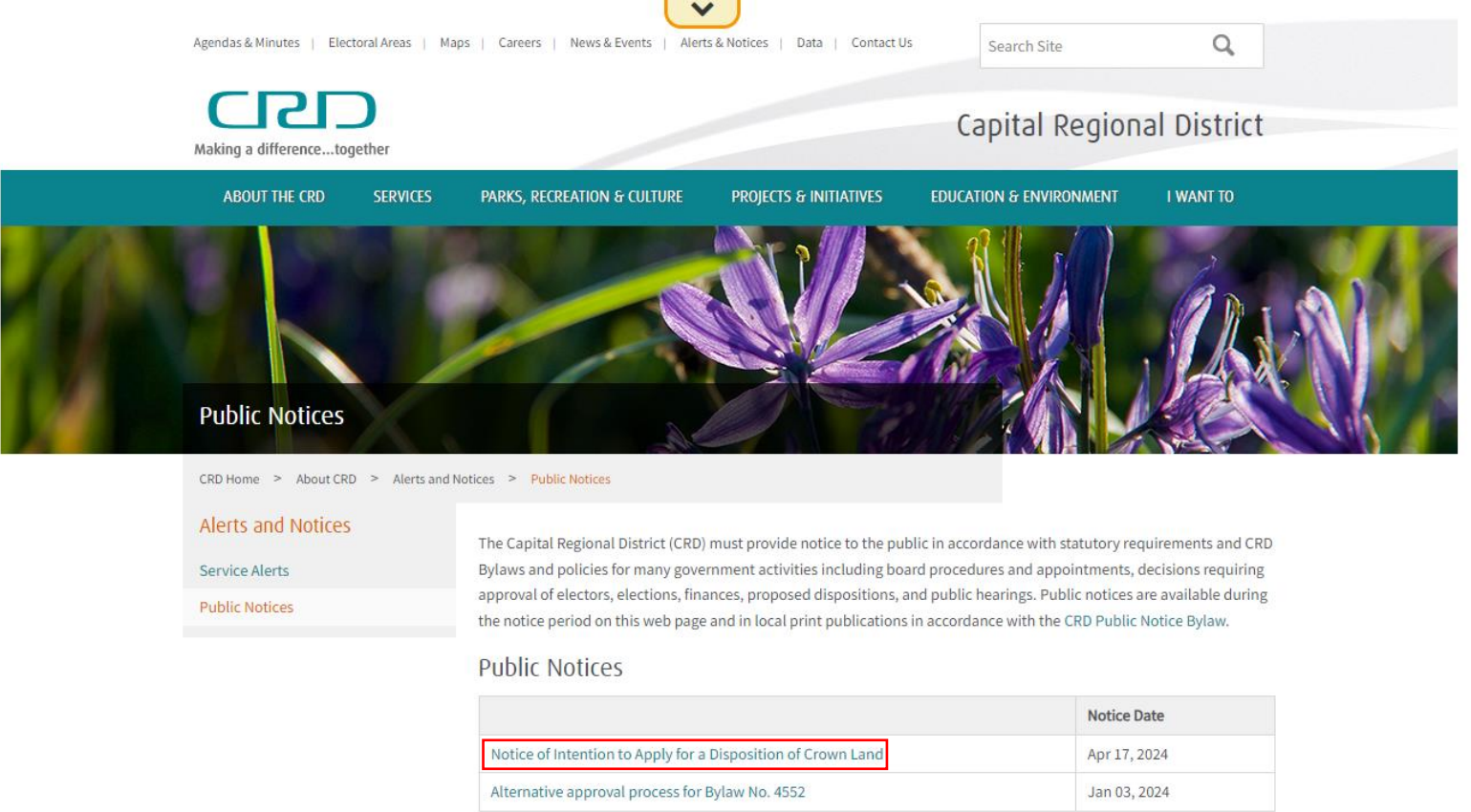
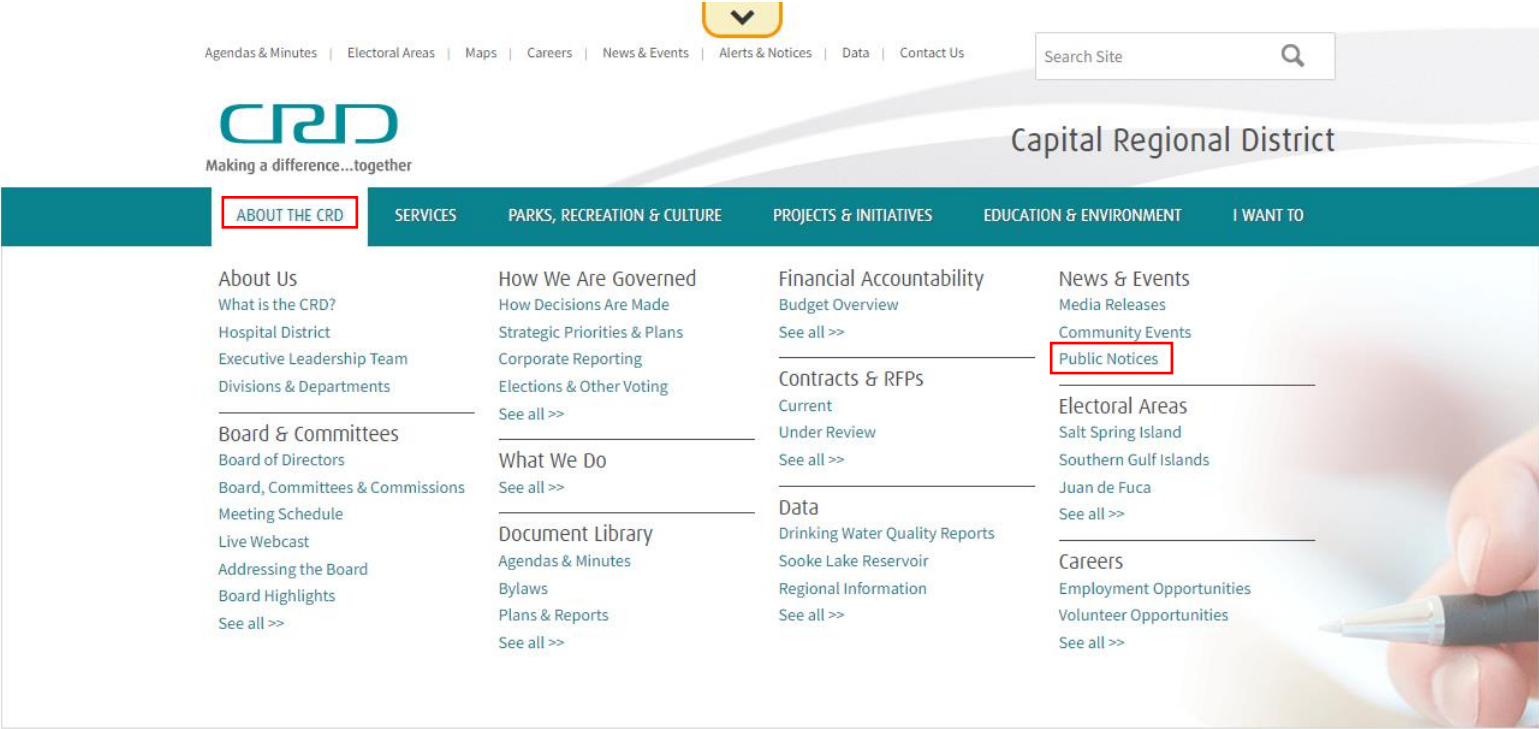
A red box highlights the 'Alerts & Notices' section, and an arrow points to a detailed view of the alerts.

