



Notice of Meeting and Meeting Agenda Capital Regional District Board

Wednesday, January 8, 2025

12:10 PM

6th Floor Boardroom
625 Fisgard Street
Victoria, BC

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

1. TERRITORIAL ACKNOWLEDGEMENT

2. APPROVAL OF THE AGENDA

3. ADOPTION OF MINUTES

3.1. [24-1370](#) Minutes of the December 11, 2024 Capital Regional District Board Meeting

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

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

3.2. [24-1345](#) Minutes of the October 30, 2024 Committee of the Whole meeting

Recommendation: That the minutes of the of the Committee of the Whole meeting of October 30, 2024 be adopted as circulated.

Attachments: [Minutes - October 30, 2024](#)

4. REPORT OF THE CHAIR

5. PRESENTATIONS/DELEGATIONS

5.1. Presentations

5.1.1. [24-1295](#) Presentation: CRD 2024 Audit Planning, Lenora Lee, Lead Audit Engagement Partner, KPMG (Verbal)

5.2. Delegations

5.2.1. [25-0007](#) Delegation - Philippe Lucas; Representing Biosolid Free BC: Re: Agenda Item: 7.3. Short-term Biosolids Management Plan - January Update

6. CONSENT AGENDA

6.1. [24-1147](#) SSI Local Community Commission Strategic Plan

Recommendation: [At the December 5, 2024 Salt Spring Island Local Community Commission meeting, the 2024-2027 Salt Spring Island Local Community Commission's Strategic Plan was amended on page two by replacing the words "The Commission has certain authorities delegated by the Board but the Board retains final approvals." with the words "The Commission has certain authorities delegated by the Board. The Board retains final approvals over bylaws and the Financial Plan".
The Salt Spring Island Local Community Commission then referred the amended 2024-2027 Salt Spring Island Local Community Commission's Strategic Plan to the CRD Board for information. It is attached as Appendix A (Revised):]

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

Attachments: [Staff Report: SSI Local Community Commission Strategic Plan](#)
[Appendix A \(Revised\) 2024-2027 SSI LCC Strategic Plan](#)
[Appendix A: 2024-2027 SSI LCC Strategic Plan](#)

6.2. [24-1296](#) Capital Regional District External Grants Update

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

Attachments: [Staff Report: CRD External Grants Update](#)
[Appendix A: External Grants Dashboard](#)
[Appendix B: Grant Alerts](#)

6.3. [24-1182](#) Parcel Tax Roll Review Panel

Recommendation: 1. That the Parcel Tax Roll Review Panel meeting be held on Wednesday, 12 March 2025, at 11:00am in Room 652 of the Capital Regional District offices, 625 Fisgard Street, Victoria, British Columbia; and
2. That the following individuals be appointed to the Parcel Tax Roll Review Panel for the year 2025:
Cliff McNeil-Smith, Capital Regional District Board Chair
Al Wickheim, Director, Juan de Fuca Electoral Area
Paul Brent, Director, Southern Gulf Islands Electoral Area
Gary Holman, Director, Salt Spring Island Electoral Area
(NWA)

Attachments: [Staff Report: Parcel Tax Roll Review Panel](#)

6.4. [24-1375](#) 2025 Terms of Reference for Standing Committees

Recommendation: That the 2025 Terms of Reference for standing committees be approved as attached at Appendix A.
(NWA)

Attachments: [Staff Report: 2025 TOR for Standing Committees](#)
[Appendix A: 2025 Terms of Reference for Standing Committees \(Redlined\)](#)

6.5. [24-1369](#) 2025 Committee and External Membership Appointments - Update #1

Recommendation: That the Board receive the standing committee appointments and endorse the external appointments and nominations put forward in the attachment.
(NWA)

Attachments: [2025 Committee and External Membership Appointments](#)

7. ADMINISTRATION REPORTS**7.1.** [24-1356](#) CAO Quarterly Progress Report No. 4, 2024

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

Attachments: [Staff Report: CAO Quarterly Progress Report No. 4, 2024](#)
[Appendix A: Photographs of Corporate Activities and Initiatives](#)
[Appendix B: Board Priorities Dashboard Progress Q4, 2024](#)
[Appendix C: Board Priorities Dashboard - Summary of Completed Actions](#)
[Appendix D: Capital Regional District Advocacy Strategy](#)
[Appendix E: Advocacy Dashboard Progress Q4, 2024](#)
[Appendix F: Operating Variance Financial Report Q3, 2024](#)
[Appendix G: Capital Variance Financial Report Q3, 2024](#)
[Appendix H: Human Resources Trends and Corporate Safety](#)

7.2. [24-1282](#) Capital Regional District 2024 Audit Planning Discussion

Recommendation: That the Capital Regional District 2024 Audit Plan developed by KPMG be approved.
(NWA)

Attachments: [Staff Report: CRD 2024 Audit Planning Discussion](#)
[Appendix A: KPMG CRD 2024 Audit Planning Report](#)

7.3. [24-1357](#) Short-term Biosolids Management Plan - January Update

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

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

- 7.4. [24-1350](#) Bylaw No. 4664: Regional Water Watershed Land Acquisition Loan Authorization Bylaw No. 1, 2025
- Recommendation:** 1. That Bylaw No. 4664, "Regional Water Watershed Land Acquisition Loan Authorization Bylaw No. 1, 2025", be introduced and read a first, second, and third time; (WA)
2. That participating area approval be obtained by alternative approval process for the entire service area; and (NWA with 2/3rds vote on AAP)
3. That Bylaw No. 4664 be forwarded to the Inspector of Municipalities for approval. (NWA)
- Attachments:** [Staff Report: BL 4664 Reg. Water Watershed Land Acq. LA](#)
[Appendix A: Bylaw No. 4664](#)
- 7.5. [24-1297](#) Municipal Finance Authority 2025 Spring Issue - Capital Regional District Security Issuing Bylaw Nos. 4659, 4660, 4661, 4662 and 4663
- Recommendation:** 1. That Bylaw No. 4659, "Security Issuing Bylaw No. 1, 2025", be introduced and read a first, second and third time; and (WA)
2. That Bylaw No. 4659 be adopted. (W/A, 2/3rds on adoption)
3. That Bylaw No. 4660, "Security Issuing Bylaw No. 2, 2025", be introduced and read a first, second and third time; and (WA)
4. That Bylaw No. 4660 be adopted. (W/A, 2/3rds on adoption)
5. That Bylaw No. 4661, "Security Issuing Bylaw No. 3, 2025", be introduced and read a first, second and third time; and (WA)
6. That Bylaw No. 4661 be adopted. (W/A, 2/3rds on adoption)
7. That Bylaw No. 4662, "Security Issuing Bylaw No. 4, 2025", be introduced and read a first, second and third time; and (WA)
8. That Bylaw No. 4662 be adopted. (W/A, 2/3rds on adoption)
9. That Bylaw No. 4663, "Security Issuing Bylaw No. 5, 2025", be introduced and read a first, second and third time; and (WA)
10. That Bylaw No. 4663 be adopted. (W/A, 2/3rds on adoption)
- Attachments:** [Staff Report: MFA 2025 Spring–Security Issuing Bylaws 4659 - 4663](#)
[Appendix A: Bylaw 4659 Security Issuing No 1, 2025 CRD](#)
[Appendix B: Bylaw 4660 Security Issuing No 2, 2025 Colwood](#)
[Appendix C: Bylaw 4661 Security Issuing No 3, 2025 Central Saanich](#)
[Appendix D: Bylaw 4662 Security Issuing No 4, 2025 Victoria](#)
[Appendix E: Bylaw 4663 Security Issuing No 5, 2025 Saanich](#)

8. REPORTS OF COMMITTEES

9. BYLAWS

10. NOTICE(S) OF MOTION

10.1. [24-1268](#) Motion with Notice: Rural Housing Program (Director Holman)

Recommendation: [At the November 13, 2024 Capital Region Housing Corporation Board meeting, the following notice of motion was read into the record by Director Holman and referred by the CRHC Chair to the next meeting of the Hospitals and Housing Committee for discussion:

"That staff provide a report on possible ways in which the CRHC can play a role in the Rural Housing Program."

At the December 4, 2024 Hospitals and Housing Committee, the above motion with notice was DEFEATED.

At the December 11, 2024 Capital Region Housing Corporation Board meeting, Chair de Vries referred the motion with notice to the January meeting of the CRD Board.]

There is no recommendation from the Hospitals and Housing Committee.

11. NEW BUSINESS

12. MOTION TO CLOSE THE MEETING

12.1. [25-0001](#) Motion to Close the Meeting

Recommendation:

1. That the meeting be closed for Appointments in accordance with Section 90(1)(a) of the Community Charter. [2 items]
2. That the meeting be closed for Labour Relations in accordance with Section (90)(1)(c) of the Community Charter. [2 items]
3. That the meeting be closed for a Legal Update in accordance with Section 90(1)(i) of the Community Charter. [1 item]
4. That the meeting be closed for Contract Negotiations in accordance with Section (90)(1)(k) of the Community Charter. [2 items]
5. That such disclosures could reasonably be expected to harm the interests of the Regional District. [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, December 11, 2024

1:05 PM

6th Floor Boardroom
625 Fisgard Street
Victoria, BC

PRESENT

DIRECTORS: C. McNeil-Smith (Chair), M. Little (Vice Chair), M. Alto, P. Brent, S. Brice, J. Brownoff, J. Caradonna, C. Coleman, Z. de Vries, B. Desjardins, S. Goodmanson, C. Harder, G. Holman, P. Jones, D. Kobayashi, K. Murdoch, D. Murdock (EP), C. Plant, M. Tait, D. Thompson (EP), 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; G. Harris, Acting General Manager, Parks, Recreation & Environmental Services; K. Lorette, General Manager, Planning and Protective Services; K. Morley, General Manager, Corporate Services; C. Gilpin, Arts and Culture Support Service; I. Lawrence, Senior Manager, JDF Local Area Services (EP); C. Neilson, Senior Manager, Human Resources and Corporate Safety; M. Lagoa, Deputy Corporate Officer; S. Orr, Senior Committee Clerk (Recorder)

EP - Electronic Participation

The meeting was called to order at 1:06 pm.

1. TERRITORIAL ACKNOWLEDGEMENT

A Territorial Acknowledgement was provided in the preceding meeting.

2. APPROVAL OF THE AGENDA

MOVED by Director Coleman, **SECONDED** by Director Brice,
That agenda item 6.11. be moved to be considered as agenda item 8.6.b. and
that the agenda be approved as amended.

CARRIED

3. ADOPTION OF MINUTES

- 3.1. [24-1329](#) Minutes of the October 30, 2024 and the minutes of the November 13, 2024 Capital Regional District Board Meeting

MOVED by Director Desjardins, **SECONDED** by Director Little,
That the minutes of the Capital Regional District Board meeting of October 30,
2024 and November 13, 2024 be adopted as circulated.

CARRIED

4. REPORT OF THE CHAIR

I want to begin by extending warm seasons greetings to Board colleagues and to staff and thank you staff for the for the lunch we enjoyed today with the with the Christmas spirit. I hope everyone has the opportunity to take a break from our sometimes hectic day-to-day our responsibilities and to enjoy time with those who are close to you. One item in my new role as Chair; you will have seen that letters were recently sent to South Island MLA's and two Ministers in portfolios that intersect with CRD's services, wishing them well and requesting meetings to build on our relationships and advance our board strategic advocacy priorities. Our CAO, Ted Robbins and I had our first meeting with the new Minister earlier this week and we have heard back from others for meetings that we hope to have in the new year.

5. PRESENTATIONS/DELEGATIONS

5.1. Presentations

- 5.1.1 [24-1335](#) Presentation: Marie-Terese Little, Vice Chair of CRD Board Re: Archie Galbraith Bursary (Pearson College)

Vice Chair Little presented Item 5.1.1. for information and congratulated this year's recipient; Avery Carswell.

5.2. Delegations

There were no delegations.

6. CONSENT AGENDA

**MOVED by Director Brent, SECONDED by Director Coleman,
That consent agenda items 6.1. through 6.10. and 6.12. through 6.16. be
approved.
CARRIED**

- 6.1. [24-1075](#) Archie Galbraith Memorial Scholarship 2024

This report was received for information.

- 6.2. [24-1218](#) Appointment of Officers

That for the purpose of Section 233 of the Local Government Act and Section 28(3) of the Offence Act and in accordance with CRD Bylaw No. 2681, Tanveer Garg, Vanessa McGregor, Karen O'Brien, Cole Bains, and Eric Jellema be appointed as Bylaw Enforcement Officers.

CARRIED

- 6.3. [24-1153](#) Healthy Waters Project for Tod Creek on the Saanich Peninsula - November Update

This report was received for information.

- 6.4. [24-1180](#) Solid Waste Market Research and Engagement Study
This report was received for information.
- 6.5. [24-1185](#) Solid Waste Management Plan - Three-Year Cycle
This report was received for information.
- 6.6. [24-1189](#) Award of Contract ERM2024-007 - Hauling and Processing of Kitchen Scraps
That Contract ERM2024-007, Hauling and Processing of Kitchen Scraps, be awarded to Convertus Canada Ltd. from March 1, 2025 to February 28, 2030, at the rate of \$130 per tonne and an estimated cost of \$1,560,000 per year, plus GST.
CARRIED
- 6.7. [24-1152](#) Vancouver Island and Coastal Communities Climate Summit - Summary Report
This report was received for information.
- 6.8. [24-1269](#) Inclusive Regional Governance Study Grant Update
This report was received for information.
- 6.9. [24-1275](#) Amendments to Remuneration for Elected Officials of the Salt Spring Electoral Area
That the Capital Regional District Board approve the Board Remuneration and Travel Expense Reimbursement Policy as amended, effective January 1, 2025.
CARRIED
- 6.10. [24-1286](#) 2025 Appointment of Liaison to Accessibility Advisory Committee
That Governance Committee Chair Marie-Terese Little be appointed as the Governance Committee liaison to the Accessibility Advisory Committee for a one-year term ending December 31, 2025.
CARRIED
- 6.12. [24-1209](#) Wigglesworth Lake Regional Park - Interim Management Guidelines
That the Wigglesworth Lake Regional Park Interim Management Guidelines be adopted.
CARRIED
- 6.13. [24-1208](#) Regional Trestles Renewal, Trails Widening and Lighting Project Update - November 2024
That the Regional Trestles Renewal, Trails Widening and Lighting Project Update - November 2024 be forwarded to the Transportation Committee for information.
CARRIED

6.14. [24-1219](#) 2024 Capital Regional District Regional Parks and Trails Resident Survey

That the Resident Survey results and final report be adopted and published on the CRD website.

CARRIED

6.15. [24-1252](#) Municipal Regional District Tax (MRDT) Letter of Support for Town of Sidney

That the Capital Regional District Board provide a letter of support for the Sidney Business Improvement Area Society to levy a 3% Municipal Regional District Tax (MRDT) in the Town of Sidney from 2025 to 2030.

CARRIED

6.16. [24-1330](#) 2025 Committee and External Membership Appointments

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

CARRIED

7. ADMINISTRATION REPORTS

7.1. [24-1239](#) 2025 Schedule of Regular Board Meetings

K. Morley spoke to Item 7.1.

MOVED by Director Desjardins, SECONDED by Director Tait,

1. That the regular meetings for the Capital Regional District Board be scheduled in 2025 on the second Wednesday of each month as follows: January 8, February 12, March 12, April 9, May 14, June 11, July 9, August 13 (at the call of the Chair), September 10, October 8, November 12 (inaugural), December 10.

CARRIED

MOVED by Director Brent, SECONDED by Director Murdoch,

2. That the regular meeting of the Capital Regional District Board be scheduled in 2025 to commence at 11:00 am.

Discussion ensued regarding the impact of changing the Board meeting start times.

MOVED by Director Plant, SECONDED by Director Brent,

That the main motion be amended by replacing "11:00 am" with "12:00 pm".

MOVED by Director de Vries, SECONDED by Director Tait,

That the amendment be amended by changing "12:00 pm" to "12:30 pm".

DEFEATED

Opposed: Brice, Brent, Brownoff, Coleman, Desjardins, Goodmanson, Holman, Jones, Kobayashi, Little, McNeil-Smith, Murdock, Plant, Tobias

The question was called on the amendment:

That the main motion be amended by replacing "11:00 am" with "12:00 pm".

CARRIED

Opposed: Jones, Tobias

The question was called on the main motion as amended:

2. That the regular meeting of the Capital Regional District Board be scheduled in 2025 to commence at 12:00 pm.

CARRIED

7.3. [24-1319](#) Short-term Biosolids Management Plan - December Update

G. Harris spoke to Item 7.3.

Discussion ensued regarding feedback from the Province and an update on the literature review.

Director Tobias left the meeting at 1:37 pm.

Director Plant left the meeting at 1:38 pm.

8. REPORTS OF COMMITTEES**Electoral Areas Committee**

8.1. [24-1127](#) Bylaw Nos. 4648 and 4649: Fees and Charges Bylaw Amendments for Utilities within the Three Electoral Areas

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

1. That Bylaw No. 4648, "Salt Spring Island Liquid Waste, Sewer, and Water Fees and Charges Bylaw No. 1, 2012, Amendment Bylaw No. 18, 2024", be introduced and read a first, second and third time.

CARRIED

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

2. That Bylaw No. 4648 be adopted.

CARRIED

Director Plant returned to the meeting at 1:39 pm

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

3. That Bylaw No. 4649, "Southern Gulf Islands and Juan de Fuca Electoral Areas Utilities and Street Lighting Fees and Charges Bylaw No. 1, 2012, Amendment Bylaw No. 13, 2024", be introduced and read a first, second and third time.