ALERTS & NOTICES

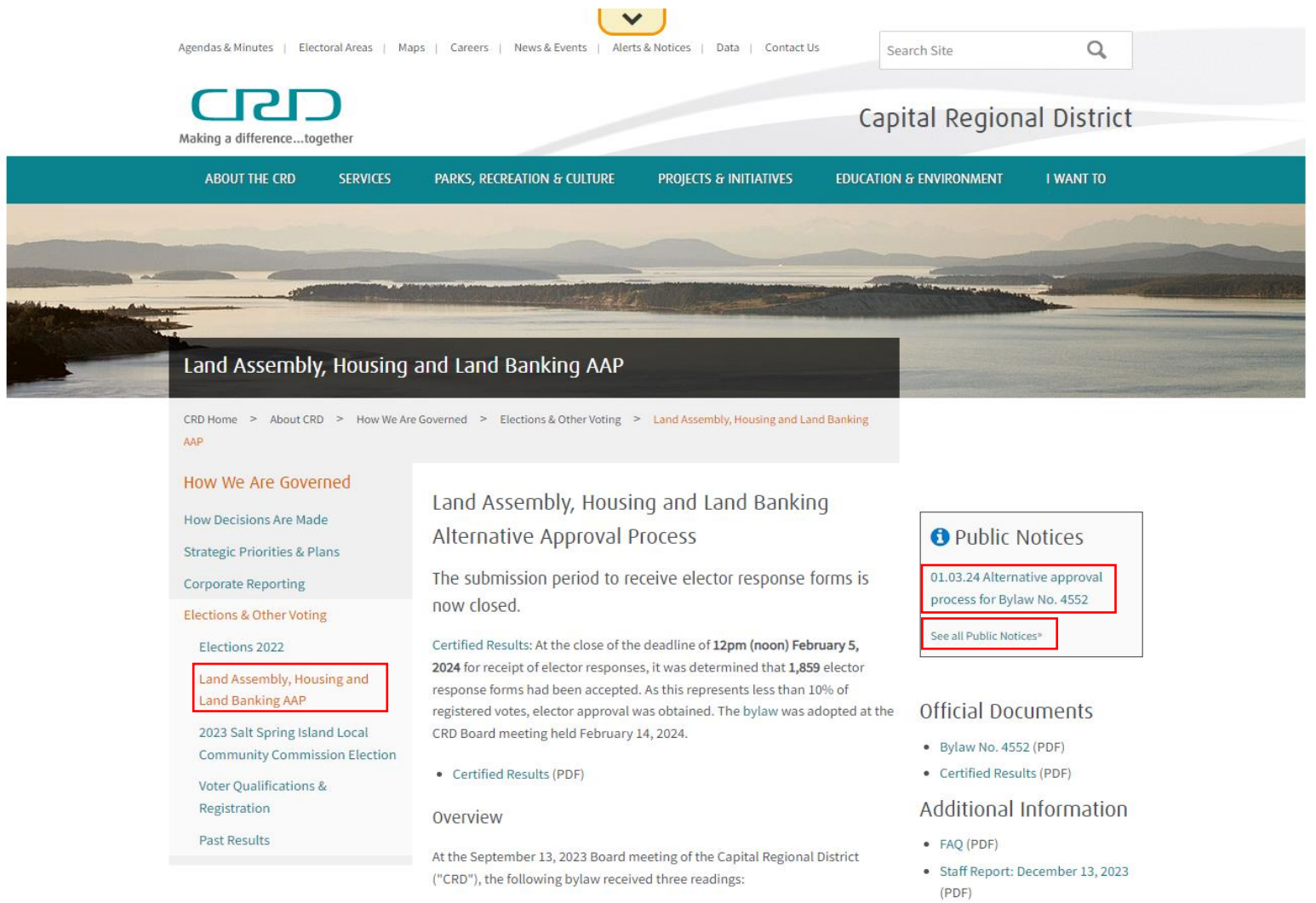
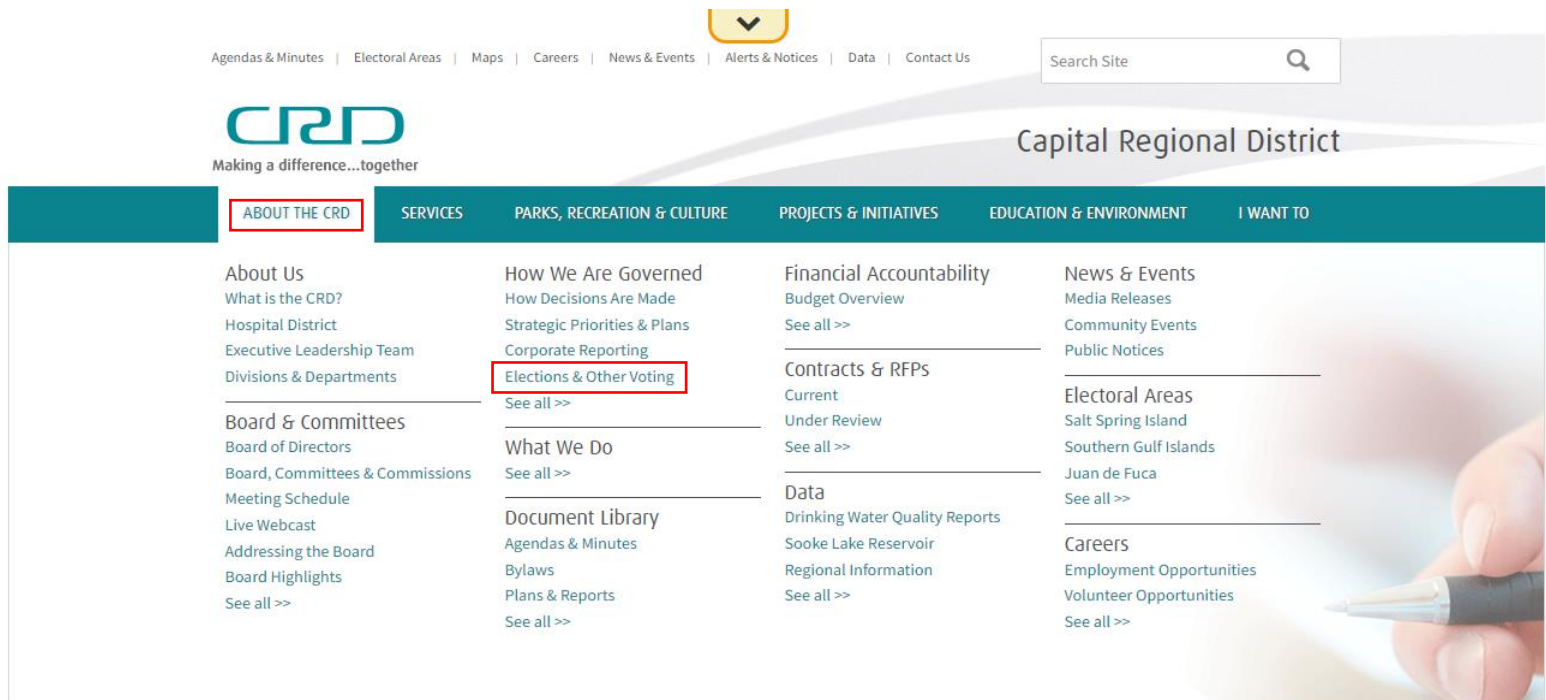
- 01.19.24 Seasonal Water Main Flushing
- 04.17.24 Notice of Intention to Apply for a Disposition of Crown Land
- 04.17.24 Temporary delays along Lochside Regional Trail section in Saanich
- 02.21.24 Beaver Beach Water Line Replacement
- [See all Service Alerts >](#)
- [See all Public Notices >](#)

The footer of the CRD website includes social media links (Facebook, X, Instagram, LinkedIn, YouTube), contact information, and a territorial acknowledgment. The territorial acknowledgment states: "The CRD conducts its business within the traditional territories of many First Nations, including but not limited to BOKECEN (Pauquachin), MALEXEL (Malahat), P'achidaht (Pacheedaht), Puna'isaxutl (Penelakut), Sc'ianew (Beecher Bay), Songhees, ST'ATW (Tsawout), T'Sou-ke, WJOLELP (Tsartlip), WS'KEM (Tsycum), and x'msepam (Esquimalt), all of whom have a long-standing relationship with the land and waters from time immemorial that continues to this day."

2. [Public Notices | CRD](#) – The CRD Public Notice Page can be found by clicking on “About the CRD”, then clicking “Public Notices”. On the Public Notices page, it will show all active Public Notices and the date of publication. When clicking on an individual notice of interest, it will provide viewers access to specific information regarding the notice and a PDF copy of the notice itself.



3. [Land Assembly, Housing and Land Banking AAP | CRD](#) – Each Alternative Approval Process (AAP) will have a dedicated content page. To view AAP content pages, click on “About The CRD”, then clicking on “Elections & Other Voting”. The AAP content pages will be listed on the left-hand side bar. When a individual AAP content page is clicked, it will populate with all relevant information regarding the AAP, and the AAP notice will be available on the right-hand side of each page under “Public Notices”.