CARRIED

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

4. That Bylaw No. 4649 be adopted.

CARRIED

8.2. [24-1176](#) Bylaw No. 4625: Lyall Harbour/Boot Cove Water Local Service Committee Bylaw Amendment - Conditional Water License Holder and Committee Membership

Director Tobias returned to the meeting at 1:42 pm.

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

1. That Bylaw No. 4625 cited as, "Lyall Harbour/Boot Cove Water Local Services Committee Bylaw, 1990, Amendment Bylaw No. 2, 2024", be introduced and read a first, second, and third time.

CARRIED

MOVED by Director Brent, **SECONDED** by Director Wickheim,

2. That Bylaw No. 4625 be adopted.

CARRIED

8.3. [24-1284](#) Bylaw No. 4655: Southern Gulf Islands Small Craft Harbours Regulation Amendment

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

1. That Bylaw No. 4655, "Capital Regional District Southern Gulf Islands Small Craft Harbours Regulation Bylaw No. 1, 2000, Amendment Bylaw No. 9, 2024", be introduced and read a first, second, and third time.

CARRIED

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

2. That Bylaw No. 4655 be adopted.

CARRIED

Environmental Services Committee

- 8.4. [24-1181](#) Hartland Landfill Tipping Fee and Regulation Bylaw No. 3881 Amendment and Adoption of Bylaw Nos. 4636 and 4646

G. Harris spoke to Item 8.4.

MOVED by Director Desjardins, **SECONDED** by Director Kobayashi,
1. That Bylaw No. 4636, "Hartland Landfill Tipping Fee and Regulation Bylaw No. 6, 2013, Amendment Bylaw No. 6, 2024", be read a first, second and third time.
CARRIED

MOVED by Director Desjardins, **SECONDED** by Director Kobayashi,
2. That Bylaw No. 4636 be adopted.
CARRIED

Director Plant left the meeting at 1:42 pm.

MOVED by Director Desjardins, **SECONDED** by Director Kobayashi,
3. That Bylaw No. 4646, "Capital Regional District Ticket Information Authorization Bylaw, 1990, Amendment Bylaw No. 80, 2024", be read a first, second and third time.
CARRIED

MOVED by Director Desjardins, **SECONDED** by Director Kobayashi,
4. That Bylaw No. 4646 be adopted.
CARRIED

Director Plant returned to the meeting at 1:43 pm.

Governance Committee

- 8.5. [24-1076](#) Bylaw No. 4642: Changes to Officers and Officers' Titles

MOVED by Director Little, **SECONDED** by Director Brice,
1. That Bylaw No. 4642, cited as "Officers', General Managers' and Management Staff's Bylaw No.1, 2006, Amendment Bylaw No.8, 2024" be introduced and read a first, second, and third time.
CARRIED

MOVED by Director Little, **SECONDED** by Director Brice,
2. That Bylaw No. 4642 be adopted.
CARRIED

Director Alto left the meeting at 1:43 pm.

Juan de Fuca Land Use Committee

- 8.6. [24-1173](#) Zoning Bylaw Amendment Application for the subject properties between Shirley and Jordan River described as:
- Parcel A (DD 104752I) of District Lot 745, Renfrew District; PID: 009-594-159
 - Parcel B (DD52657I) of District Lot 745, Renfrew District; PID: 009-594-183
 - District Lot 175, Renfrew District; PID: 023-414-308

MOVED by Director Wickheim, SECONDED by Director Brent,
1. That the referral of proposed Bylaw No. 4550, "Juan de Fuca Land Use Bylaw, 1992, Amendment No. 160, 2023"; to the Shirley-Jordan River Advisory Planning Commission; Juan de Fuca Electoral Area Parks and Recreation Advisory Commission; Pacheedaht First Nation T'Sou-ke First Nation; BC Hydro; BC Parks; District of Sooke; Island Health; Ministry of Forests Archaeology Branch, BC Wildfire Service, and Water Protection; Ministry of Land, Water and Resource Stewardship; Ministry of Transportation & Infrastructure; RCMP; and Sooke District #62 be approved and comments be received.
CARRIED

MOVED by Director Wickheim, SECONDED by Director Tait,
2. That proposed Bylaw No. 4550 be read a first and second time; and 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. 4550.
CARRIED

MOVED by Director Wickheim, SECONDED by Director Tait,
3. That prior to adoption of proposed Bylaw No. 4550, the landowner registers a covenant in favour of the Capital Regional District prohibiting subdivision on District Lot 175, Renfrew District (PID: 023-414-308); and that staff be directed to ensure that all conditions are satisfied towards completion and registration.
CARRIED

- 8.6.b. [24-1085](#) 2024 Interim Housing Needs Report for the Juan de Fuca Electoral Area
- K. Lorette spoke to Item 8.6.b.

MOVED by Director Wickheim, SECONDED by Director Brent,
1. That the 2024 Juan de Fuca Electoral Area Interim Housing Needs Report, as amended, be received and published on the CRD website;
2. That staff be directed to amend the 2020 Capital Regional District Housing Needs Assessment by attaching the 2024 Juan de Fuca Electoral Area Interim Housing Needs Report as an appendix; and
3. That staff be directed to submit the amended 2020 Capital Regional District Housing Needs Assessment to the Province demonstrating that the legislative requirements have been met.
CARRIED

Regional Parks Committee

- 8.7. [24-987](#) Bylaw No. 4640: Amendment to the Capital Regional District Parks Services and Facilities Fees and Charges Bylaw No. 3675

K. Morley spoke to Item 8.7.

Director Alto returned to the meeting at 1:53 pm.

Discussion ensued regarding bylaw adoption process.

MOVED by Director Wickheim, **SECONDED** by Director Brent,
That Bylaw No. 4640 be adopted.

CARRIED

Opposed: Desjardins, Holman, Kobayashi, Tait, Tobias, Wickheim

Regional Water Supply Commission

- 8.8. [24-1200](#) Bylaw No. 4652, Water Advisory Committee Bylaw Amendment

MOVED by Director Coleman, **SECONDED** by Director Brent,

a) That Bylaw No. 4652 cited as “Water Advisory Committee Bylaw No. 1, 1997, Amendment Bylaw No. 1, 2024”, be introduced and read a first, second, and a third time.

CARRIED

MOVED by Director Coleman, **SECONDED** by Director Brent,

b) That Bylaw No. 4652 be adopted.

CARRIED

MOVED by Director Coleman, **SECONDED** by Director Brent,

c) That, upon adoption of Bylaw No. 4652, the revised Water Advisory Committee Terms of Reference be approved for 2025.

CARRIED

9. BYLAWS

There were no bylaws for consideration.

10. NOTICE(S) OF MOTION

- 10.1. [24-1272](#) Motion with Notice: Review of the McPherson Playhouse Operating Agreement (Director Caradonna)

Discussion ensued regarding:

- City of Victoria's role in the existing operating agreement
- potential inclusion of the Royal Theatre in the review

MOVED by Director Caradonna, **SECONDED** by Director Alto,

The Board directs staff to work with Royal McPherson Theatre Society and City of Victoria staff to review and create options to update the current McPherson Playhouse operating agreement (between the CRD and the Royal & McPherson Theatres Society), including issues related to maintenance and community access, and report back to the Royal McPherson Theatres Services Advisory Committee (RMTSAC).

CARRIED

11. NEW BUSINESS

There was no new business.

12. MOTION TO CLOSE THE MEETING

12.1. [24-1331](#) Motion to Close the Meeting

MOVED by Director Little, SECONDED by Director Tait,

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

CARRIED

MOVED by Director Little, SECONDED by Director Tait,

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

CARRIED

The Capital Regional District Board moved to the Closed Session at 2:21 pm.

13. RISE AND REPORT

The Capital Regional District Board rose from the closed session at 2:41 pm and reported on the following:

In accordance with Bylaw No. 3693, that the following be appointed to the Beddis Water Service Commission for a term expiring December 31, 2026: Michael McCormick

In accordance with Bylaw No. 3693, that the following be appointed to the Cedar Lane Water Service Commission for a term expiring December 31, 2026: Tisha Boulter

In accordance with the Elk/Beaver Lake Recreational Use Advisory Terms of Reference, that the following be appointed to the Elk/Beaver Lake Recreational Use Advisory Committee:

For a term expiring December 31, 2025: Karen Robinson

For a term expiring December 31, 2027: Melanie Parrott

In accordance with Bylaw No. 3693, that the following be appointed to the Fulford Water Service Commission for a term expiring December 31, 2026: Alan Martin, Don Thompson, Brenda Walker

In accordance with Bylaw No. 3693, that the following be appointed to the Ganges Sewer Local Service Commission for a term expiring December 31, 2026: Colin Whyte

In accordance with Bylaw No. 3763, that the following be appointed to the Juan de Fuca Electoral Parks and Recreation Advisory Commission for a term expiring December 31, 2026: Valerie Braunschweig, Cyndy Lacroix, Scott McKay, Pat Sloan, Eric Stepura

In accordance with Bylaw No. 3693, that the following be appointed to the Maliview Sewer Local Service Commission for a term expiring December 31, 2026: Jodie Miller, Laura Travelbea, Brian Travelbea

In accordance with Bylaw No. 3488, that the following be appointed to the Mayne Island Parks and Recreation Commission for a term expiring December 31, 2026: Kestutis Banelis, Jacquie Burrows, Michael Kilpatrick

In accordance with Bylaw No. 3281, that the following be appointed to the Port Renfrew Utility Service Committee for a term expiring December 31, 2026: Cynthia Carlsen, Carl Wilkinson

In accordance with CRD Letters Patent that the following be appointed to the Saanich Peninsula Water Commission for a term expiring December 31, 2025: Dwayne Halldorson, David Kelbert

In accordance with Bylaw No. 2972, that the following be appointed to the Southern Gulf Islands Harbours Commission for a term expiring December 31, 2026: Michael Davis, Brian Dearden, Gordon Albert Hol, Rick Schnurr

In accordance with Bylaw No. 3523, that the following be appointed to the Southern Gulf Islands Library Commission for a term expiring December 31, 2026: Barb Miodonski, Pauline Preston, Hodie Rondeau, Deborah Woodland

In accordance with Bylaw No. 3520, that the following be appointed to the Traffic Safety Commission for a term expiring December 31, 2026: Neil Arason, Douglas Baer, Ron Cronk, Murray Fyfe, Fredrick Grouzet, Jereme Leslie, Todd Litman, Steve Martin, Owen Page, Sean Powell, Paweena Sukhawathanakul

In accordance with Bylaw No. 3511, that the following be appointed to the Wilderness Mountain Water Services Commission for a term expiring December 31, 2026: Paula Twamley, James Wilson

14. ADJOURNMENT

MOVED by Director Windsor, **SECONDED** by Director Murdoch,
That the December 11, 2024 Closed Session of the Capital Regional District Board meeting be adjourned at 2:42 pm.
CARRIED

CHAIR

CERTIFIED CORRECT:

CORPORATE OFFICER

Meeting Minutes

Committee of the Whole

Wednesday, October 30, 2024

1:05 PM

6th Floor Boardroom
625 Fisgard Street
Victoria, BC V8W 1R7

Special Meeting - Provisional Budget

PRESENT

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

STAFF: T. Robbins, Chief Administrative Officer; N. Chan, Chief Financial Officer; A. Fraser, General Manager, Integrated Water Services; K. Lorette, General Manager, Planning and Protective Services; K. Morley, General Manager, Corporate Services; R. Smith, Acting General Manager, Parks, Recreation and Environmental Services; M. Barnes, Senior Manager, Health and Capital Planning Strategies; D. Elliott, Senior Manager, Regional Housing; N. Elliott, Manager, Climate Action Programs; P. Klassen, Senior Manager, Regional and Strategic Planning; A. Linwood, Controller; F. Lopez, Manager, Strategic Planning; M. MacIntyre, Senior Manager, Regional Parks; C. Neilson, Senior Manager, Human Resources; A. Orr, Senior Manager, Communications; V. Somosan, Senior Manager Financial Services/Deputy CFO; B. Semmens, Manager, Financial Planning & Performance; M. Lagoa, Deputy Corporate Officer; S. Orr, Senior Committee Clerk (Recorder)

EP - Electronic Participation

Regrets: Directors M. Alto, S. Goodmanson, P. Jones, M. Tait

The meeting was called to order at 1:45 pm.

1. Territorial Acknowledgement

A Territorial Acknowledgement was provided in the preceding meeting.

2. Approval of Agenda

MOVED by Director Little, **SECONDED** by Director Murdoch,
That the agenda for the October 30, 2024 Session of the Committee of the Whole
be approved.
CARRIED

3. Presentations/Delegations

3.1. Presentations

There were no presentations.

3.2. Delegations

- 3.2.1.** [24-1104](#) Delegation - Graham Tarling; Representing Esquimalt Climate Organizers:
Re: Agenda Item: 4.1. Service Planning 2025 - Community Need
Summaries.

G. Tarling spoke to Item 4.1.

- 3.2.2.** [24-1103](#) Delegation - Jonathan O'Riordan; Representing Peninsula Biosolids
Coalition: Re: Agenda Item: 4.1. Service Planning 2025 - Community Need
Summaries.

J. O'Riordan spoke to Item 4.1.

- 3.2.3.** [24-1106](#) Delegation - Niall Paltiel; Chair, Peninsula Recreation Commission: Re:
4.2. Capital Regional District 2025 Financial Plan Provisional Approval.

S. Brice spoke to Item 4.2. on behalf of N. Paltiel.

4. Special Meeting Matters

- 4.1.** [24-1014](#) Service Planning 2025 - Community Need Summaries

T. Robbins presented Item 4.1. for information.

4.2. [24-849](#) Capital Regional District 2025 Financial Plan Provisional Approval

T. Robbins spoke to Item 4.2.

Discussion ensued regarding:

- service and financial planning process and alignment with board priorities
- land acquisition funding
- corporate plan initiatives
- proposed requisition value of 1%
- rationale for grouping arts and recreation in the same portfolio
- relationship between rate of change on assessment versus the rate of change on folios
- deferral of new full time equivalent positions
- recreation facilities staffing and operations
- annual tax increase impact to ratepayers
- consolidated summaries of operating and capital reserve
- living wage considerations
- increase in cost of animal care services
- land banking and housing debt servicing costs
- estimate of boardroom improvements

Director Murdock left the meeting at 2:11 pm.

**MOVED by Director Murdoch, SECONDED by Director Caradonna,
The Committee of the Whole recommends to the Capital Regional District Board:**

- 1. That the Capital Regional District 2025 Financial Plan be given provisional approval with specific direction on amendments;**
 - a. That the transfer to operating reserve for election be moved from 2025 to 2026.**
 - b. That we reduce the transfer from building inspection to equipment reserve from \$40,000 to \$30,000 in 2025.**
- 2. That the Board Directed and Board Endorsed Initiatives be approved and incorporated into the final budget, subject to successful service establishment where required;**
- 3. That the new initiatives and capital identified in Appendix H for January 1, 2025, implementation be approved for expenditure;**
- 4. That the 2025 Community Need Summaries be approved as presented; and**
- 5. That the Staff Establishment Chart as attached in Appendix K be approved.**

Discussion ensued regarding:

- reductions versus deferrals
- budget guidelines recommended by the Finance Committee
- staffing retention and operational needs
- long-term impacts of deferring costs

Director Murdock returned to the meeting electronically at 3:22 pm.

MOVED by Director Holman, **SECONDED** by Director Wickheim,
That the main motion be amended by adding the following after item 1b:
"c. that the low and medium adjustments be included to reduce the budget,
excluding items:

6. 10c-1.3 Aquatic Program Assistant - Panorama Recreation
7. 10c-1.4 Maintain Recreation Staffing Levels - Panorama Recreation
8. 10c-2.1 Maintain SEAPARC Reception Staffing
12. Capital Plan adjustment
13. 3a-1.3 Hartland 2100
17. Capital Reserve Fund contributions adjustment for SEAPARC

DEFEATED

Opposed: Brent, Brice, Brownoff, Caradonna, Coleman, de Vries, Desjardins,
Harder, Kim, Kobayashi, Little, McNeil-Smith, Murdoch, Murdock, Plant, Stock,
Szpak, Thompson, Tobias, Williams, Windsor

The question was called on the main motion:

The Committee of the Whole recommends to the Capital Regional District Board:

1. That the Capital Regional District 2025 Financial Plan be given provisional approval with specific direction on amendments;
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 - b. That we reduce the transfer from building inspection to equipment reserve from \$40,000 to \$30,000 in 2025.
2. That the Board Directed and Board Endorsed Initiatives be approved and incorporated into the final budget, subject to successful service establishment where required;
3. That the new initiatives and capital identified in Appendix H for January 1, 2025, implementation be approved for expenditure;
4. That the 2025 Community Need Summaries be approved as presented; and
5. That the Staff Establishment Chart as attached in Appendix K be approved.

CARRIED

Opposed: Holman

Motion Arising:

MOVED by Director Caradonna, **SECONDED** by Director Desjardins,
The Committee of the Whole recommends to the Capital Regional District Board:
To direct staff to report back on options to reduce the budget lift for 2026 by 1% at the next strategic priorities session.

Discussion ensued regarding the 2025 strategic planning session.

Director Murdoch left the meeting at 3:56 pm.
Director Desjardins left the meeting at 4:00 pm.
Director Kobayashi left the meeting at 4:04 pm.
Director Tobias left the meeting at 4:11 pm.

Referral Motion:

MOVED by Director Brice, **SECONDED** by Director Williams,
The Committee of the Whole recommends to the Capital Regional District Board:
That the following motion arising "To direct staff to report back on options to reduce the budget lift for 2026 by 1% at the next strategic priorities session" be referred to the Finance Committee to bring back options to clarify the wording and report back to the Capital Regional District Board for consideration.

CARRIED

Motion Arising:

MOVED by Chair Plant, **SECONDED** by Director Coleman,
The Committee of the Whole recommends to the Capital Regional District Board:
That the board direct staff to work with the Federation of Canadian Municipalities (FCM) to provide a presentation to consider developing an advocacy strategy to support the municipal growth framework advocated by the FCM and provide this presentation to a future Committee of the Whole meeting.
CARRIED

4.3. [24-1060](#)

Motion to Report to the Board

MOVED by Director Coleman, **SECONDED** by Director McNeil-Smith,
That the Committee of the Whole report to the Capital Regional District Board at the October 30, 2024 special meeting regarding Items 4.1. and 4.2.
CARRIED

5. Adjournment

MOVED by Director McNeil-Smith, **SECONDED** by Director Coleman,
That the October 30, 2024 Committee of the Whole meeting be adjourned at 4:26 pm.
CARRIED

CHAIR

CERTIFIED CORRECT:

CORPORATE OFFICER



Making a difference...together

**REPORT SALT SPRING ISLAND LOCAL COMMUNITY COMMISSION
MEETING OF THURSDAY, NOVEMBER 14, 2024**

SUBJECT **SSI Local Community Commission Strategic Plan**

ISSUE

To approve a final version of the 2024-2027 Salt Spring Island (SSI) Local Community Commission (LCC) Strategic Plan (Plan).

BACKGROUND

The SSI LCC has undertaken a strategic planning process to confirm the long-term vision for the services governed by the commission and set priorities to guide future initiatives.

The draft version of the Plan was released to the public through the LCC's Open Agenda on September 6, 2024. Since then the LCC has distributed hard-copies of the Plan at the SSI Fall Fair and posted it on the CRD website. As well, the LCC Commissioners have met with the community and mentioned the Plan at their Town Hall meeting, and through local SSI websites. The community response has been supportive of the strategic priorities, objectives and the initiatives within the strategy. The LCC is now ready to release a final version. There are no changes to the Plan since the release of the draft on September 6, 2024.

This Plan captures key operational and LCC-driven activities needed to guide the organization during the term. Staff will report back to the LCC on progress made in delivering the Plan on an annual basis. An in-depth check-in will be scheduled in the winter of 2026 to allow LCC members to adjust the Plan, if necessary.

Staff will develop operational and implementation plans and budgets annually to advance the LCC initiatives and will bring this forward for review and approval annually during the budgeting process.

ALTERNATIVES

Alternative 1

That the Salt Spring Island Local Community Commission:

1. Approve the 2024-2027 Salt Spring Island Local Community Commission's Strategic Plan as presented in Appendix A.
2. Refer the 2024-2027 Salt Spring Island Local Community Commission's Strategic Plan to the CRD Board for information.

Alternative 2

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

IMPLICATIONS

Financial Implications

The LCC’s strategic plan has been reviewed against the 2024-2028 financial plan to determine which initiatives are included within, and which ones will need additional financial assistance. There are 42 initiatives identified in the strategic plan. They were broken down into the following categories:

- 22 initiatives were identified as included in the 2024-2028 Financial Plan. The projects may be identified in the Financial Plan and funding may be from tax requisition, pending a future request for debt, or pending a grant application.
- 12 initiatives were identified as requiring an amendment to the Financial Plan prior to being completed.
- 8 initiatives were not included in the Financial Plan and additional resources will have to be secured.

Service Delivery and Financial Implications

Staff will prepare their divisional service work plans and budgets for LCC and CRD Board approval in the fall of each year. These are prepared annually and will identify actions to advance the LCC priorities and associated financial implications.

CONCLUSION

The LCC has identified five high-level strategic priorities to address over the remainder of their term. The priorities will require ongoing focus throughout the term and progress will be reviewed annually. The LCC’s strategic plan aligns with the CRD’s 2023-2026 Corporate Plan and CRD services. The LCC’s initiatives will set the stage for developing future budget submissions.

RECOMMENDATION

That the Salt Spring Island Local Community Commission:

1. Approve the 2024-2027 Salt Spring Island Local Community Commission’s Strategic Plan as presented in Appendix A.
2. Refer the 2024-2027 Salt Spring Island Local Community Commission’s Strategic Plan to the CRD Board for information.

Submitted by:	Stephen Henderson, Senior Manager, Real Estate, Southern Gulf Island Electoral Area and Salt Spring Island Local Community Commission
Concurrence:	Dan Ovington, Acting Senior Manager, SSI Administration
Concurrence:	Ted Robbins, B. Sc., C. Tech., Chief Administrative Officer

ATTACHMENT:

Appendix A: 2024-2027 Salt Spring Island Local Community Commission’s Strategic Plan

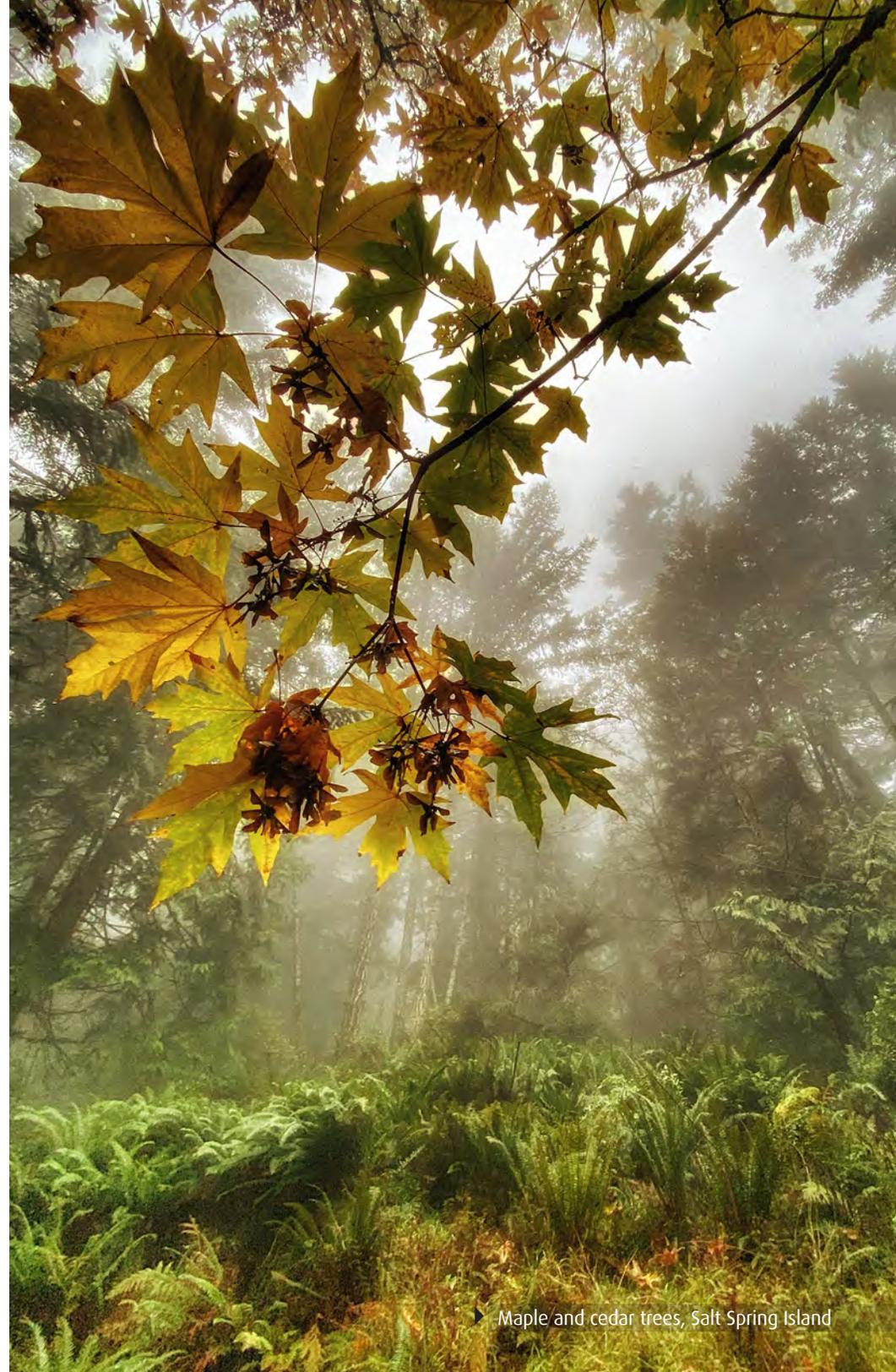
Salt Spring Island Local Community Commission Strategic Plan 2024–2027

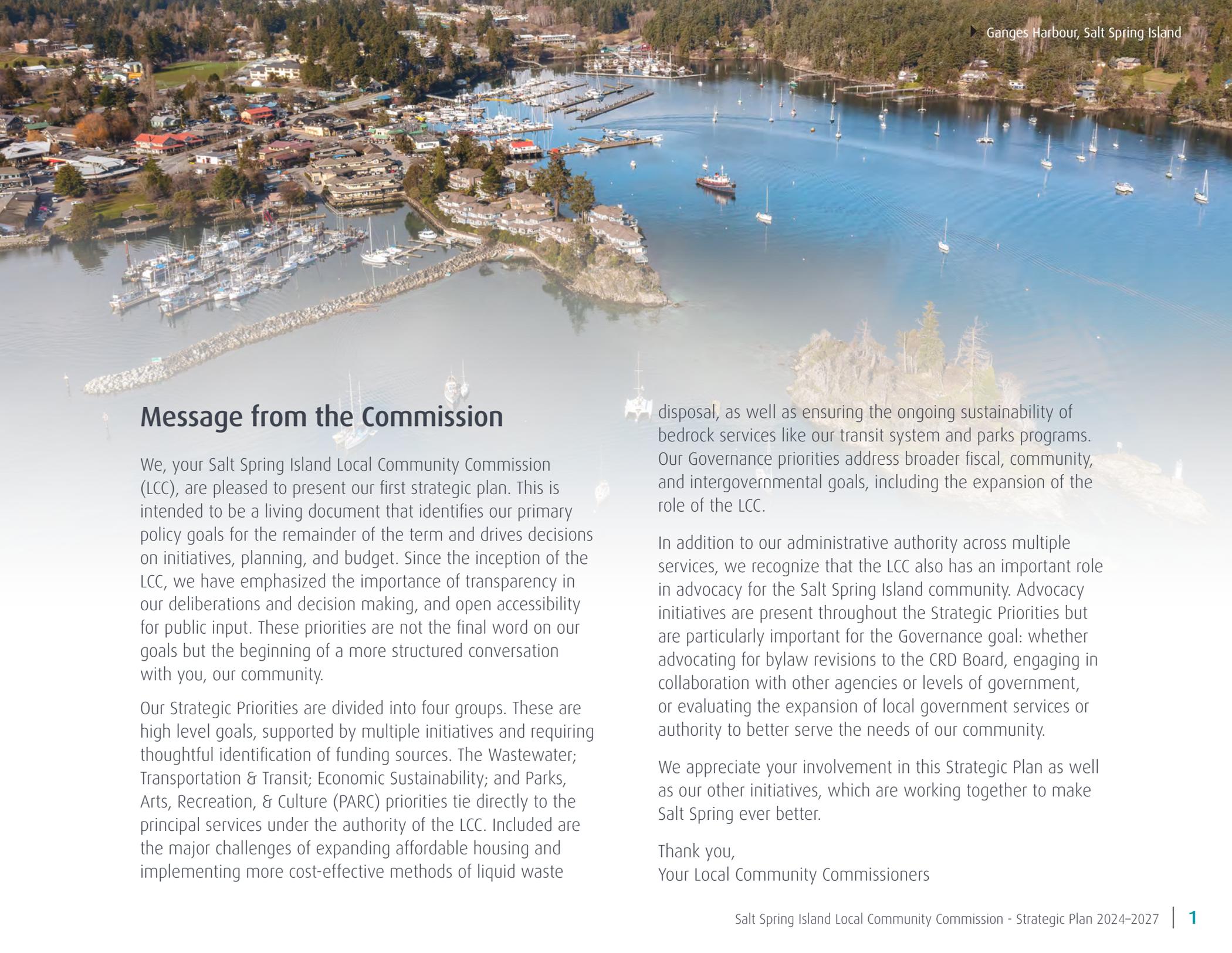


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Message from the Commission

We, your Salt Spring Island Local Community Commission (LCC), are pleased to present our first strategic plan. This is intended to be a living document that identifies our primary policy goals for the remainder of the term and drives decisions on initiatives, planning, and budget. Since the inception of the LCC, we have emphasized the importance of transparency in our deliberations and decision making, and open accessibility for public input. These priorities are not the final word on our goals but the beginning of a more structured conversation with you, our community.

Our Strategic Priorities are divided into four groups. These are high level goals, supported by multiple initiatives and requiring thoughtful identification of funding sources. The Wastewater; Transportation & Transit; Economic Sustainability; and Parks, Arts, Recreation, & Culture (PARC) priorities tie directly to the principal services under the authority of the LCC. Included are the major challenges of expanding affordable housing and implementing more cost-effective methods of liquid waste

disposal, as well as ensuring the ongoing sustainability of bedrock services like our transit system and parks programs. Our Governance priorities address broader fiscal, community, and intergovernmental goals, including the expansion of the role of the LCC.

In addition to our administrative authority across multiple services, we recognize that the LCC also has an important role in advocacy for the Salt Spring Island community. Advocacy initiatives are present throughout the Strategic Priorities but are particularly important for the Governance goal: whether advocating for bylaw revisions to the CRD Board, engaging in collaboration with other agencies or levels of government, or evaluating the expansion of local government services or authority to better serve the needs of our community.

We appreciate your involvement in this Strategic Plan as well as our other initiatives, which are working together to make Salt Spring ever better.

Thank you,
Your Local Community Commissioners

About the Commission

The Salt Spring Island (SSI) Local Community Commission (LCC) is an elected body (including the SSI Electoral Area CRD Director) established in June 2023 following an SSI referendum that supported forming the LCC. The LCC is a regional district commission comprised of elected members and consolidates governance of 14 local CRD services which were previously overseen by four appointed, volunteer commissions. The Commission has certain authorities delegated by the Board. The Board retains final approvals over bylaws and the Financial Plan.

The purpose of the LCC is to broaden elected oversight and administration of certain SSI local services so that decisions regarding these services are more locally transparent and reflect the broader public interest. The LCC also has an important role as advocate for the SSI Community.

From left to right:

Electoral Area Director: Gary HOLMAN, **LCC Commissioners:** Gayle BAKER, Brian WEBSTER, Benjamin CORNO, **LCC CHAIR:** Earl ROOK



Commission Priorities

Services

The LCC administers the following CRD services on SSI: Economic Development, Island-wide Liquid Waste, Parks and Recreation, Transportation and Transit, Small Craft Harbours, Street Lighting, and Livestock Injury Compensation. It also makes decisions about Grants-in-Aid and advises the CRD Board regarding support for SSI Search and Rescue, the Arts and the Public Library.

While each of these service areas represent extensive on-going financial support and staff effort, the priorities identified in this Strategic Plan focus on initiatives that are new or that require more intense or urgent effort over the period of this plan.

Strategic Priorities

The strategic priorities of particular focus for the remainder of the LCC mandate are within the areas below. The Governance category reflects the commitment to making ongoing improvements to local governance on SSI.



Liquid Waste



Transportation & Transit



Economic Sustainability



Parks, Arts, Recreation & Culture



Governance

From Strategic Goal to Action

This plan will guide strategic decisions of the LCC for the remainder of our mandate and into early 2027. The LCC will work with CRD staff to develop further plans to carry out our specific strategies and will need to make hard decisions about budgets and timing.

Some of the objectives identified here would require an increase in our tax requisition, further funding approvals by the public, successful grant applications, or decisions by others. We will also face other constraints and challenges in achieving our ambitious plan.

Staff reports in our regular public meetings will keep us and the community up to date on our progress and challenges as we focus on our strategic priorities.

Strategic Planning Process

The LCC developed this plan through a workshop format in May 2024. We approved the strategic priorities at our meeting on August, 2024. The LCC and CRD Board approved the plan in September/October 2024. This is an evolving document that will be reviewed and updated in the future.

Staff will report back to the LCC on progress made delivering the strategic plan on an annual basis. An in-depth check in will be scheduled in winter 2026 to give LCC members an opportunity to adjust the plan if necessary.



Bishops Walk, Salt Spring Island

First Nations Reconciliation

We respectfully acknowledge that we live and work on the Territories of the Coast Salish Peoples, including the Hul'qumi'num, Halkomelem, and SENĆOŦEN-speaking communities. We honour their enduring connection to the land, culture and spirit, which continues to thrive today.

The LCC is committed to the CRD Statement of Reconciliation and, as we pursue the goals of this plan, we pledge to build and nurture relationships with First Nations that are rooted in trust, mutual respect, and true partnership. We recognize the importance of listening, learning, and working collaboratively to support the aspirations and self-determination of Indigenous communities.

Climate Change

The impacts of climate change are being felt globally and locally, and will continue to intensify and affect our communities and the natural environment for decades to come. It is urgent that we adapt our service planning and delivery to do our part to stabilize the climate.

In accordance with the climate emergency declared by the CRD Board in 2019, the LCC developed and will implement this plan in recognition of our responsibilities to mitigate and adapt to climate change.

Equity, Diversity & Inclusion

At the Capital Regional District, we are committed to creating an inclusive workplace culture that celebrates the uniqueness of individuals – where differences are recognized, appreciated and responded to in ways that fully respect each person's background, lived experiences, talents and strengths.

We value equity, diversity, and inclusion and we are committed to listening, learning and evolving on this journey to improve the sense of belonging for everyone at the CRD.

Maxwell Community Park, Salt Spring Island



Liquid Waste

Goal

Cost effective and environmentally responsible management of liquid waste and residuals.