Making a difference...together

CAPITAL REGIONAL DISTRICT CORPORATE POLICY

Policy Type	Administrative		
Section	Corporate Communications		
Title	PUBLIC NOTICE POLICY		
Adopted Date	January 1, 2024	Policy Number	ADM27
Last Amended			
Policy Owner	Corporate Communications		

1. **POLICY:**

- 1.1 This policy will ensure that the Capital Regional District (CRD) is both informing community members of matters of public interest that may affect them and complying with statutory requirements for providing public notice.
- 1.2 This policy is supplementary to the Public Notice Bylaw and must be used by staff when the CRD is required by law to provide Statutory Public Notice.

2. **PURPOSE:**

- 2.1 The purpose of this policy is to provide guidance and direction to Responsible Staff tasked with publishing Statutory Public Notice regarding:
 - a. how and where Statutory Public Notices must be published;
 - b. the procedure for collaborating with Corporate Communications;
 - c. the choice of print publication;
 - d. the consideration of further publications in local communities or online; and
 - e. recordkeeping.
- 2.2 The policy is not intended to comprehensively describe all procedures Responsible Staff must take when publishing Statutory Public Notices. The *Community Charter* and *Local Government Act* contain many provisions that necessitate the publication of Statutory Public Notice, each with its own requirements for the content of notice and the procedure for publication. Responsible Staff must familiarize themselves with the public notice legislative requirements that are relevant to their Activity.

3. **SCOPE:**

- 3.1 This policy applies to all Responsible Staff providing services that require the publishing of Statutory Public Notice.

4. **DEFINITIONS:**

- 4.1 In this policy:

- a. **“Activity”** means an action the CRD is undertaking, an event, or other matter that triggers the legislative requirement to provide Statutory Public Notice (e.g., providing notice of a proposed disposition of land or improvements, pursuant to section 286 of the *Local Government Act*);
- b. **“Periodical”** means a local community newspaper or magazine that is published at regular intervals.
- c. **“Public Notice Posting Place”** has the meaning given to that term in the “Capital Regional District Board Procedures Bylaw, 2012”;
- d. **“Public Notice Bylaw”** means Bylaw No. 4556, “Capital Regional District Public Notice Bylaw No. 1, 2023”, adopted pursuant to section 94.2 of the *Community Charter*, which establishes two means of publication by which a notice is to be published;
- e. **“Responsible Staff”** means the CRD staff member performing an Activity; and
- f. **“Statutory Public Notice”** means a notice that the *Community Charter*, *Local Government Act*, or any other legislation requires to be published in accordance with section 94 of the *Community Charter*.

5. **PROCEDURE:**

General obligation of Responsible Staff

- 5.1 Responsible Staff must ensure that Statutory Public Notices are published:
 - a. by the means of publication specified in the Public Notice Bylaw, namely:
 - (i) one time in a print newspaper or print periodical distributed in the area affected by the subject matter of the notice, and
 - (ii) one time on the Capital Regional District website;
 - b. at the Public Notice Posting Place; and
 - c. in accordance with the requirements and timelines of:
 - (i) sections 94 and 94.2 of the *Community Charter*; and
 - (ii) the relevant legislation that provides the mandatory content of the notice, the timeline for publication, and any other requirements.

Responsible Staff to contact Corporate Communications

- 5.2 Corporate Communications must publish all Statutory Public Notices, in collaboration with Responsible Staff.
- 5.3 No less than two weeks before a deadline for a Statutory Public Notice, Responsible Staff must provide to Corporate Communications staff the content for, and legislative context of, the Statutory Public Notices along with the required timeline for publications

and the proposed print publication to publish the Statutory Public Notice. Corporate Communications may require Responsible Staff to fill intake forms, take additional actions, or provide other information to facilitate the publication process.

Choosing the appropriate newspaper

- 5.4 When choosing the appropriate newspaper to publish a Statutory Public Notice, Responsible Staff, in collaboration with Corporate Communications, must consider the following guidelines:
- a. if the entire capital region is affected by the subject matter of the notice, then Responsible Staff must publish the notice in a print newspaper with regional distribution; and
 - b. if the area affected by the subject matter of the notice is sub-regional or local, then Responsible Staff must publish the notice either in a print newspaper with regional distribution or in a print newspaper or print Periodical with more localized distribution if that local publication's distribution schedule allows for statutory timelines to be met.
- 5.5 For certainty, section 5.4 does not require Responsible Staff to publish a Statutory Public Notice in multiple print publications.

Additional notices

- 5.6 In addition to publishing Statutory Public Notices, if residents of a local community customarily use other physical locations for the purpose of raising public awareness of local matters (e.g., public notice boards, bulletin boards at community halls or fire halls, community flyers, etc.), Responsible Staff may consider whether additional notices or information about an Activity should be distributed to those places.

Social media

- 5.7 In addition to publishing Statutory Public Notices, where a sub-regional or local community is most effectively reached through social media or online platforms, Responsible Staff may consult with Corporate Communications staff on whether to also share notice, or information, about the Activity by those means. The decision to post on social media platforms is subject to the discretion of Corporate Communications staff and Content Leads in accordance with the Social Media Policy.

Recordkeeping

- 5.8 Responsible Staff must retain a record of the publication of each Statutory Public Notice, such as a scanned copy of a newspaper clipping, a screenshot of the public notice on the CRD website, or a picture of the posting at the Public Notice Posting Place.

6. AMENDMENT(S):

Adoption Date	Description:
January 1, 2024	Initial adoption date (Approved September 28, 2023).