OBJECTIVES	INITIATIVES	BUDGETED
Reduced volume of liquid waste transported off SSI	Determine dewatering technique	Y
	Implement selected dewatering technique	E
Effective local effluent disposal	Determine local effluent disposal technique	Y
	Implement selected effluent disposal technique	E
Effective solid residuals disposal	Determine disposal technique	Y
	Implement selected disposal technique	E

LEGEND Y* = in Financial Plan N* = not in Financial Plan E = requires Financial Plan amendment
 * Y = Project may be identified in the Financial Plan, however funding may be through Tax Requisition, pending a future request for Debt, or a pending Grant application
 * N = Initiative will require a financial plan amendment and funding source to implement



Transportation & Transit

Goal

Enhance active transportation and transit options.

OBJECTIVES	INITIATIVES	BUDGETED
Effective active transportation network in and around the Ganges Village	Identify priorities within the Ganges SSI Active Transportation Network Plan (ATPN)	Y
	Implement identified priorities within the SSI ATNP in consultation with MOTI	Y
	Identify additional active transportation priorities in and around Ganges Village	E
	Develop additional active transportation priorities in and around Ganges Village	Y
Development of the Salish Sea CRD Regional Trail	Advocacy with MOTI and complementary actions with CRD Regional Parks	Y
Optimized parking within the Ganges Village	Examine feasibility of parking management options	N
	Implement chosen actions (if any)	N
Expanded transit service and use	Identify transit expansion priorities	Y
	Implement identified transit expansion priorities	N
	Expand the number of bus shelters	Y
	Establish appropriately located bus storage and charging facility	Y

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Economic Sustainability

Goal

Encourage a diverse, inclusive and resilient local economy.

OBJECTIVES	INITIATIVES	BUDGETED
Diverse, inclusive and resilient local economy and community	Develop an integrated housing strategy for SSI, including the LCC’s involvement in the strategy	Y
	Enhance Grant-in-Aid services capacity to address community need	E
Improved local food security	Support local food security initiatives	E
	Explore feasibility of Ganges Firehall property for Farmer’s Market	N
Revitalized Ganges Village	Design Harbourwalk and Harbourside Parks	Y
	Construct Harbourwalk and Harbourside Parks	E
	Explore feasibility of repurposing Ganges Firehall property	N
	Implement Ganges Firehall property repurposing plan	N
	Identify and implement Ganges Village vibrancy and beautification initiatives	E
Explore options for an LCC role in Ganges Harbour management	N	

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Parks, Arts, Recreation & Culture

Goal

Enhance diverse, inclusive opportunities for physical activity and social/cultural enrichment while following environmental best practices.

OBJECTIVES	INITIATIVES	BUDGETED
Exceptional community parks and recreation facilities, programs and services	Review existing strategic plans for SSI Parks, Arts, Recreation & Culture (PRAC) and identify priorities	Y
	Implement approved priorities as approved by the SSI LCC	E
	Repair Rainbow Road Centre building envelope	Y
	Examine long-term use of and improvements to SSI Multi-Space (SIMS)	E
	Examine long-term use of and improvements to the Phoenix School Site	E
Diverse, accessible and affordable arts and culture	Review community priorities for arts funding	N
Sustainable library funding	Engage with the SSI Library Board to develop long-term funding strategy	Y

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Governance

Goal

Promote accountable, collaborative, efficient, consolidated and locally-controlled governance for SSI services

OBJECTIVES	INITIATIVES	BUDGETED
A community that is knowledgeable about and engaged in LCC activities	Broaden and improve comprehensive communications with the public	Y
CRD Bylaws that reflect SSI priorities and needs	Develop consistent and transparent process for reviewing CRD bylaws that affect SSI	Y
Sustainable asset management	Develop sustainable asset management plans for all capital assets	E
Improved and sustainable CRD services that reflect prudent financial management	Develop an improved approach to longer-term year-round budgeting processes, in alignment with CRD financial planning process, that reflect LCC strategic plan priorities	Y
Improved collaboration and cooperation with other agencies	Establish regular meeting schedule with other agencies	Y
Expanded LCC administrative authority to include all SSI local CRD services	Develop initial strategy	Y
	Consult interest holders	Y
	Identify and recommend bylaw amendments	Y

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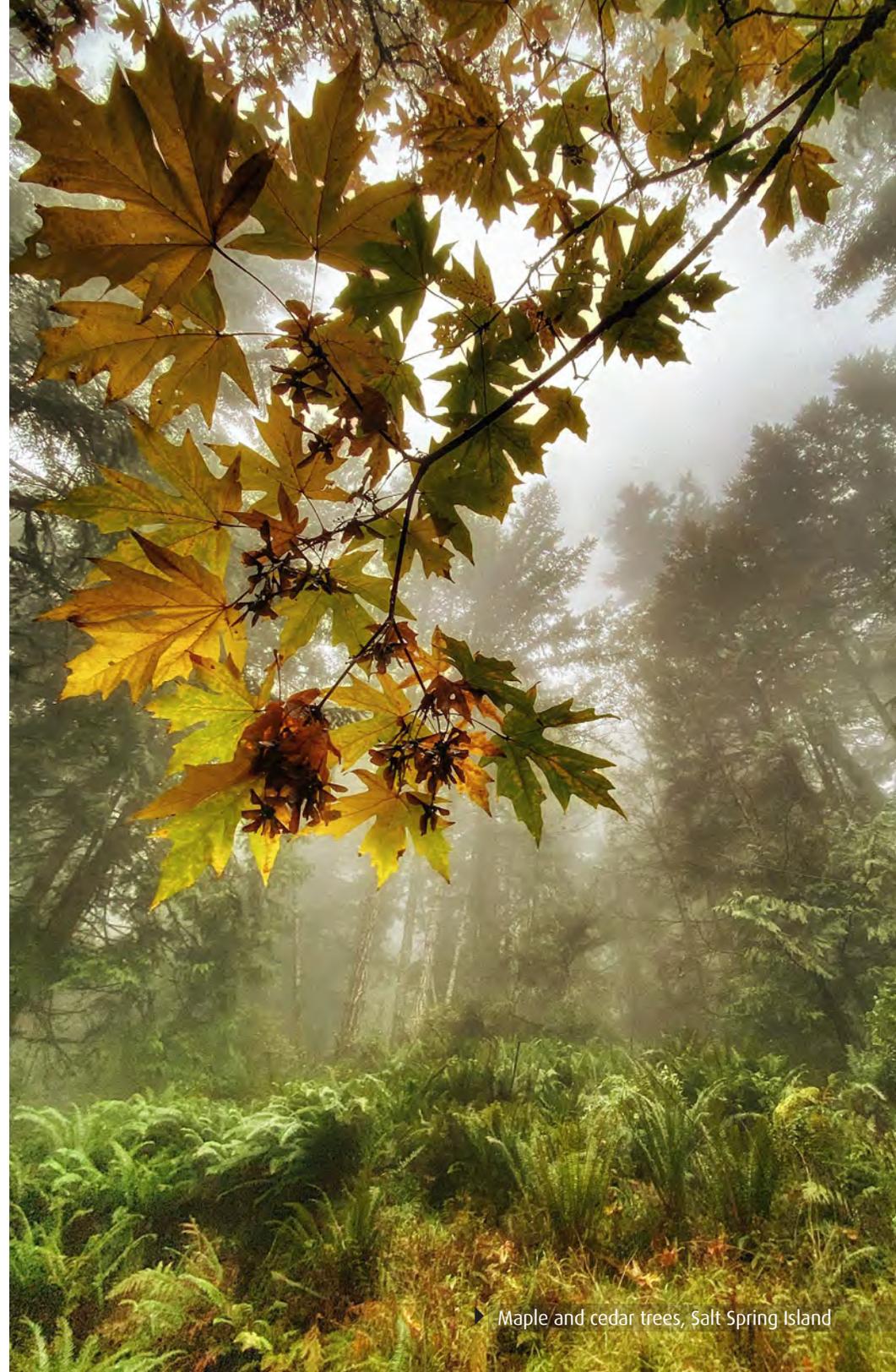
Salt Spring Island Local Community Commission Strategic Plan 2024–2027

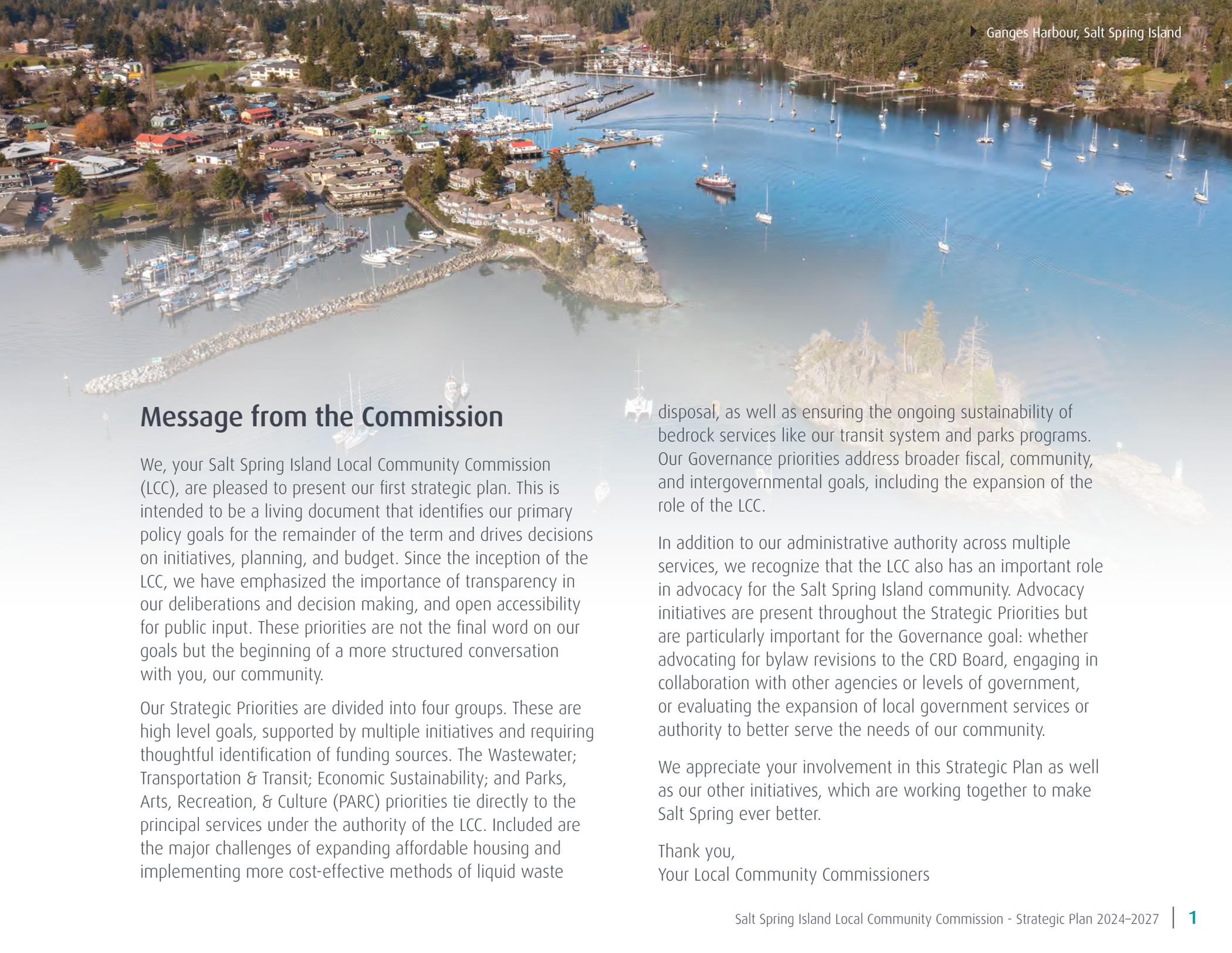


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Commission Priorities

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Transportation & Transit



Economic Sustainability



Parks, Arts, Recreation & Culture



Governance

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Strategic Planning Process

The LCC developed this plan through a workshop format in May 2024. We approved the strategic priorities at our meeting on August, 2024. The LCC and CRD Board approved the plan in September/October 2024. This is an evolving document that will be reviewed and updated in the future.

Staff will report back to the LCC on progress made delivering the strategic plan on an annual basis. An in-depth check in will be scheduled in winter 2026 to give LCC members an opportunity to adjust the plan if necessary.



Bishops Walk, Salt Spring Island

First Nations Reconciliation

We respectfully acknowledge that we live and work on the Territories of the Coast Salish Peoples, including the Hul'qumi'num, Halkomelem, and SENĆOŦEN-speaking communities. We honour their enduring connection to the land, culture and spirit, which continues to thrive today.

The LCC is committed to the CRD Statement of Reconciliation and, as we pursue the goals of this plan, we pledge to build and nurture relationships with First Nations that are rooted in trust, mutual respect, and true partnership. We recognize the importance of listening, learning, and working collaboratively to support the aspirations and self-determination of Indigenous communities.

Climate Change

The impacts of climate change are being felt globally and locally, and will continue to intensify and affect our communities and the natural environment for decades to come. It is urgent that we adapt our service planning and delivery to do our part to stabilize the climate.

In accordance with the climate emergency declared by the CRD Board in 2019, the LCC developed and will implement this plan in recognition of our responsibilities to mitigate and adapt to climate change.

Equity, Diversity & Inclusion

At the Capital Regional District, we are committed to creating an inclusive workplace culture that celebrates the uniqueness of individuals – where differences are recognized, appreciated and responded to in ways that fully respect each person's background, lived experiences, talents and strengths.

We value equity, diversity, and inclusion and we are committed to listening, learning and evolving on this journey to improve the sense of belonging for everyone at the CRD.

Maxwell Community Park, Salt Spring Island



Liquid Waste

Goal

Cost effective and environmentally responsible management of liquid waste and residuals.

OBJECTIVES	INITIATIVES	BUDGETED
Reduced volume of liquid waste transported off SSI	Determine dewatering technique	Y
	Implement selected dewatering technique	E
Effective local effluent disposal	Determine local effluent disposal technique	Y
	Implement selected effluent disposal technique	E
Effective solid residuals disposal	Determine disposal technique	Y
	Implement selected disposal technique	E

LEGEND Y* = in Financial Plan N* = not in Financial Plan E = requires Financial Plan amendment
 * Y = Project may be identified in the Financial Plan, however funding may be through Tax Requisition, pending a future request for Debt, or a pending Grant application
 * N = Initiative will require a financial plan amendment and funding source to implement



Transportation & Transit

Goal

Enhance active transportation and transit options.

OBJECTIVES	INITIATIVES	BUDGETED
Effective active transportation network in and around the Ganges Village	Identify priorities within the Ganges SSI Active Transportation Network Plan (ATPN)	Y
	Implement identified priorities within the SSI ATNP in consultation with MOTI	Y
	Identify additional active transportation priorities in and around Ganges Village	E
	Develop additional active transportation priorities in and around Ganges Village	Y
Development of the Salish Sea CRD Regional Trail	Advocacy with MOTI and complementary actions with CRD Regional Parks	Y
Optimized parking within the Ganges Village	Examine feasibility of parking management options	N
	Implement chosen actions (if any)	N
Expanded transit service and use	Identify transit expansion priorities	Y
	Implement identified transit expansion priorities	N
	Expand the number of bus shelters	Y
	Establish appropriately located bus storage and charging facility	Y

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 * Y = Project may be identified in the Financial Plan, however funding may be through Tax Requisition, pending a future request for Debt, or a pending Grant application
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Economic Sustainability

Goal

Encourage a diverse, inclusive and resilient local economy.

OBJECTIVES	INITIATIVES	BUDGETED
Diverse, inclusive and resilient local economy and community	Develop an integrated housing strategy for SSI, including the LCC’s involvement in the strategy	Y
	Enhance Grant-in-Aid services capacity to address community need	E
Improved local food security	Support local food security initiatives	E
	Explore feasibility of Ganges Firehall property for Farmer’s Market	N
Revitalized Ganges Village	Design Harbourwalk and Harbourside Parks	Y
	Construct Harbourwalk and Harbourside Parks	E
	Explore feasibility of repurposing Ganges Firehall property	N
	Implement Ganges Firehall property repurposing plan	N
	Identify and implement Ganges Village vibrancy and beautification initiatives	E
Explore options for an LCC role in Ganges Harbour management	N	

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 * N = Initiative will require a financial plan amendment and funding source to implement



Parks, Arts, Recreation & Culture

Goal

Enhance diverse, inclusive opportunities for physical activity and social/cultural enrichment while following environmental best practices.

OBJECTIVES	INITIATIVES	BUDGETED
Exceptional community parks and recreation facilities, programs and services	Review existing strategic plans for SSI Parks, Arts, Recreation & Culture (PRAC) and identify priorities	Y
	Implement approved priorities as approved by the SSI LCC	E
	Repair Rainbow Road Centre building envelope	Y
	Examine long-term use of and improvements to SSI Multi-Space (SIMS)	E
	Examine long-term use of and improvements to the Phoenix School Site	E
Diverse, accessible and affordable arts and culture	Review community priorities for arts funding	N
Sustainable library funding	Engage with the SSI Library Board to develop long-term funding strategy	Y

LEGEND Y* = in Financial Plan N* = not in Financial Plan E = requires Financial Plan amendment
 * Y = Project may be identified in the Financial Plan, however funding may be through Tax Requisition, pending a future request for Debt, or a pending Grant application
 * N = Initiative will require a financial plan amendment and funding source to implement



Governance

Goal

Promote accountable, collaborative, efficient, consolidated and locally-controlled governance for SSI services

OBJECTIVES	INITIATIVES	BUDGETED
A community that is knowledgeable about and engaged in LCC activities	Broaden and improve comprehensive communications with the public	Y
CRD Bylaws that reflect SSI priorities and needs	Develop consistent and transparent process for reviewing CRD bylaws that affect SSI	Y
Sustainable asset management	Develop sustainable asset management plans for all capital assets	E
Improved and sustainable CRD services that reflect prudent financial management	Develop an improved approach to longer-term year-round budgeting processes, in alignment with CRD financial planning process, that reflect LCC strategic plan priorities	Y
Improved collaboration and cooperation with other agencies	Establish regular meeting schedule with other agencies	Y
Expanded LCC administrative authority to include all SSI local CRD services	Develop initial strategy	Y
	Consult interest holders	Y
	Identify and recommend bylaw amendments	Y

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 * Y = Project may be identified in the Financial Plan, however funding may be through Tax Requisition, pending a future request for Debt, or a pending Grant application
 * N = Initiative will require a financial plan amendment and funding source to implement



Making a difference...together

REPORT TO CAPITAL REGIONAL DISTRICT BOARD MEETING OF WEDNESDAY, JANUARY 08, 2025

SUBJECT **Capital Regional District External Grants Update**

ISSUE SUMMARY

To provide the Capital Regional District (CRD) Board a bimonthly update on external grants activity for the period between October 22, 2024 and December 11, 2024.

BACKGROUND

This report summarizes activities and outcomes since the CRD External Grants Update was last presented in November. The External Grants Dashboard (Appendix A) details applications submitted, updated, awarded and declined as of December 11, 2024. Appendix B provides a summary of grant alerts for 2024 referencing CRD grant applications approved, pending, and declined.

IMPLICATIONS

Financial Implications

Grants/Contributions Awarded

1. \$71,900 from Regional District Basic Grant program to assist with general administrative costs in 2024. This unconditional funding is provided to all regional districts annually.
2. \$65,000 through the Island Coastal Economic Trust's Capital and Innovation Program to support the construction of the Schooner Way Trail. This project will create a "destination trail" to encourage economic development, social empowerment and environmental sustainability. This project phase has a total cost of \$1,234,075.

There are two grants under news embargo.

Applications Submitted

Four CRD applications were submitted:

1. \$278,000 through Union of British Columbia Municipalities' (UBCM) Community Emergency Preparedness Fund, Volunteer and Composite Fire Departments Equipment and Training Program for fire department training and equipment. Funds will permit fire departments in the Electoral Areas of Juan de Fuca and Southern Gulf Island to upgrade equipment such as personal protective gear and facilitate training courses.
2. \$40,000 through BC Ministry of Forestry's Forest Investment Program for reconnaissance, survey and costs to evaluate the potential for reforestation within Sooke Hills Regional Park. The funding will be used to assess the impacts of the recent wildfire, develop strategies for ecological recovery and improve climate resilience. It will also support the creation of a wildfire response protocol to enhance future preparedness and foster positive working relationships with First Nations communities in the area.

3. \$15,876 through Employment and Social Development Canada’s Summer Jobs Program for summer employment positions for two youth at Salt Spring Island Parks, Arts, Recreation and Culture.
4. \$4,462 through BC Civil Forfeiture Office’s Police Equipment and Training Program for purchasing equipment that will improve evidence collection for Regional Park bylaw enforcement. The equipment will enhance the ability to detect violations and protect park resources.

Service Delivery Implications

New Grant Opportunities

Nineteen grant calls (including programs with multiple streams) were issued during the reporting period and are summarized in Table 1. Appendix B details relevant active grants (as of October 22, 2024) and lists recently closed grants for 2024. Appendix B also references CRD grant applications approved, pending and declined/withdrawn.

Table 1: Grant Calls Issued

Grant	Deadline	Information
Volunteer and Composite Fire Departments Equipment and Training (2024) – UBCM	18-Oct-24	Funding to build resiliency of volunteer and composite fire departments through the purchase of new or replacement equipment and to facilitate the delivery of training.
Forest Investment Program – BC Ministry of Forestry	14-Nov-24	Funding for reforestation, forest nutrient management, enhancing forest resiliency, and activities that help deliver healthier, more resilient forests and provide contributions to mitigating climate change.
National Holocaust Remembrance Program – Department of Canadian Heritage	21-Nov-24	Funding for initiatives that seek to preserve the memory of the Holocaust and help improve Canadians' understanding and awareness of the Holocaust and contemporary antisemitism.
Police Equipment and Training Grant – BC Civil Forfeiture Office	9-Dec-24	Funding to support communities in preventing and addressing issues of crime, violence and victimization.
Climate-Ready Plans and Processes – Green Municipal Fund	10-Dec-24	Funding for projects that enhance long term climate resilience in communities equitably and inclusively.
Smart Renewables and Electrification Pathways Program, Utility Support Stream – Natural Resources Canada	13-Dec-24	Funding to support deployment of clean electricity infrastructure - such as wind turbines, solar panels, batteries, and other technologies - and aims to modernize and strengthen electricity grid to ensure a reliable, affordable and decarbonized electricity system for all Canadians.

Grant	Deadline	Information
Clean Energy for Rural and Remote Communities Program – Natural Resources Canada	13-Dec-24	Funding for renewable energy and capacity building projects to reduce the reliance on fossil fuels for heating and electricity in Indigenous, rural and remote communities across Canada.
Canada Summer Jobs Program – Employment and Social Development Canada	19-Dec-24	Funding to provide summer employment opportunities for youth to develop skills and gain paid work experience to successfully transition into the labour market.
Family Violence Prevention Program – Indigenous Services Canada	20-Dec-24	Funding for the operations of emergency shelters and transitional (second stage) housing to improve the safety and security of Indigenous women, children, families and 2SLGBTQI+ people.
Water Meter Pilot Program – Province of BC	30-Jan-25	Support for water meter purchasing and installation for smaller water services.
Community Regreening Program - BC Hydro	31-Jan-25	Funding to support the planting of trees and other vegetation that help enhance ecological networks across the province. The program also helps to ensure the right trees are planted near our power lines.
Municipal Climate Resiliency Grant - Intact Financial	31-Jan-25	Funding for practical solutions to protect people from effects of climate change and build more resilient communities.
Growing Canada's Community Canopies: Tree Planting - Green Municipal Fund	5-Feb-25	Funding for tree planting in communities so that they can grow, manage, and protect tree canopies. Includes activities such as street tree planting, urban planting, park tree planting, riparian planting and forest restoration and reforestation.
Next Generation 911 - UBCM	14-Feb-25	Funding to support local preparedness for the implementation of N9011, and to provide funding to eligible recipients to support the transition and operational readiness of existing 911 services to NG911.
Accelerating Community energy systems - Green Municipal Fund	21-Feb-25	Funding for a study that identifies opportunity areas for low-carbon community energy systems (including renewable and district energy systems) within communities and develops mechanisms to support implementation.
Canada Housing Infrastructure Fund - Housing, Infrastructure, and Communities Canada	31-Mar-25	Funding for planning or capital projects that would build or upgrade drinking water, wastewater, stormwater, or solid-waste infrastructure to enable more housing through two streams: 1. Direct delivery stream 2. Provincial and territorial agreement stream

Grant	Deadline	Information
Regional Homebuilding Innovation Initiative in British Columbia - Government of Canada	31-Mar-26	Funding to support local innovative housing solutions across B.C.
Capital project: Greenhouse Gas (GHG) impact retrofit - Green Municipal Fund	Continuous	Funding for retrofitting a local recreational or cultural facility to reduce GHG emissions.

CONCLUSION

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

RECOMMENDATION

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

Submitted by:	Lia Xu, MSc., CPA, CGA, Finance Manager, Local Services and Corporate Grants
Concurrence:	Nelson Chan, MBA, FCPA, FCMA, Chief Financial Officer, GM Finance & IT
Concurrence:	Ted Robbins, B. Sc., C. Tech., Chief Administrative Officer

ATTACHMENTS

- Appendix A: 2024 External Grants Dashboard
- Appendix B: 2024 Grant Alerts

APPENDIX A

2024 EXTERNAL GRANTS DASHBOARD

(updated 11-Dec-24)

 Approved	 Pending	 Declined
27	12	19
\$15,887,656	\$2,506,487	\$70,705,764

2024 Approved Grants

Department	Grant Program	Project	Amount (\$)	Year Submitted
Corporate Services	Active Transportation Infrastructure Stream – BC Active Transportation Infrastructure Grants Program	Schooner Way-School Trail - Pender Island	500,000	2023
	Economic Diversification Stream – Rural Economic Diversification and Infrastructure Program	Last-mile Connectivity and Economic Diversification for the Southern Gulf Islands	495,000	2023
	Community REGreening Program – BC Hydro	Dinner Bay Park Fitness Circuit Beautification - Mayne Island	4,600	2024

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Department	Grant Program	Project	Amount (\$)	Year Submitted
Corporate Services (Con't)	New Horizons for Seniors Program – Employment and Social Development Canada	Dinner Bay Seniors Fitness Circuit - Mayne Island	25,000	2024
	Community Emergency Preparedness Fund – UBCM	Climate Risk Assessment and Water Conservation Signage	200,000	2024
	Capital and Innovation Program – Island Coastal Economic Trust *New	Schooner Way-School Trail - Pender Island	65,000	2024
	Regional District Basic Grant – Province of BC *New	Regional District Basic Grant – 2024	71,900	N/A
Executive Services	Active Transportation Infrastructure Stream – BC Active Transportation Infrastructure Grants Program	Merchant Mews Pathway Project – Salt Spring Island	112,000	2023
	Community Grants Fund – Salt Spring Island Foundation	Portlock Park Bleachers	4,000	2023
	Bloom Fund – Salt Spring Island Foundation	Mount Maxwell Community Park Preservation and Improvement	100,000	2023

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Department	Grant Program	Project	Amount (\$)	Year Submitted
Executive Services (Con't)	Community Grants Fund – Salt Spring Island Foundation	Dance Studio Mirrors and Barres	5,000	2024
	Community Grants Fund – Salt Spring Island Foundation	Portlock Park Well Revitalization Project	10,000	2024
Parks & Environmental Services	CleanBC – BC Hydro Custom Incentive Program	Panorama Recreation Arena Dehumidifier Electrification	7,514	2023
	Energy Audit Program – BC Hydro	Saanich Peninsula Wastewater Treatment System Energy Study	25,000	2023
	Family Day Grant Program – BC Recreation and Parks Association	SEAPARC Family Day Activities	1,000	2024
	Active Transportation Infrastructure Stream – BC Active Transportation Infrastructure Grants Program	Regional Trestles Renewal, Trails Widening and Lighting Project	500,000	2023

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Department	Grant Program	Project	Amount (\$)	Year Submitted
Parks & Environmental Services (Con't)	Sustainable Communities Program – BC Hydro	Capital Region Covered Buildings List	16,000	N/A
	CleanBC Communities Fund – Climate Change Mitigation – Green Infrastructure Stream – Investing in Canada Infrastructure Program	Capital Regional District Public Electric Vehicle Charging Network Project (Total Grant Award of \$6.4M including City of Victoria portion as partnership)	1,710,037	2022
	Local Government Climate Action Program – Province of BC	2024-26 Local Government Climate Action program	369,429	N/A
	Corporate Energy Manager – BC Hydro	CRD Corporate Energy Manager	207,500	N/A
	Rapid Housing Initiative – Canada Mortgage and Housing Corporation	1502 Admirals Road Housing Project	9,922,687	2022
	Community Resiliency Initiative Grant – 2023 FireSmart Community Funding and Supports – Union of BC Municipalities (UBCM)	Capital Regional District FireSmart Project – 2023	344,057	2022
	Local Government Housing Initiative – Province of BC	For projects such as: Official Development Plan updates, Housing Needs Reports and other activities	252,492	N/A
	Active Transportation Network Planning Stream – BC Active Transportation Infrastructure Grants Program	Juan de Fuca Electoral Area - Active Transportation Network Plan	30,000	2023

APPENDIX A

Department	Grant Program	Project	Amount (\$)	Year Submitted
Parks & Environmental Services (Con't)	Community Emergency Preparedness Fund – UBCM	Emergency Support Services Equipment and Training	30,000	2024
	Community Resiliency Investment Program – UBCM	2024-25 FireSmart Community Funding and Supports	700,000	2024
	Community Emergency Preparedness Fund – UBCM	Capital Regional District Fire Department Training and Equipment Project 2024	179,440	2023
Total			15,887,656	

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2024 Pending Grants

Department	Grant Program	Project	Amount (\$)	Year Submitted
Executive Services	Canada Summer Jobs Program – Employment and Social Development Canada *New	2024 SSIPARC Canada Summer Jobs	15,876	2024
Parks & Environmental Services	Local Leadership for Climate Adaptation – Green Municipal Fund	Capital Region Climate Adaptation Capacity Building Initiative	236,151	2024
	Forest Investment Program – BC Ministry of Forestry *New	Sooke Hills Wildfire Recovery Project	40,000	2024
	2024 Police Equipment and Training – BC Civil Forfeiture Office *New	2024 Park Ranger Equipment	4,462	2024
Planning & Protective Services	Sustainable Affordable Housing Study Grant – Green Municipal Fund – Federation of Canadian Municipalities	Campus View Redevelopment Project	175,000	2023
	Sustainable Affordable Housing Study Grant – Green Municipal Fund	Village on the Green Affordable Housing Redevelopment Study	175,000	2023
	Enabling Accessibility Fund – Employment and Social Development Canada	Hearing Loop Installation - SEAPARC	12,195	2024
	Build and Mobilize Foundational Wildland Fire Knowledge Program – Natural Resources Canada	Wildfire Table and Braided Knowledge Mobilization Initiative	369,500	2024

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Department	Grant Program	Project	Amount (\$)	Year Submitted
Planning & Protective Services (Con't)	Disaster Resilience & Innovation Funding Program – BC Ministry of Emergency Management and Climate Readiness	Community Adaptivity Assessment	400,000	2024
	Disaster Resilience & Innovation Funding Program – BC Ministry of Emergency Management and Climate Readiness	Multi Hazard Resilience Plan	400,000	2024
	Disaster Resilience & Innovation Funding Program – BC Ministry of Emergency Management and Climate Readiness	Risk Assessment	400,000	2024
	Community Emergency Preparedness Fund-Volunteer and Composite Fire Departments Equipment and Training – UBCM <i>*New</i>	CEPF 2024 Composite Fire Department Equipment and Training	278,303	2024
Total			2,506,487	

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2024 Declined Grants

Department	Grant Program	Project	Amount (\$)	Year Submitted
Corporate Services	Outdoor Recreation Fund of BC – Outdoor Recreation Council of BC	Henderson Park Information Kiosk	3,942	2024
Executive Services	Economic Diversification Stream – Rural Economic Diversification and Infrastructure Program	Ganges Harbourwalk Revitalization Project - Detailed Designs	100,000	2023
	Community Grants Fund – Salt Spring Island Foundation	Inclusive Recreation Gym and Swim	10,000	2023
	Community Grants Fund – Salt Spring Island Foundation	Rollerskating for Youth Drop-in	4,900	2023
Integrated Water Services	Disaster Mitigation and Adaptation Fund – Infrastructure Canada	Capital Regional District – Regional Water System Upgrades – Disaster Mitigation and Adaptation Improvement Project	63,150,000	2023
	Heritage Legacy Fund – HeritageBC	Graffiti Removal - Goldstream Powerhouse	28,000	2024
Parks & Environmental Services	CleanBC – BC Hydro Commercial Custom Program	Panorama Energy Recovery Project	200,000	2020
	Grant Program for Specialized Equipment and Training for Police and Related Agencies – Civil Forfeiture Office	Park Ranger Equipment	4,462	2023

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Parks & Environmental Services (Con't)	Community Development Grants – Canadian Tire Jumpstart	Serve's Up! Tennis for Saanich Peninsula Schools – Panorama Programming	5,485	2024
	Active Community Grant Program – BC Alliance For Healthy Living	Serve's Up! Tennis for Saanich Peninsula Schools – Panorama Programming	32,200	2024
Planning & Protective Services	Seed Funding – CMHC	1800 McKenzie Phase 1	149,995	2024
	Seed Funding – CMHC	Cloverhurst-Amberlea	149,995	2024
	Seed Funding – CMHC	Grey Oak Square	149,995	2024
	Seed Funding – CMHC	Swanlea	149,995	2024
	Seed Funding – CMHC	Verdier	149,995	2024
	Active Community Grant Program – BC Alliance For Healthy Living	Moving on With Your Life (after brain injury) and Beyond Breast Cancer – SEAPARC Programming	50,000	2024
	Natural Climate Solutions Grant – Paul G. Allen Foundation	Building Climate Resilience and Community Connections through Tree Planting in the Capital Region	500,000	2024

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Planning & Protective Services (Con't)	Active Transportation Fund – Infrastructure Canada	Galloping Goose Regional Trail and Selkirk Trestle Enhancement Project (Submitted by Ministry of Transportation and Infrastructure, in partnership with Regional Parks)	5,848,328	2022
	Community Grant Program – Tire Stewardship BC	Greenglade Community Centre Playground	18,472	2023
Total			70,705,764	

APPENDIX B

2024 GRANT ALERTS

Open Grants as of 11-Dec-24 (Including CRD Applications Approved, Pending and Declined)

Approved 		Pending 	Declined 
DEADLINE	PROGRAM	DESCRIPTION	
02-Dec-24	Plastics Action Fund – Alacrity Canada [LINK]	To support new projects and project financing in the Regional Plastics Innovation Category in communities with a population of less than 25,000.	
09-Dec-24	Police Equipment and Training Grant – BC Civil Forfeiture Office [LINK]	To support communities in preventing and addressing issues of crime, violence, and victimization ^{*New}	
10-Dec-24	Climate-Ready Plans and Processes – Green Municipal Fund [LINK]	Funding for projects that enhance long term climate resilience in communities equitably and inclusively.	
06-Sep-24 06-Dec-24	Community to Community Program (C2C) – Union of BC Municipalities (UBCM) [LINK]	To support C2C forums and expanding to include First Nation-local government reconciliation and relationship building through agreements, joint plans and/or strategies for reviewing by-laws and/or policies	
11-Dec-24	Infrastructure Planning Grant Program – Ministry of Municipal Affairs [LINK]	Funding for infrastructure and asset planning	
13-Dec-24	Smart Renewables and Electrification Pathways Program, Utility Support Stream – Natural Resources Canada [LINK]	Funding to support deployment of clean electricity infrastructure - such as wind turbines, solar panels, batteries, and other technologies - and aims to modernize and strengthen electricity grid to ensure a reliable, affordable and decarbonized electricity system for all Canadians.	
13-Dec-24	Clean Energy for Rural and Remote Communities Program – Natural Resources Canada [LINK]	Funding for renewable energy and capacity building projects to reduce the reliance on fossil fuels for heating and electricity in Indigenous, rural and remote communities across Canada	

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Approved 		Pending 	Declined 
DEADLINE	PROGRAM	DESCRIPTION	
19-Dec-24	Canada Summer Jobs Program – Employment and Social Development Canada [LINK]	Funding to provide summer employment opportunities for youth to develop skills and gain paid work experience to successfully transition into the labour market. <i>*New</i>	
20-Dec-24	Family Violence Prevention Program – Indigenous Services Canada [LINK]	Funding for the operations of emergency shelters and transitional (second stage) housing to improve the safety and security of Indigenous women, children, families and 2SLGBTQI+ people	
30-Sep-24 31-Dec-24	FireSmart Community Funding and Supports – UBCM [LINK]	Funding to increase community resiliency by undertaking community-based planning and activities that reduce the community’s risk from wildfire <i>Planning and Protective Services 2024 FireSmart Community Funding and Supports</i>	
09-Jan-25	Documentary Heritage Communities Program – Library and Archives Canada [LINK]	Funding to support records and publications that reflect Canada's history.	
15-Jan-25	TD Friends of the Environment Foundation Grant – TD Bank Group [LINK]	Funds to support schoolyard greening, park revitalization, community gardens, park programming and citizen science initiatives	
30-Jan-25	Water Meter Pilot Program – Province of BC [LINK]	Support for water meter purchasing and installation for smaller water services.	
31-Jan-25	Emergency Support Services Equipment and Training – UBCM [LINK]	Funding to support eligible applicants to build local capacity to provide emergency support services through volunteer recruitment, retention and training.	