7. REVIEW(S):

Review Date	Description:
Three years from adoption	

8. RELATED POLICY, PROCEDURE OR GUIDELINE:

ADM19, Social Media Policy

**REPORT TO GOVERNANCE COMMITTEE
MEETING OF WEDNESDAY, AUGUST 02, 2023**

SUBJECT **Bylaw No. 4556: Capital Regional District Public Notice Bylaw No. 1, 2023**

ISSUE SUMMARY

To consider the adoption of a public notice bylaw specifying two means of publication for statutorily required public notices.

BACKGROUND

When the *Local Government Act (LGA)* or the *Community Charter (Charter)* requires the CRD to provide advance public notice of a matter of public interest, the CRD follows the *Charter's* default procedure of publishing a notice in a newspaper for two consecutive weeks. Recent amendments to the *LGA* and *Charter* enable the CRD to adopt a public notice bylaw specifying alternative means of publishing public notice.

At its meeting of April 12, 2023, the CRD Board directed staff to report back through the Governance Committee on options for a public notice bylaw and policy.

The proposed Bylaw No. 4556, "Capital Regional District Public Notice Bylaw No. 1, 2023" (Appendix A) specifies two means of publication for statutorily required public notices:

- (a) one time in a print newspaper or print periodical distributed in the area affected by the subject matter of the notice; and
- (b) one time on the Capital Regional District website.

If adopted, the proposed Bylaw would come into effect on January 1, 2024.

ALTERNATIVES

Alternative 1

The Governance Committee recommends to the Capital Regional District Board:

- 1. That Bylaw No. 4556, "Capital Regional District Public Notice Bylaw No. 1, 2023" be introduced and read a first, second, and third time;
- 2. That Bylaw No. 4556 be adopted.

Alternative 2

The Governance Committee recommends to the Capital Regional District Board:

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

IMPLICATIONS

Implications of Alternative 1

Consideration of the principles for effective public notice

The *Public Notice Regulation (Regulation)* (Appendix B) provides that, before adopting a public

notice bylaw, the Board must consider the following principles for effective public notice: the proposed means of publication should be reliable, suitable for providing notices, and accessible (the “Principles”).

The CRD may specify any means of publication, provided that the Board considers the Principles before adopting the bylaw.

The table at Appendix C provides staff’s assessment of how the two recommended means of publication specified in Bylaw No. 4556—one time in a print newspaper or periodical and one time on the CRD website —meet the standards set by the Regulation.

Policy Implications

Staff have prepared an administrative Public Notice Policy (the “Policy”) (Appendix D) intended to ensure that community members are informed of matters of public interest and that the CRD is complying with statutory requirements for providing public notice.

The proposed Policy provides guidance on the choice of a print publication for a public notice:

- if the entire capital region is affected by the subject matter of the notice, then the notice must be published in a print newspaper with regional distribution;
- if the area affected is sub-regional or local, then the staff member can choose to publish in a print newspaper or periodical with more localized distribution (if the required timelines can be met). The reference to “periodical” in the bylaw is intended to broaden the type of publications staff can consider for public notice in remote areas, such as local community newsletters or magazines.

This Policy will require operational staff to coordinate with Corporate Communications to select the most appropriate print publication based on the subject matter of the notice, the area affected by the notice, and timing constraints.

Additionally, the Policy directs staff:

- on the procedure for collaborating on publications with Corporate Communications;
- to consider additional notices for smaller communities that use other means to spread local news, such as public notice boards, bulletin boards at community halls, etc.;
- to consider collaborating with Corporate Communications on social media posts to raise awareness of the activity, in accordance with the CRD’s social media policy; and
- to retain records pertinent to the posting of the public notice.

The Policy is being presented to the Board for information in this report to demonstrate how staff intend to implement the public notice bylaw. In accordance with the CRD Policy Management Framework, staff propose that the Policy will be an Administrative Policy, rather than a Board Policy, as it provides internal direction across departments and assists staff in operating within current legislation. Assuming the Board adopts the Public Notice Bylaw, the Policy would be finalized, adopted, and amended as needed by the Chief Administrative Officer. The Policy would be owned and monitored by Corporate Communications.

Alignment with Board Priorities

The proposed Bylaw and Policy would serve to foster greater civic participation among diverse community members (Initiative 5d). By requiring the posting of public notices online, the CRD’s public notices will reach a broader audience. Further, by maintaining the requirement to publish

printed ads, local newspaper readers will continue to be apprised of matters of public notice. This customized approach to public notice should reach more people across the region and cultivate greater transparency about the work of the CRD.

The Bylaw's requirement that the CRD post notices on the CRD website will ensure access to public notice for residents from the CRD's more rural areas, where newspaper circulation is less prevalent. The Policy further prompts staff to consider other means of notice, over-and-above the minimum requirements, where a local community customarily uses another forum for public information.

Financial Implications

The proposed bylaw should result in minor savings on advertising costs for the CRD, as the CRD will only be required to buy one print ad per notice rather than two.

Service Delivery Implications

The current public notice requirement of two notifications by newspaper often causes scheduling and logistical challenges. It can be challenging to track and meet the publication schedules of the various newspapers across the region while also meeting statutory deadlines. While this concern is not eliminated by the proposed Bylaw, publishing a notice in a print publication once rather than twice should ease scheduling difficulties.

The proposed Bylaw would come into effect on January 1, 2024, to allow time for staff to develop a landing page for Public Notices on the CRD website and adjust internal procedures. This approach will also allow staff to start publishing public notices to the CRD website and advertise the new feature before it becomes legally required.

Implications of Alternative 2

The Board is not required to adopt a public notice bylaw. If the Board is not satisfied with the means of publication specified in Bylaw No. 4556 or the supporting policy proposed by Alternative 1, it can choose to continue with the default method of two publications by newspaper and direct staff to report back through the Governance Committee on further options for a public notice bylaw or policy.