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Approved 	Pending 	Declined 
DEADLINE	PROGRAM	DESCRIPTION
31-Jan-25	Community Regreening Program – BC Hydro [LINK]	Funding to support the planting of trees and other vegetation that help enhance ecological networks across the province. The program also helps to ensure the right trees are planted near our power lines.
31-Jan-25	Municipal Climate Resiliency Grant – Intact Financial [LINK]	Funding for practical solutions to protect people from effects of climate change and build more resilient communities.
5-Feb-25	Growing Canada's Community Canopies: Tree Planting - Green Municipal Fund [LINK]	Funding for tree planting in communities so that they can grow, manage, and protect tree canopies. Includes activities such as street tree planting, urban planting, park tree planting, riparian planting and forest restoration and reforestation.
14-Feb-25	Next Generation 911 – UBCM [LINK]	Funding to support local preparedness for the implementation of N9011, and to provide funding to eligible recipients to support the transition and operational readiness of existing 911 services to NG911
21-Feb-25	Accelerating Community energy systems - Green Municipal Fund [LINK]	Funding for a study that identifies opportunity areas for low-carbon community energy systems (including renewable and district energy systems) within communities and develops mechanisms to support implementation.
28-Feb-25	Emergency Operations Centres Equipment and Training (2025) – UBCM [LINK]	Funding to support the purchase of equipment and supplies required to maintain or improve Emergency Operations Centres (EOC) and to enhance EOC capacity through training and exercises

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Approved 			Pending 			Declined 		
DEADLINE		PROGRAM		DESCRIPTION				
1-Mar-25 Undisclosed		Canada Housing Infrastructure Fund (CHIF) – Housing, Infrastructure, and Communities Canada [LINK]		Funding for planning or capital projects that would build or upgrade drinking water, wastewater, stormwater, or solid-waste infrastructure to enable more housing through two streams: <ol style="list-style-type: none"> 1. Direct delivery stream 2. Provincial and territorial agreement stream 				
04-Oct-24 28-Mar-25		Disaster Risk Reduction-Climate Adaption (2024/25) – UBCM [LINK]		Funding to reduce risks from future disasters due to natural hazards and climate-related risks through three streams: <ol style="list-style-type: none"> 1. Foundational activities including risk mapping, risk assessments and planning. 2. Non-structural projects including land use planning and education and temporary mitigation equipment 3. Small Scale Structural Projects 				
30-Sep-25		FireSmart Community Resilience Investment Program – UBCM [LINK]		Funding to reduce the risk of wildfires and mitigate their impacts on BC communities.				
31-Mar-26		Regional Homebuilding Innovation Initiative in British Columbia – Government of Canada [LINK]		Funding to support local innovative housing solutions across B.C.				
31-Mar-27		Codes Acceleration Fund – Natural Resources Canada [LINK]		To accelerate the adoption of the highest feasible energy performance such as net-zero emissions codes, promote compliance and build capacity in two streams: <ol style="list-style-type: none"> 1. Regional and municipal governments that have the authority to adopt energy by-laws and codes 2. Regional and municipal governments that do not have authority to adopt building energy by-laws and codes 				

APPENDIX B

Approved 		Pending 	Declined 
DEADLINE	PROGRAM	DESCRIPTION	
Continuous	Capital project: GHG impact retrofit – Green Municipal Fund [LINK]	Funding for retrofitting a local recreational or cultural facility to reduce GHG emissions.	
Continuous (limited funds)	The Living Cities Canada Fund (2024) – Green Communities Canada [LINK]	For small-scale green infrastructure projects	
Continuous (limited funds)	Go Electric – CleanBC [LINK]	Funding to support fleet transition to electric vehicles	
Continuous (limited fund)	Rural Transit Solutions Fund Planning and Design Stream – Infrastructure Canada [LINK]	Planning and design project funding to support the development and expansion of locally driven transit solutions	
Continuous through 2025	Next Generation 911 – UBCM [LINK]	Funding to eligible recipients to support the transition and operational readiness of existing 911 services to NG911	
Continuous	Local Community Accessibility Grant Program – Social Planning and Research Council of BC (SPARC BC) [LINK]	Funding to identify and remove barriers to improve accessibility and inclusion	
Continuous	CleanBC Custom Program – BC Hydro [LINK]	Energy study funding and capital incentives for fuel switching and electrification measures <ul style="list-style-type: none"> • <i>Parks and Environmental Services, Panorama Recreation Arena Dehumidifier Electrification</i> 	

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Approved 		Pending 	Declined 
DEADLINE	PROGRAM	DESCRIPTION	
Continuous	Integrated Energy Audit – BC Hydro [LINK]	An integrated energy audit to Improve efficiency and managing energy costs <ul style="list-style-type: none"> <i>Parks and Environmental Services, Saanich Peninsula Wastewater Treatment System Energy Study</i> 	
Continuous	Legacy Fund – Building Communities through Arts and Heritage – Canadian Heritage [LINK]	Funds to celebrate community, increase opportunities for local artists, artisans, heritage performers or specialists and First Nations, Inuit and Metis cultural carriers to be involved in their community with citizen involvement and local partners	
Continuous (limited funds)	Community Buildings Retrofit Initiative – Green Municipal Fund [LINK]	Retrofit existing community buildings to lower green house gas (GHG) emissions and extend their life cycle	
Continuous	Clean Energy for Rural and Remote Communities Program – Natural Resources Canada [LINK]	Provides funding for renewable energy and capacity building projects in rural and remote communities. Accepting application for only two steams: <ol style="list-style-type: none"> Biomass heating, district heating, combined heat and power systems research, development, and demonstration projects 	
Continuous	Multiculturalism and Anti-Racism Program – Events Component – Canadian Heritage [LINK]	Funding for community-based events that promote intercultural or interfaith understanding or celebrate a community’s history and culture	
Continuous	Connecting British Columbia Program – Phase Two: Connectivity Infrastructure Strategy [LINK]	To support the development of regional connectivity infrastructure strategies that ensure that infrastructure strategies achieve objectives for the region	

APPENDIX B

Approved 	Pending 	Declined 
DEADLINE	PROGRAM	DESCRIPTION
Continuous	Compensation for Employers of Reservists Program – Employment and Social Development Canada [LINK]	Employers are compensated for operational losses when reservists take time away from work to serve on military operations
Continuous	Community Economic Development and Diversification in British Columbia – Pacific Economic Development Canada [LINK]	Funds to respond to economic development opportunities or adjust to changing and challenging economic circumstances
Continuous	Rental Protection Fund – Ministry of Housing [LINK]	Provides funding for affordable housing projects
Continuous	National Institute of Disability Management and Research (NIDMAR) Disability Management Program Assessment – NIDMAR – BC Workforce Development Agreement [LINK]	Provides BC workplaces with two levels of opportunity: <ol style="list-style-type: none"> 1. Free assessment of current Disability Management and Return to Work workplace structures 2. Potential subsidy of up to \$7,500 to address issues identified in the assessment
Continuous	Supporting Rural Destinations – Discover West Tourism [LINK]	Funding for tourism events in rural communities
Continuous	Capital project: Retrofit of existing municipal buildings – Federation of Canadian Municipalities [LINK]	Retrofit a municipal building or portfolio of municipal buildings for higher energy performance and significant GHG emissions reduction
Continuous	Homelessness Community Action Grants Program – SPARC [LINK]	One-time funding for local planning and collaborative initiatives to respond to the needs of those who are homeless or at risk of becoming homeless
Continuous	Canada Cultural Spaces Fund – Canadian Heritage [LINK]	Funding for improvement of physical conditions for heritage, culture and creative innovation including renovation and construction projects

APPENDIX B

Approved 			Pending 			Declined 		
DEADLINE	PROGRAM	DESCRIPTION						
Continuous	Retrofit or New Construction of Sustainable Affordable Housing – Green Municipal Fund [LINK]	Funding to evaluate solutions for integrating deep energy efficiency measures and onsite renewable energy generation in existing affordable housing retrofit and new build projects						
Continuous	GHG Impact Retrofit – Federation of Canadian Municipalities [LINK]	Funding to retrofit a local recreational or cultural facility to reduce GHG emissions						
Continuous	Commemorate Canada – Canadian Heritage [LINK]	Funding for initiatives that commemorate and celebrate historical figures, places, events and accomplishments of national significance						
Continuous	GHG Reduction Pathway Feasibility – Green Municipal Fund – Federation of Canadian Municipalities [LINK]	Funding to assess feasibility for projects that reduce energy and GHGs for recreational and cultural facilities						
Continuous	McConnell Foundation Fund [LINK]	Funding to support projects through three streams: <ol style="list-style-type: none"> 1. Climate 2. Reconciliation 3. Communities 						
Continuous	Medium and Heavy Duty Zero Emission Vehicles Program – Transport Canada [LINK]	Funding to encourage adoption of medium and heavy-duty zero emissions vehicles						

APPENDIX B

Approved 		Pending 	Declined 
DEADLINE	PROGRAM	DESCRIPTION	
Continuous	Planning Stream: Early Support Grant for Sustainable Affordable Housing Projects- Green Municipal Fund – Federation of Canadian Municipalities [LINK]	Funds for deliverables required in applications for additional funding of energy efficient affordable housing <ul style="list-style-type: none"> • <i>Planning and Protective Services</i>, Campus View Redevelopment Project • <i>Planning and Protective Services</i>, Village on the Green Affordable Housing Redevelopment Study 	
Continuous	Capital project: Municipal Fleet Electrification – Green Municipal Fund – Federation of Canadian Municipalities [LINK]	Funding for feasibility studies for projects that reduce or avoid fossil fuel use in any vehicle that delivers municipal services	
Continuous	Regional Innovation Ecosystems in BC- Pacific Economic Development Canada [LINK]	Funding to create, grow and nurture inclusive ecosystems that support business needs	
Continuous	Smart Renewables and Electrification Pathways Program – Natural Resources Canada [LINK]	Four funding streams: <ol style="list-style-type: none"> 1. Established Renewables 2. Emerging Technologies 3. Grid Modernization (the only eligible Applicants are Utilities and System Operators) 4. Strategic Dialogue Linked Projects 	
Continuous	Zero Emission Transit Fund – Infrastructure Canada [LINK]	Funding through two components to support public transit and school bus operators to electrify their fleets: <ol style="list-style-type: none"> 1. Planning projects 2. Capital projects 	

APPENDIX B

Approved 	Pending 	Declined 
DEADLINE	PROGRAM	DESCRIPTION
Continuous	ECO Employment Programs – Environmental Careers Organization of Canada [LINK]	Funding for training and employment to support job seekers looking to enter or advance their careers in the clean economy.

APPENDIX B

Closed Grants

Approved 			Pending 			Declined 		
DEADLINE	PROGRAM	DESCRIPTION						
08-Jan-24	National Anti-Racism Fund (NARF)'s Projects Grants – Canadian Race Relations Foundation	The fund supports communities fighting against racism and discrimination with a theme of addressing systemic racism in the delivery of public services, employment and public life						
10-Jan-24	Canada Summer Jobs Wage Subsidy (2024)– Employment and Social Development Canada	Funding for quality summer work experiences for young people (15-30 yrs.) and respond to national and local priorities as provide opportunity for those who face barriers including youth in rural areas and remote communities						
10-Jan-24	Infrastructure Planning Grant Program – Ministry of Municipal Affairs	Funds to support projects related to the development of sustainable community infrastructure						
12-Jan-24	Complete Communities Program – UBCM	Funding to undertake assessments to inform land use decision-making; considering housing need, supply and location; providing transportation options; and connecting to infrastructure investment and service decisions						
12-Jan-24	Low Carbon Economy Challenge (The Challenge Fund) –Environment and Climate Change Canada	Funding to support the implementation of projects that deploy proven, low-carbon technologies resulting in material GHG emissions reductions						
12-Jan-24	Sustainable Development Goals Program – Employment and Social Development Canada	Funds to increase public awareness and enhance the United Nations' 2030 Agenda for Sustainable Development and it's 17 Sustainable Development Goals which includes sustainable cities and communities						
15-Jan-24	BC Vision Zero in Road Safety – Government of British Columbia	Funds for projects aimed at improving vulnerable road user safety in local communities						

APPENDIX B

Approved 			Pending 			Declined 		
DEADLINE	PROGRAM	DESCRIPTION						
15-Jan-24	TD Friends of the Environment Foundation Grant – TD Bank	Funds to support environmental initiatives including green space programs such as park revitalization, community gardens and park programming						
15-Feb-24	Community Salmon Program – Pacific Salmon Foundation	To provide resources to enable the public to participate in Fisheries and Oceans Canada’s Salmon Enhancement Program						
24-Jan-24	Search and Rescue (SAR) New Initiatives Fund – Public Safety Canada	Annual funding for projects that improve search and rescue in Canada, enhance SAR responses and promote sharing and prevention best practices						
26-Jan-24	Community Emergency Preparedness Fund – UBCM	Funding to support eligible applicants to build local capacity to provide emergency support services through volunteer recruitment, retention, and training <ul style="list-style-type: none"> • <i>Planning and Protective Services</i>, Emergency Support Services Equipment and Training • <i>Corporate Services</i>, Climate Risk Assessment and Water Conservation Signage 						
26-Jan-24	Energy Innovation Program – National Energy Systems Modelling Call – Public Health Agency of Canada	Projects that quantitatively model innovative emissions reduction technologies for the energy sector and its role in achieving a net-zero emissions economy						
31-Jan-24	Community ReGreening Program – BC Hydro	Funding to support community planting projects and vegetation that enhance ecological networks and ensure the right trees are planted around power lines <ul style="list-style-type: none"> • <i>Parks and Environmental Services</i>, Dinner Bay Park Fitness Circuit Beautification 						

APPENDIX B

Approved 			Pending 			Declined 		
DEADLINE	PROGRAM	DESCRIPTION						
31-Jan-24	WildFire Community Preparedness Day Award – FireSmart Canada	Funding to support community events that raise awareness of wildfire risk and increase community resilience						
01-Feb-24	Fighting and Managing Wildfires in a Changing Climate Program: Training Fund – Natural Resources Canada	Funds to support wildfire training projects that increase firefighting capacity and build community capacity to respond to wildfires						
01-Feb-24	2024 Family Day Event Grant – BC Recreation and Parks Association	Funds to support community recreational and cultural activities that will be free of charge over the Family Day weekend <ul style="list-style-type: none"> • <i>Parks and Environmental Services, Family Day Event at SEAPARK Recreation</i> 						
05-Feb-24	Active Communities Grant Program – BC Alliance for Healthy Living	Create or expand accessible physical activity opportunities by reducing financial and transportation barriers <ul style="list-style-type: none"> • <i>Parks and Environmental Services, Serve’s Up! Tennis for Saanich Peninsula Schools – Panorama Programming</i> • <i>Parks and Environmental Services, Moving on With Your Life (after brain injury) and Beyond Breast Cancer – SEAPARC Recreation</i> 						
05-Feb-24	Active Communities Grant Program – BC Alliance for Healthy Living	Funding for community level changes to increase and support physical activity planning, infrastructure and participation						
07-Feb-24	Our Priorities Fund – Real Estate Foundation of BC	Funds to support law and policy reform around land use, fresh water, built environments, food sovereignty, and the real estate profession						

APPENDIX B

Approved 			Pending 			Declined 		
DEADLINE	PROGRAM	DESCRIPTION						
07-Feb-24	Real Estate Foundation BC (REFBC) General Grants – REFBC	Prioritized funding projects that advance justice, equity, diversity, and inclusion for racialized and other communities historically and systemically excluded from land use decision-making						
08-Feb-24	Low Carbon Economy Challenge – Environment and Climate Change Canada	Funds to reduce Canada’s GHG emissions and build resilient communities through the Challenge Fund which supports the deployment of proven, low-carbon technologies						
09-Feb-24	Research and Knowledge Initiative – Infrastructure Canada	Funds projects focused on key Government of Canada research and data priorities related to housing, infrastructure and communities						
09-Feb-24	Active Transportation Planning Program – UBCM	Funding to support active transportation components of formal planning documents including research, consultation, and policy development						
13-Feb-24	ParticipACTION Community Challenge – ParticipACTION Canada	To help promote and deliver sport and physical activity opportunities to equity-denied populations						
15-Feb-24	Community Salmon Program – Pacific Salmon Foundation	To provide resources to enable the public to participate in Fisheries and Oceans Canada’s Salmon Enhancement Program						

APPENDIX B

Approved 			Pending 			Declined 		
DEADLINE	PROGRAM	DESCRIPTION						
16-Feb-24	Green Jobs Initiative – Canadian Parks and Recreation Association –	Provide learning experiences for youth to become successful in the workplace and potentially pursue careers in the green jobs sector						
16-Feb-24	Capital and Innovation Program – Island Coastal Economic Trust	Funding to support regional and community-based infrastructure including strategic tourism infrastructure and destination trails *NEW <ul style="list-style-type: none"> Corporate Services, Schooner Way – School Trail, Pender Island 						
20-Feb-24	Canadian Tourism and Growth Program – Pacific Economic Development Canada	Funding for local communities to grow and develop tourism products and experiences						
22-Feb-24	Multiculturalism and Anti-Racism Program – Organizational Capacity Building Component – Canadian Heritage	Provide funding to build an organization’s internal capacity to meet the objectives of the Multiculturalism and Anti-Racism Program						
22-Feb-24	Canada’s Charged for Change Program – Aviva	Funding for electric vehicle charging stations and electric vehicle infrastructure in public places, workplaces and multi-unit residential buildings in underserved communities of less than 100,000						
23-Feb-24	Energy Innovation Program – Utilization Focus Area – Natural Resources Canada	Supports research, development and CO ² utilization technologies that reduce costs, energy and permanent carbon sequestration						

APPENDIX B

Approved 			Pending 			Declined 		
DEADLINE	PROGRAM	DESCRIPTION						
23-Feb 24	Emergency Operations Centres Equipment and Training (2024) – UBCM	Funding to support the purchase of equipment and supplies required to maintain or improve Emergency Operations Centres (EOC) and to enhance EOC capacity through training and exercises						
25-Feb-24	Fairs, Festivals and Event Funds – Ministry of Tourism, Arts, Culture and Sport	Funds to help community event organizers recover from cost increases, reduced sponsorship, and severe weather events						
28-Feb-24	Rural Transit Solutions Fund: Capital Projects Stream — Infrastructure Canada	Funding for rural and remote community capital projects to support both traditional and non-traditional transport modes and transportation systems						
01-Mar-24	Canada Post Community Foundation Grants – Canada Post	Funding for projects that create or expand services such as purchasing new equipment or launching new programs						
08-Mar-24	Local Government Development Approvals Program – UBCM	To improve development approval processes while meeting local government planning and policy objectives						
14-Mar-24	Connecting Communities – Government of BC	Funds for Broadband Infrastructure for underserved households in areas that lack internet service						
31-Mar-24	Community Grants Fund – Salt Spring Island Foundation	Provides funding to a wide range of community projects on Salt Spring Island <ul style="list-style-type: none"> • <i>Executive Services</i>, Dance Studio Mirrors and Barres • <i>Executive Services</i>, Portlock Park Well Revitalization Project 						

APPENDIX B

Approved 			Pending 			Declined 		
DEADLINE	PROGRAM	DESCRIPTION						
31-Mar-24	Community Safety Support Fund – Fierste Canada Pride (FCP)	Provides funding to both FCP members and non-members for Pride Festivals and Events between June 1, 2023 and March 31, 2024						
31-Mar-24	Jobs and Growth Fund In British Columbia – Pacific Economic Development Canada	Funding for four streams: <ol style="list-style-type: none"> 1. Activities that support the transition to a green economy 2. Activities that foster an inclusive recovery 3. Activities that advance Canada’s competitiveness and grow small and medium-sized enterprises through digital adoption 4. Activities that strengthen capacity in sectors critical to Canada’s recovery 						
31-Mar-24	B.C. Employer Training Grant – WorkBC	To support skills training for new hires to increase job security or a move into better jobs for employees						
31-Mar-24	Rapid Housing Initiative – Canada Mortgage and Housing Corporation (CMHC)	Funds for 4,500 new units of permanent affordable housing for vulnerable and targeted populations with 25% towards women-focused projects <ul style="list-style-type: none"> • <i>Planning and Protective Services, 1502 Admirals Road Housing Project</i> 						
02-Apr-24	Arts Impact Grant – British Columbia Arts Council	Funding for arts and cultural organization’s foundational, community, or artistic and cultural impact						

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Approved 	Pending 	Declined 
DEADLINE	PROGRAM	DESCRIPTION
12-Apr-24	Community Wellness Grant Program – Island Health	For community led wellness projects that reduce barriers and increase supports
12-Apr-24	Natural Climate Solutions Grant – Paul G. Allen Foundation	Funding to support rigorous, place-based and inclusive natural climate solutions. <ul style="list-style-type: none"> • <i>Parks and Environment Services</i>, Building Climate Resilience and Community Connections through tree planting in the Capital Region
17-Apr-24	Energy Innovation Program – Natural Resources Canada	Funding for methane measurement, reporting, verification, and emissions mitigation
22-Apr-24	Foam Recycling Coalition Grant Program – Foodservice Packaging Institute	Improve the collection and recycling of polystyrene foam
26-Apr-24	Heritage Legacy Fund – HeritageBC	Supports community initiatives that conserve and increase appreciation of heritage resources <ul style="list-style-type: none"> • <i>Integrated Water Services</i>, Graffiti Removal - Goldstream Powerhouse
26-Apr-24	Public Notification and Evacuation Route Planning – UBCM	Funding programs to enhance the resiliency of local governments, First Nations, and communities in responding to emergencies
30-Apr-24	Biodiversity Conservation Grant – Fraser Basin Council	Opportunities for conservation tools and incentives on private lands

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Approved 			Pending 			Declined 		
DEADLINE	PROGRAM	DESCRIPTION						
30-Apr-24	Community Anniversaries- Building Communities through Arts and Heritage – Canadian Heritage	Funding for one-time events/capital projects that celebrate the 100th (or 125th/150th /175th, etc.) anniversary of a significant historical event/personality						
30-Apr-24	Outdoor Recreation Fund – Outdoor Recreation Council of BC	Funding for trail enhancement, stewardship and education and inclusive participation measures <ul style="list-style-type: none"> • <i>Corporate Services</i>, Henderson Park Information Kiosk 						
30-Apr-24	Indigenous Housing Fund – Request for Proposals – BC Housing	Funds for non-profit housing providers who wish to partner with indigenous housing providers providing housing on and off reserve for Indigenous people in our province						
14-May-24	Build and Mobilize Foundational Wildland Fire Knowledge Program – Natural Resources Canada	Funding for wildfire risk assessment, risk mitigation, and adaptation forestry practices <ul style="list-style-type: none"> • <i>Planning and Protective Services</i>, Wildfire Table and Braided Knowledge Mobilization Initiative 						
15-May-24	AgriSpirit Fund – Farm Credit Canada	Funding for food waste reduction, supporting agriculture and food, reducing the environmental footprint and accessibility projects						
17-May-24	Go Electric Public Charger Program – CleanBC	To increase the numbers of public DC fast charger stations						
24-May-24	Capital and Innovation Program – Island Coastal Economic Trust	Funding to support regional and community-based infrastructure including strategic tourism infrastructure and destination trails						

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Approved 			Pending 			Declined 		
DEADLINE	PROGRAM	DESCRIPTION						
30-May-24	Environmental Damages Fund – Environment and Climate Change Canada	Opportunities for restoration, environmental quality improvement, research and education projects						
31-May-24	Hosting BC – ViaSport BC	Support for hosting sporting events that encourage economic and community development.						
31-May-24	Community Park Enhancement Fund – BC Parks	Funding for conservation or recreation projects in community parks						
12-Jun-24	Infrastructure Planning Grant Program – Ministry of Municipal Affairs	Funding for infrastructure and asset planning						
26-Jun-24	Watershed Grants – Watershed Security Fund	Supports projects and initiatives that advance resiliency in British Columbia (BC) watersheds						
04-Jul-24	PlanH Healthy Communities Grant – BC Healthy Communities	Funding to support local governments to advance policies, programs and strategies aimed at improving health equity and well-being						
12-Jul-24	Growing Canada’s Community Canopies– Green Municipal Fund	Funding for tree planning initiatives						

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Approved 			Pending 			Declined 		
DEADLINE	PROGRAM	DESCRIPTION						
12-Jul-24	Community Development Grants – Canadian Tire Jumpstart	Two funding streams: <ol style="list-style-type: none"> 1. Programming Support – develop or sustain the delivery of sport or physical-based activities 2. Operational Support – to build inclusive, equitable, safe sport participation experiences <i>Parks and Environment Services, Serve’s Up! Tennis for Saanich Peninsula schools – Panorama Programming</i>						
15-Jul-24	TD Friends of the Environment Foundation Grant – TD Bank Group	Funds to support environmental initiatives including green space programs such as park revitalization, community gardens and park programming						
23-Jul-24	Enabling Accessibility Fund – Employment and Social Development Canada	Supports infrastructure projects that improve accessibility and safety for persons with disabilities <ul style="list-style-type: none"> • <i>Planning and Protective Services, Hearing loop Installation - SEAPARC</i> 						
02-Aug-24	ChildCareBC New Spaces Fund – Province of BC	Funding to create new childcare spaces						
07-Aug-24	Capacity Development Partner Grants – Green Municipal Fund	Funding for basic and in-depth technical training to advance climate adaptation knowledge and skills						

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Approved 			Pending 			Declined 		
DEADLINE	PROGRAM	DESCRIPTION						
14-Aug-24	Local Leadership for Climate Adaptation – Green Municipal Fund	Support for equity-information climate adaptation projects incorporating low-carbon and nature-positive community benefits <ul style="list-style-type: none"> • <i>Parks & Environmental Services</i>, Capital Region Climate Adaptation Capacity Building Initiative 						
12-Sep-24	New Horizons for Seniors Program – Employment and Social Development Canada	Supports projects that improve the health and well-being of seniors in their communities.						
15-Sep-24	Disaster Resilience and Innovation Funding Program – Province of BC	Funding for resilience preparation such as data collection and planning, as well as risk reducing capital projects. <ul style="list-style-type: none"> • <i>Planning and Protective Services</i>, Disaster Resilience Innovation Fund - Community Adaptivity Assessment • <i>Planning and Protective Services</i>, Disaster Resilience Innovation Fund - Multi Hazard Resilience Plan • <i>Planning and Protective Services</i>, Disaster Resilience Innovation Fund - Risk Assessment 						
16-Sep-24	Canada Public Transit Fund – Housing, Infrastructure and Communities Canada	Funding for capital and non-capital investments for public transit or active transportation infrastructure						

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Approved 			Pending 			Declined 		
DEADLINE	PROGRAM	DESCRIPTION						
19-Sep-24	2 Billion Trees Program – Natural Resources Canada	Support new tree planting projects						
19-Sep-24	ZEVIP for Owners/Operators of ZEV Infrastructure – Natural Resources Canada	Funding for projects focusing on EV charger deployment in public places, on-street, in multi-unit residential buildings, at workplaces, and for vehicle fleets.						
19-Sep-24	Zero Emission Vehicle Infrastructure Program for Owners – Natural Resources Canada	Provides funding for projects focusing on public EV charger deployment, at workplaces and for vehicle fleets.						
27-Sep-24	Asset Management Planning – UBCM	To support planning grants, training subsidies, and the development of asset management resources						
30-Sep-24	Commercial Vehicle Pilots Program – CleanBC	To support planning grants, training subsidies, and the development of asset management resources						
15-Oct-24	Canada Arts Presentation Fund – Canadian Heritage	Funds for organizations that offer support to arts presenters						
15-Oct-24	Community Salmon Program – Pacific Salmon Foundation	To provide resources to enable the public to participate in Fisheries and Oceans Canada’s Salmon Enhancement Program						

APPENDIX B

Approved 			Pending 			Declined 		
DEADLINE	PROGRAM	DESCRIPTION						
15-Oct-24	Operation ReLeaf Program – Tree Canada	Funding to help recover areas that have undergone substantial tree loss due to a natural event						
15-Oct-24	Growing Canada’s Community Canopies – Green Municipal Fund	Funding for tree planting initiatives						
16-Oct-24	Green and Inclusive Community Buildings – Housing, Infrastructure and Communities Canada	Funding to improve the availability and condition of community buildings in Canadian communities experiencing higher needs and who are currently underserved						
18-Oct-24	Volunteer and Composite Fire Departments Equipment and Training (2024) – UBCM	Funding to build resiliency of volunteer and composite fire departments through the purchase of new or replacement equipment and to facilitate the delivery of training *New						
18-Oct-24	Capital and Innovation Program – Island Coastal Economic Trust	Funding to support regional and community-based infrastructure including strategic tourism infrastructure and destination trails						
31-Oct-24	Active Transportation Infrastructure Grant – Province of BC	<p>Funding to support B.C. communities to make it easier and safer for people to walk, ride, or roll using active transportation modes through two streams:</p> <ol style="list-style-type: none"> 1. Active transportation network planning: development of active transportation network plans to encourage active transportation 2. Active transportation infrastructure: active transportation project costs that are part of an active transportation network or equivalent 						

APPENDIX B

Approved 			Pending 			Declined 		
DEADLINE	PROGRAM	DESCRIPTION						
31-Oct-24	Rural Economic Diversification and Infrastructure Program – Province of BC	Support for rural economic development projects via two relevant streams: 1. Economic Capacity: Aims to build economic capacity through projects such as Community Assessments, Engagement, Professional development programs, staffing. 2. Economic Diversity: Funds for development and planning projects and funds for implement projects resulting in new programs or assets.						
01-Nov-24	Indigenous Cultural Safety and Cultural Humility Training (2024) – UBCM	To enhance cultural safety and humility in the delivery of local emergency management programs and services						
14-Nov-24	Forest Investment Program – BC Ministry of Forestry	Funding for reforestation, forest nutrient management, enhancing forest resiliency, and activities that help deliver healthier, more resilient forests and provide contributions to mitigating climate change. *New						
21-Nov-24	National Holocaust Remembrance Program – Department of Canadian Heritage	Funding for initiatives that seek to preserve the memory of the Holocaust and help improve Canadians' understanding and awareness of the Holocaust and contemporary antisemitism						
21-Nov-24	Celebrate Canada Funding Program – Government of Canada Department of Canadian Heritage	Funding for activities organized on National Indigenous Peoples Day, Saint Jean-Baptiste Day, Canadian Multiculturalism Day or Canada Day						

APPENDIX B

Approved 			Pending 			Declined 		
DEADLINE	PROGRAM		DESCRIPTION					
29-Nov-24	Go Electric Medium and Heavy Duty Public Charger Program – CleanBC		To increase public chargers for medium and heavy duty vehicles					



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REPORT TO CAPITAL REGIONAL DISTRICT BOARD MEETING OF WEDNESDAY, JANUARY 08, 2025

SUBJECT Parcel Tax Roll Review Panel

ISSUE SUMMARY

A Parcel Tax Roll Review Panel needs to be established annually to meet requirements of the *Community Charter* and to requisition parcel tax revenues. The process requires:

- Appointment of three Directors and one Alternate to review, confirm and authenticate the Parcel Tax Roll; and
- Selection of the time and place for the sitting of the panel.

BACKGROUND

The Capital Regional District (CRD) requisitions revenues by parcel tax in 27 service areas located throughout the Juan de Fuca, Salt Spring Island and Southern Gulf Island electoral areas.

Before a parcel tax can be levied, the Parcel Tax Roll Review Panel must consider any complaints respecting the parcel tax roll and must authenticate the roll in accordance with Sections 204 and 205 of the *Community Charter*.

A person may make a complaint to the Parcel Tax Roll Review Panel on one or more of the following grounds:

- a) An error or omission respecting a name or address on the parcel tax roll;
- b) An error or omission respecting the inclusion of a parcel;
- c) An error or omission respecting the taxable area or the taxable frontage of a parcel; or
- d) An exemption that has been improperly allowed or disallowed.

The 2025 Parcel Tax Roll Review is scheduled for Wednesday, 12 March 2025 at 11:00am, the same day as the regular March 2025 CRD Board meeting.

ALTERNATIVES

Alternative 1

1. That the Parcel Tax Roll Review Panel meeting be held on Wednesday, 12 March 2025, at 11:00am in Room 652 of the Capital Regional District offices, 625 Fisgard Street, Victoria, British Columbia; and
2. That the following individuals be appointed to the Parcel Tax Roll Review Panel for the year 2025:

Cliff McNeil-Smith, Capital Regional District Board Chair
Al Wickheim, Director, Juan de Fuca Electoral Area
Paul Brent, Director, Southern Gulf Islands Electoral Area
Gary Holman, Director, Salt Spring Island Electoral Area

Alternative 2

That the Board appoint alternate directors to the Parcel Tax Roll Review Panel.

IMPLICATIONS

Financial Implications

In 2024 parcel tax revenues comprised approximately \$3.28 million of the CRD’s requisition to the Rural Property Taxation Branch. 27 CRD service areas will requisition revenues by parcel tax in 2025. The amount of the requisition will be known when the participating service area budgets are finalized in March 2025.