Staff also considered the option of developing an e-mail subscription service for public notices; however, this option would require additional website development work and would delay timelines for implementation. This is a service staff are considering offering in the future as part of a planned website redesign.

CONCLUSION

With recent legislative amendments, the Board can adopt a public notice bylaw specifying alternative means for publishing statutory public notice. Bylaw No. 4556, "Capital Regional District Public Notice Bylaw No. 1, 2023" specifies two means of publication—one time in a newspaper or print periodical and one time on the CRD website—that are reliable, suitable for providing notices, and accessible. The Public Notice Policy complements the Bylaw and will help ensure that the CRD is informing community members of matters of public interest and complying with the legislative requirements.

RECOMMENDATION

The Governance Committee recommends to the Capital Regional District Board:

1. That Bylaw No. 4556, “Capital Regional District Public Notice Bylaw No. 1, 2023” be introduced and read a first, second, and third time;
2. That Bylaw No. 4556 be adopted.

Submitted by:	Peter Nyhuus, J.D., Legal Counsel, Legal Services & Risk Management
Concurrence:	Steve Carey, B. Sc., J.D., Acting General Manager, Corporate Services
Concurrence:	Ted Robbins, B. Sc., C. Tech., Chief Administrative Officer

ATTACHMENTS

Appendix A: Bylaw No. 4556, “Capital Regional District Public Notice Bylaw No. 1, 2023”

Appendix B: *Public Notice Regulation*, B.C. Reg. 52/2022

Appendix C: Table applying principles for effective public notice to Recommended Means of Publication

Appendix D: Draft Public Notice Policy

**CAPITAL REGIONAL DISTRICT
BYLAW NO. 4556**

A BYLAW TO PROVIDE FOR ALTERNATIVE MEANS OF PUBLISHING A PUBLIC NOTICE

WHEREAS:

- A. In accordance with section 94.2 of the *Community Charter*, the Regional Board may, by bylaw, provide for alternative means of publishing a statutorily required public notice instead of publishing the public notice in accordance with section 94.1(1)(a) and (b);
- B. The Regional Board wishes to specify two means of publication by which a notice is to be published;
- C. The Regional Board has considered the following principles for effective public notice, prescribed by the *Public Notice Regulation*, B.C. Reg. 52/2022:
 - (a) the means of publication should be reliable;
 - (b) the means of publication should be suitable for providing notices; and
 - (c) the means of publication should be accessible;
- D. The Regional Board considers the means of publication specified by this bylaw to be reliable, suitable for providing notices, and accessible.

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

- 1. When the *Community Charter*, the *Local Government Act*, or another Act requires notice to be given or published in accordance with section 94 of the *Community Charter*, then the notice must be published by the following means of publication:
 - (a) one time in a print newspaper or print periodical distributed in the area affected by the subject matter of the notice; and
 - (b) one time on the Capital Regional District website.
- 2. In the event of conflict or inconsistency between the means of publication specified in this Bylaw and the means of publication specified in another Capital Regional District Bylaw, as they relate to the notice requirements of section 94 of the *Community Charter*, the requirements of this Bylaw shall prevail.
- 3. This bylaw comes into force on January 1, 2024.

Bylaw No. 4556
Page 2

4. This bylaw may be cited for all purposes as “Capital Regional District Public Notice Bylaw No. 1, 2023”.

READ A FIRST TIME THIS _____th _____ day of _____ 20__

READ A SECOND TIME THIS _____th _____ day of _____ 20__

READ A THIRD TIME THIS _____th _____ day of _____ 20__

ADOPTED THIS _____th _____ day of _____ 20__

CHAIR

CORPORATE OFFICER

B.C. Reg. 52/2022
M55/2022

Deposited March 1, 2022

This consolidation is current to January 24, 2023.

[Link to consolidated regulation \(PDF\)](#)

Community Charter

PUBLIC NOTICE REGULATION

Definition

- 1** In this regulation, "**Act**" means the [Community Charter](#).

Principles for effective public notice

- 2** (1) Before adopting, under section 94.2 of the Act, a bylaw providing for alternative means of publishing a notice, a council must consider the following principles:
- (a) the means of publication should be reliable;
 - (b) the means of publication should be suitable for providing notices;
 - (c) the means of publication should be accessible.
- (2) Means of publication are reliable if
- (a) they provide factual information, and
 - (b) publication takes place at least once a month or, if the means of publication is a website, the website is updated at least once a month.
- (3) Means of publication are suitable for providing notices if
- (a) they allow all information in a notice to be displayed legibly,
 - (b) they allow a notice to be published by the required date, and
 - (c) they allow a person to consult a notice more than once during the period from the date of publication until the date of the matter for which notice is required.
- (4) Means of publication are accessible if
- (a) they are directed or made available to a diverse audience or readership, and
 - (b) they are easily found.

[Provisions relevant to the enactment of this regulation: *Community Charter*, S.B.C. 2003, c. 26, s. 94.2.]

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APPENDIX C: Table applying the principles for effective public notice to the Recommended Means of Publication

Principles for effective public notice set by the Regulation		Recommended Means of Publication	
		1. Newspaper / Periodical	2. CRD website
Means of publication are reliable if:	(a) they provide factual information, and (b) publication takes place at least once a month or, if the means of publication is a website, the website is updated at least once a month.	(a) The Regional District is served by numerous newspapers providing factual information. (b) The Regional District is served by newspapers that publish with regular frequency (ranging from six days a week to monthly periodicals).	(a) The CRD website provides factual information about the CRD and its activities and initiatives. (b) The CRD website is updated regularly by staff, as needed.
Means of publication are suitable for providing notices if:	(a) they allow all information in a notice to be displayed legibly, (b) they allow a notice to be published by the required date, and (c) they allow a person to consult a notice more than once during the period from the date of publication until the date of the matter for which notice is required.	(a) Newspapers allow the CRD to publish large notifications which legibly display the information. (b) Certain newspapers are published frequently enough to allow staff to publish a notice by the required date. (c) A printed newspaper ad allows a person to consult a notice more than once during the period from the date of publication until the date of the matter for which notice is required.	(a) The website allows staff to display all relevant information legibly. (b) Staff controls the CRD website and can publish notices as needed to meet the required date. (c) A person with internet access can return to the CRD website any number of times to consult the notice.
Means of publication are accessible if:	(a) they are directed or made available to a diverse audience or readership, and (b) they are easily found.	(a) While newspaper circulation is not as high as it once was, newspapers are directed at the general public and are available to a diverse audience. (b) Newspapers are easily found in most parts of the Regional District although distribution to certain remote areas is challenging.	(a) The CRD website is available for no charge to any person with an internet connection. (b) The CRD website is easily found by searching in a search engine. The website will have a landing page for Public Notices on the CRD home page.



Making a difference...together

CAPITAL REGIONAL DISTRICT CORPORATE POLICY

Policy Type	Administrative		
Section	Corporate Communications		
Title	PUBLIC NOTICE POLICY [DRAFT]		
Adopted Date	January 1, 2024	Policy Number	ADM____
Last Amended			
Policy Owner	Corporate Communications		

1. POLICY:

- 1.1 This policy will ensure that the Capital Regional District (CRD) is both informing community members of matters of public interest that may affect them and complying with statutory requirements for providing public notice.
- 1.2 This policy is supplementary to the Public Notice Bylaw and must be used by staff when the CRD is required by law to provide Statutory Public Notice.

2. PURPOSE:

- 2.1 The purpose of this policy is to provide guidance and direction to Responsible Staff tasked with publishing Statutory Public Notice regarding:
 - a. how and where Statutory Public Notices must be published;
 - b. the procedure for collaborating with Corporate Communications;
 - c. the choice of print publication;
 - d. the consideration of further publications in local communities or online; and
 - e. recordkeeping.
- 2.2 The policy is not intended to comprehensively describe all procedures Responsible Staff must take when publishing Statutory Public Notices. The *Community Charter* and *Local Government Act* contain many provisions that necessitate the publication of Statutory Public Notice, each with its own requirements for the content of notice and the procedure for publication. Responsible Staff must familiarize themselves with the public notice legislative requirements that are relevant to their Activity.

3. SCOPE:

- 3.1 This policy applies to all Responsible Staff providing services that require the publishing of Statutory Public Notice.

4. DEFINITIONS:

- 4.1 In this policy:

- a. **“Activity”** means an action the CRD is undertaking, an event, or other matter that triggers the legislative requirement to provide Statutory Public Notice (e.g., providing notice of a proposed disposition of land or improvements, pursuant to section 286 of the *Local Government Act*);
- b. **“Periodical”** means a local community newspaper or magazine that is published at regular intervals.
- c. **“Public Notice Posting Place”** has the meaning given to that term in the “Capital Regional District Board Procedures Bylaw, 2012”;
- d. **“Public Notice Bylaw”** means Bylaw No. 4556, “Capital Regional District Public Notice Bylaw No. 1, 2023”, adopted pursuant to section 94.2 of the *Community Charter*, which establishes two means of publication by which a notice is to be published;
- e. **“Responsible Staff”** means the CRD staff member performing an Activity; and
- f. **“Statutory Public Notice”** means a notice that the *Community Charter*, *Local Government Act*, or any other legislation requires to be published in accordance with section 94 of the *Community Charter*.

5. **PROCEDURE:**

General obligation of Responsible Staff

- 5.1 Responsible Staff must ensure that Statutory Public Notices are published:
 - a. by the means of publication specified in the Public Notice Bylaw, namely:
 - (i) one time in a print newspaper or print periodical distributed in the area affected by the subject matter of the notice, and
 - (ii) one time on the Capital Regional District website;
 - b. at the Public Notice Posting Place; and
 - c. in accordance with the requirements and timelines of:
 - (i) sections 94 and 94.2 of the *Community Charter*; and
 - (ii) the relevant legislation that provides the mandatory content of the notice, the timeline for publication, and any other requirements.

Responsible Staff to contact Corporate Communications

- 5.2 Corporate Communications must publish all Statutory Public Notices, in collaboration with Responsible Staff.
- 5.3 No less than two weeks before a deadline for a Statutory Public Notice, Responsible Staff must provide to Corporate Communications staff the content for, and legislative context of, the Statutory Public Notices along with the required timeline for publications

and the proposed print publication to publish the Statutory Public Notice. Corporate Communications may require Responsible Staff to fill intake forms, take additional actions, or provide other information to facilitate the publication process.

Choosing the appropriate newspaper

- 5.4 When choosing the appropriate newspaper to publish a Statutory Public Notice, Responsible Staff, in collaboration with Corporate Communications, must consider the following guidelines:
- a. if the entire capital region is affected by the subject matter of the notice, then Responsible Staff must publish the notice in a print newspaper with regional distribution; and
 - b. if the area affected by the subject matter of the notice is sub-regional or local, then Responsible Staff must publish the notice either in a print newspaper with regional distribution or in a print newspaper or print Periodical with more localized distribution if that local publication's distribution schedule allows for statutory timelines to be met.
- 5.5 For certainty, section 5.4 does not require Responsible Staff to publish a Statutory Public Notice in multiple print publications.

Additional notices

- 5.6 In addition to publishing Statutory Public Notices, if residents of a local community customarily use other physical locations for the purpose of raising public awareness of local matters (e.g., public notice boards, bulletin boards at community halls or fire halls, community flyers, etc.), Responsible Staff may consider whether additional notices or information about an Activity should be distributed to those places.

Social media

- 5.7 In addition to publishing Statutory Public Notices, where a sub-regional or local community is most effectively reached through social media or online platforms, Responsible Staff may consult with Corporate Communications staff on whether to also share notice, or information, about the Activity by those means. The decision to post on social media platforms is subject to the discretion of Corporate Communications staff and Content Leads in accordance with the Social Media Policy.

Recordkeeping

- 5.8 Responsible Staff must retain a record of the publication of each Statutory Public Notice, such as a scanned copy of a newspaper clipping, a screenshot of the public notice on the CRD website, or a picture of the posting at the Public Notice Posting Place.

6. AMENDMENT(S):

Adoption Date	Description:
January 1, 2024	Initial adoption date.

7. REVIEW(S):

Review Date	Description:
Three years from adoption	

8. RELATED POLICY, PROCEDURE OR GUIDELINE:

ADM19, Social Media Policy

DRAFT

AAP Communication Plan Options

The tables below outline the range of media options available to CRD for promoting AAP's, broken down into:

1. Current practices, and
2. Enhanced options.

Communication information channels under current practices will operate as a baseline for each AAP. Enhanced options can be leveraged depending on the scale and scope of the AAP.

In addition, we propose the public receive advanced notice through a news release and social media, when an identified significant AAP is pending.

A range of pricing is included to provide a sense of the cost impact on programs.

Table 1: Current Practice

Media Channel	Coverage Area	Frequency	Content Type	Approx Cost
Website	Regional	Persistent	Notice published to Public Notices page Dedicated AAP page: - Notice - Bylaw - Response Form - FAQ - Staff Report	N/A
Media Release	Regional	One time on AAP launch date	Distributed Region Wide with appropriate hashtags	N/A
Social Media	Regional	Persistent	Posted primarily on X, FB	N/A
Times Colonist	Regional	Daily (except Monday)	Print Ad Full Notice 8 x 10	\$1,400

Table 2: Enhanced Options – to be determined on case-by-case basis

Media Channel	Coverage Area	Frequency	Content Type – based on ¼ page ad size with call to action to full public notice	Approx Cost
Black Press (BP) Combined Weeklies	Regional	Weekly	¼ page	\$1500
BP-Vic News	Sub- regional	Weekly	¼ page	\$400
BP- Saanich News	Sub- regional	Weekly	¼ page	\$400
BP- Goldstream Gazette	Sub- Regional	Weekly	¼ page	\$400
BP- Oak Bay News	Sub- regional	Weekly	¼ page	\$300
BP- Peninsula News	Sub- regional	Weekly	¼ page	\$400
BP- Sooke News Mirror	Electoral Area - JDF	Weekly	¼ page	\$300
Driftwood	Electoral Area – SSI / SGI	Weekly	¼ BW – ¼ Colour	\$600- \$1,000
Driftwood Website Online	Electoral Area – SSI / SGI	persistent	Top Banner Big Box Square	\$900 \$400
Salt Spring Exchange Online	Electoral Area SSI/SGI	persistent	Public notice in Government Services section for 28 days	\$40
Pender Post	SGI	Monthly	¼ page	\$50
Galiano, Apple Pie Magazine	SGI	Monthly	¼ page	\$70
Saturna Scribbler	SGI	Monthly	¼ page	\$75
Mayneliner	SGI	Monthly	¼ page	\$80
Paid social media	Regional	persistent	Call to action tile to learn more about AAP	\$200
Community Notice Boards, Posters	Electoral Area – SGI	Occasional	Notices in Community halls, relevant public spaces	N/A

Table: Future Planned and Potential Alternative Approval Processes (2024 – 2025)

Sequencing	AAP Timeline	Bylaw No.	Bylaw Name	Up to Maximum \$	Participating Area	Status
1	2024 - Q4	4575	Biodiversity and Environmental Stewardship Coordination Establishing Bylaw No. 1, 2023	\$0.5M annually	Regional	Ready for AAP
2	2024 - Q4	4602	Foodlands Access Service Establishment Bylaw No. 1, 2024	\$1M annually	Regional	Awaiting Inspector Approval
3	2025 - Q1	4630	Regional Transportation Service Establishing Bylaw No. 1, 2024	\$20M annually	Regional	Awaiting Inspector Approval
4	2025 - Q2	-	GVWSA Land Acquisition of priority lands for Regional Water Supply Loan Authorization Bylaw	\$32.3M	All Except SGI & SSI	Board directed draft bylaw
5	2025 - Q3	-	TBC - SEAPARC 2025 Capital Project Loan Authorization Bylaw	\$3.15M	Sooke and JDF EA except for Port Renfrew Area	Board directed draft bylaw
6	2025 - Q3	-	TBC - SSI Pool Building Envelope Loan Authorization Bylaw	TBC	Salt Spring Island	-
7	2025 - Q3	-	TBC - Liquid Waste Management Core Area and Western Communities Service (Biosolids Thermal Processing) Loan Authorization Bylaw	TBC	Colwood, Esquimalt, Langford, Oak Bay, Saanich, Victoria, View Royal	Board directed pilot project, TBC at Oct 30 provisional budget discussion
8	TBC	-	TBC - Regional Harbours Service Establishment Bylaw	TBC	Regional	Board directed report back on expanding the core area harbours service