CONCLUSION

This staff report proposing CRD Board appointments to the Parcel Tax Roll Review Panel and setting the proposed Parcel Tax meeting date is brought forward annually for consideration. The *Community Charter* requires the CRD to appoint a Parcel Tax Roll Review Panel to adjudicate any complaints and authenticate the Parcel Tax Roll for taxation purposes.

RECOMMENDATION

1. That the Parcel Tax Roll Review Panel meeting be held on Wednesday, 12 March 2025, at 11:00am in Room 652 of the Capital Regional District offices, 625 Fisgard Street, Victoria, British Columbia; and
2. That the following individuals be appointed to the Parcel Tax Roll Review Panel for the year 2025:

Cliff McNeil-Smith, Capital Regional District Board Chair
Al Wickheim, Director, Juan de Fuca Electoral Area
Paul Brent, Director, Southern Gulf Islands Electoral Area
Gary Holman, Director, Salt Spring Island Electoral Area

Submitted by:	Varinia Somosan, CPA, CGA, Sr. Mgr., Financial Services / Deputy CFO
Concurrence:	Nelson Chan, MBA, FCPA, FCMA, Chief Financial Officer, GM Finance & IT
Concurrence:	Kristen Morley, J.D., General Manager, Corporate Services & Corporate Officer
Concurrence:	Ted Robbins, B. Sc., C. Tech., Chief Administrative Officer



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**REPORT TO CAPITAL REGIONAL DISTRICT BOARD
MEETING OF WEDNESDAY, JANUARY 08, 2025**

SUBJECT **2025 Terms of Reference for Standing Committees**

ISSUE SUMMARY

To approve the 2025 Terms of Reference for the CRD Board's standing committees.

BACKGROUND

Under the *Local Government Act* and Bylaw No. 3828, "Capital Regional District Board Procedures Bylaw, 2012", the CRD Board Chair has the authority to establish Standing Committees and to appoint members to provide advice and recommendations to the Board.

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

The annual process for the Standing Committees TOR is as follows:

1. review with the CRD Board Chair,
2. approval by the CRD Board, and
3. distribution to all Committees for information.

Redlined versions of the 2025 Terms of Reference for standing committees are attached as Appendix A.

ALTERNATIVES

Alternative 1

That the 2025 Terms of Reference for standing committees be approved as attached at Appendix A.

Alternative 2

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

IMPLICATIONS

Housekeeping Updates

The Committee of the Whole TOR was last reviewed in 2016 and has been updated to reflect the modernized standing committee TOR template.

For 2025, there were changes to all standing committee's TORs under 4.0 Procedures clause a) to remove the overly prescriptive timing for the committee meeting schedule. The words removed included "except August", "except August and December", "on odd number of months", and "on even number of months".

In addition, General Manager titles has been updated to reflect recent changes with CRD Evolves and the new role of General Manager for Electoral Area Services.

New Governance and First Nations Relations Committee

One major change to the CRD Board standing committee structure for 2025 is the combination of the Governance Committee and First Nations Relations Committee. A new Terms of Reference has been prepared for the new Governance and First Nations Relations Committee. In addition, the Victoria Family Court and Youth Justice Committee has been added as a committee that will report through this committee.

CONCLUSION

Terms of Reference (TOR) serve to clarify the mandate, responsibilities and procedures of governing committees and provide a point of reference and guidance for the committees and their members. One major change to the CRD Board standing committee structure for 2025 is the combination of the Governance Committee and First Nations Relations Committee. Any future revisions to the TOR will require ratification by the Board.

RECOMMENDATION

That the 2025 Terms of Reference for standing committees be approved as attached at Appendix A.

Submitted by:	Marlene Lagoa, MPA, Manager, Legislative Services & Deputy Corporate Officer
Concurrence:	Kristen Morley, J.D., Acting Chief Administrative Officer

ATTACHMENT(S)

Appendix A: 2025 Terms of Reference for Standing Committees (redlined)

Terms of Reference



COMMITTEE OF THE WHOLE

PREAMBLE

In accordance with the Board Procedures Bylaw, the Capital Regional District (CRD) Board may resolve into Committee of the Whole at any time to examine and provide advice to the Board on various matters of regional interest.

The Committee's official name is to be:

Committee of the Whole

1.0 PURPOSE

- a) The purpose of the Committee of the Whole is to consider items of regional interest and/or that apply to more than one Board standing committee such as, but not limited to:
- i. Annual Budget deliberations – Departmental Service Plans to be considered by respective standing committees
 - ii. Development of Strategic Plan
 - iii. Policy changes that have a regional impact
 - iv. Forum of Councils; and
 - v. Any other matter as determined by a committee chair in consultation with the Board Chair that would be better considered at a Committee of the Whole meeting
- b) With the consent of the Board Chair, the Committee of the Whole may act as a forum in which the Board would receive delegations from the public and presentations from staff related to items requiring more in depth explanation, discussion and Board feedback.

2.0 ESTABLISHMENT AND AUTHORITY

- a) The committee will make recommendations to the Board for review, comment and decision.
- b) The Board Chair may act as Chair or appoint another Member to preside at the meeting.

3.0 COMPOSITION

- a) Committee members will be all CRD ~~Board Members~~ Directors; and-
- b) First Nation members are permitted to participate in standing committee meetings at their pleasure, in accordance with the CRD Procedures Bylaw, where the Nation has an interest in matters being considered by the committee.

4.0 PROCEDURES

- a) The Committee shall meet at the call of the Chair on the fifth Wednesday of the month and have special meetings as required, in consultation with the Chief Administrative Officer and Corporate Officer.
- b) ~~The Chair shall determine the agenda for meetings, and any member may request that a matter be placed on the agenda. The agenda will be finalized in consultation between staff and the Committee Chair and any Committee member may make a request to the Chair to place a matter on the agenda through the Notice of Motion process;~~
- c) At the request of a committee chair and with the consent of the Board Chair, items that fall within the mandate of one or more committee or are regional in nature, may be considered by the Committee of the Whole.
- ~~At the request of a member and with the consent of the Chair, guests or delegations may be invited to attend and participate in the meeting.~~
- d) The bulk of discussion and debate of pertinent issues will take place at the committee, with all necessary recommendations forwarded to the Board for consideration and final decision-making.
- ~~All votes are unweighted with each director having one vote~~
- e) In accordance with the CRD Board Procedures Bylaw, a motion to rise and report shall be adopted at the Committee of the Whole meeting. A Board meeting will convene immediately following the Committee of the Whole meeting where the Chair shall report to the Board to adopt the recommendation or postpone consideration to the next regularly scheduled Board meeting.

5.0 RESOURCES AND SUPPORT

- a) The Chief Administrative Officer will provide strategic support and act as- liaison;
- b) Minutes and agendas are prepared and distributed by ~~Legislative & Information~~Corporate-Services; and
- c) The Executive Leadership Team (ELT) will provide additional administrative support as required.

~~6.0 RELATIONSHIP WITH OTHER BOARD COMMITTEES~~

- ~~Matters considered by the Committee of the Whole will often involve projects or programs which may be fall within the jurisdiction of another standing committee(s) but are of regional significance. Consideration of these items will remain with the Committee of the Whole unless otherwise directed by the Board Chair.~~

Approved by CRD Board **January 13, 2016**

Terms of Reference

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

CORE AREA LIQUID WASTE MANAGEMENT COMMITTEE

PREAMBLE

The Capital Regional District (CRD) Core Area Liquid Waste Management Committee (CALWMC) is a standing committee established by the CRD Board and will oversee and make recommendations to the Board regarding the Core Area Liquid Waste Management Plan (CALWMP). Recommendations related to long-term biosolids management planning in the CALWMP shall be referred to the Environmental Services Committee.

The Committee's official name is to be:

Core Area Liquid Waste Management Committee

1.0 PURPOSE

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

2.0 ESTABLISHMENT AND AUTHORITY

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

3.0 COMPOSITION

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

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

4.0 PROCEDURES

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

5.0 RESOURCES AND SUPPORT

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

Approved by CRD Board _____

APPENDIX A

STEERING THE TECHNICAL AND COMMUNITY ADVISORY COMMITTEE

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

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

Terms of Reference

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

ELECTORAL AREAS COMMITTEE

PREAMBLE

The Capital Regional District (CRD) Electoral Areas Committee is a standing committee established by the CRD Board and will oversee and make recommendations to the Board regarding services in the electoral areas.

The Committee's official name is to be:

Electoral Areas Committee

1.0 PURPOSE

- a) The mandate of the Committee includes overseeing and making recommendations to the Board regarding services in the electoral areas including, but not limited to:
 - i. Building inspection
 - ii. Bylaw enforcement
 - iii. Animal control
 - iv. Grants-in-aid
 - v. Soil deposit and removal
 - vi. Stormwater quality
 - vii. Fire protection
 - viii. Local emergency management
 - ix. Local economic development
- b) The Committee also has the authority as delegated by the Board to:
 - i. Hold a hearing to file or cancel a Notice on Title (s. 57 & 58 of the *Community Charter*)
 - ii. Modify, assign or release a covenant registrable under s. 219 of the *Land Title Act*
- c) The Committee may also make recommendations to the Board to advocate to senior levels of government regarding issues of importance to electoral areas.
- d) The local service area committees and commissions as outlined in Appendix A will report through the Electoral Areas Committee.
- e) Any other matter that relates to the electoral areas may be referred to the Committee for consideration.

2.0 ESTABLISHMENT AND AUTHORITY

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

3.0 COMPOSITION

- a) Committee members will include the Director from each of the electoral areas: Juan de Fuca, Salt Spring Island, and Southern Gulf Islands;
- b) All Board members are permitted to participate in standing committee meetings, but not vote, in accordance with the CRD Board Procedures Bylaw; and
- c) First Nation members are permitted to participate in standing committee meetings at their pleasure, in accordance with the CRD Procedures Bylaw, where the Nation has an interest in matters being considered by the committee.

4.0 PROCEDURES

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

5.0 RESOURCES AND SUPPORT

- a) The General Managers of ~~the Housing,~~ Planning ~~and~~ Protective Services and Finance ~~and~~ Technology departments will act as liaison to the committee; and
- b) Minutes and agendas are prepared and distributed by the Corporate Services Department.

Approved by CRD Board _____

APPENDIX A

Juan de Fuca Electoral Area Local Service Area Commissions/Committees:

- East Sooke Fire Protection & Emergency Response Service Commission
- Juan de Fuca Electoral Area Parks & Recreation Advisory Commission
- Otter Point Fire Protection & Emergency Response Service Commission
- Port Renfrew Fire Protection & Emergency Response Service Commission
- Port Renfrew Utility Services Committee
- Shirley Fire Protection & Emergency Response Service Commission
- Wilderness Mountain Water Service Commission
- Willis Point Fire Protection & Recreation Facilities Commission

Salt Spring Island Electoral Area Local Service Area Commissions/Committees:

- Beddis Water Service Commission
- Cedar Lane Water Service Commission
- Cedars of Tuam Water Service Commission
- Fulford Water Service Commission
- Ganges Sewer Local Services Commission
- Fernwood and Highland Water Service Commission
- Maliview Sewer Local Service Commission

Southern Gulf Islands Electoral Area Local Service Area Commissions/Committees:

- Galiano Island Parks & Recreation Commission
- Lyall Harbour/Boot Cove Water Local Services Committee
- Magic Lake Estates Water & Sewer Committee
- Mayne Island Parks & Recreation Commission
- North Galiano Fire Protection & Emergency Response Service Commission
- Pender Islands Community Parks & Recreation Commission
- Saturna Islands Parks & Recreation Commission
- Skana Water Service Committee
- Southern Gulf Islands Community Economic Sustainability Commission
- Southern Gulf Islands Electoral Area Emergency Advisory Commission
- Southern Gulf Islands Harbours Commission
- Southern Gulf Islands Public Library Commission
- Sticks Allison Water Local Service Committee
- Surfside Park Estates Water Service Committee

Terms of Reference



ENVIRONMENTAL SERVICES COMMITTEE

PREAMBLE

The Capital Regional District (CRD) Environmental Services Committee is a standing committee established by the CRD Board and will oversee and make recommendations to the Board regarding waste management, resource recovery, climate change and other environmental matters.

The Committee's official name is to be:

Environmental Services Committee

1.0 PURPOSE

- a) The mandate of the Committee includes overseeing and making recommendations to the Board regarding the following functions:
 - i. Regional solid waste function, including the Solid Waste Management Plan
 - ii. Environmental protection, monitoring and compliance
 - iii. ~~Community~~ climate action
 - iv. Resource recovery opportunities, including the Long-term Biosolids Management Plan
- b) The Committee will also:
 - i. Serve as the Plan Monitoring Advisory Committee for the current Solid Waste Management Plan (SWMP)
 - ii. Stand as the steering committee for the revised SWMP
- c) The following committees will report through the Environmental Services Committee:
 - i. Climate Action Inter-Municipal Task Force
 - ii. Solid Waste Advisory Committee (SWAC)
 - iii. Technical and Community Advisory Committee (TCAC)

2.0 ESTABLISHMENT AND AUTHORITY

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

3.0 COMPOSITION

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

4.0 PROCEDURES

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

5.0 RESOURCES AND SUPPORT

- a) The General Manager of Parks, Recreation and Environmental Services will act as liaison to the Committee; and
- b) Minutes and agendas are prepared and distributed by the Corporate Services Department.

Approved by CRD Board _____

Terms of Reference



FINANCE COMMITTEE

PREAMBLE

The Capital Regional District (CRD) Finance Committee is a standing committee established by the CRD Board to make recommendations to the Board regarding items related financial policy, administration, and reporting. The Committee will also provide advice to the Board on agenda items for Committee of the Whole meetings.

The Committee's official name is to be:

Finance Committee

1.0 PURPOSE

- a) To provide advice or make recommendations, or both, to the Board regarding the following functions:
 - i. Corporate budget process
 - ii. Financial monitoring, reporting and forecasting
 - iii. Corporate financial management (including policies) and audit compliance
 - iv. Grants reporting and policies
 - v. Financial impacts related to strategic Board priorities and initiatives
- b) The Committee will provide recommendations to the Board that aim to increase the transparency of the organization and the visibility of financial reporting efforts.
- c) The following committee will report through the Finance Committee
 - Royal & McPherson Theatres Services Advisory Committee

2.0 ESTABLISHMENT AND AUTHORITY

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

3.0 COMPOSITION

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

4.0 PROCEDURES

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

5.0 RESOURCES AND SUPPORT

- a) The Chief Financial Officer will act as liaison to the committee; and
- b) Minutes and agendas are prepared and distributed by the Corporate Services Department.

Approved by CRD Board _____

Terms of Reference

CRD

GOVERNANCE AND FIRST NATIONS RELATIONS COMMITTEE

PREAMBLE

The Capital Regional District (CRD) Governance and First Nations Relations Committee is a standing committee established by the CRD Board to make recommendations to the Board regarding items related to governance, corporate administration, and building strong government-to-government relationships with First Nations.

The Capital Regional District (CRD) spans the traditional territories of over 20 First Nations, of which 11 have Reserve lands and 9 of those are populated. The Committee will provide support to the Board to provide advice and direction to the Board on matters that directly or indirectly affect those relationships.

The Committee will also provide advice to the Board on agenda items for Committee of the Whole meetings.

The Committee's official name is to be:

Governance and First Nations Relations Committee

1.0 PURPOSE

(a) To consider governance and corporate administration matters and make recommendations to the Board or to the Committee of the Whole regarding the following functions:

- i. Board, committee and commission governance and meeting procedures;
- ii. General governance issues such as communication, access and accountability processes;
- iii. Corporate administration and operations such as but not limited to:
 - Labour Relations and Human Resource Matters
 - Internal and external communications systems
 - Intergovernmental relations
- iv. Legal and Risk Management;
- v. Matters related to accessibility;
- vi. Identification of items of regional interest and/or items that are relevant to more than one standing committee that are better suited for consideration at a Committee of the Whole meeting;

(b) The mandate of the Committee includes providing advice and making recommendations to the Board regarding the following functions relating to First

Nation governments:

- i. Advise on programs and activities that strengthen relationships between the CRD and First Nations within the region;
 - ii. Understand and provide advice to the Board on the implications of the BC Treaty process where it intersects with local government interests;
 - iii. Provide guidance on the coordination of regional events such as a Forum of all Councils;
 - iv. Make recommendations to the Board on the initiatives identified in the First Nations Task Force Final Report; and
 - v. Review progress on Reconciliation with First Nations and make recommendations to support continued efforts.
- (c) The Committee may also make recommendations to the Board to advocate to provincial and federal governments on matters effecting the Regional District.
- (d) The following committees will report through the Governance Committee
- i. Accessibility Advisory Committee
 - ii. Victoria Family Court and Youth Justice Committee
- (e) The Committee may establish an Appointment Advisory Committee, on an as-and-when needed basis, responsible for reviewing applications and making recommendation for appointments to external boards and the Accessibility Advisory Committee.
- i. The Appointment Advisory Committee is permitted to meet in closed when evaluating public member applications.

2.0 ESTABLISHMENT AND AUTHORITY

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

3.0 COMPOSITION

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

4.0 PROCEDURES

- a) The Committee shall meet on a bi-monthly basis and have special meetings, as required;
- b) The agenda will be finalized in consultation between staff and the Committee Chair and any Committee member may make a request to the Chair to place a matter on the agenda through the Notice of Motion process;
- c) With the approval of the Committee Chair and Board Chair, Committee matters of an urgent or time sensitive nature may be forwarded directly to the Board for consideration;
- d) A quorum is a majority of the Committee membership and is required to conduct Committee business; and
- e) The above procedures may be relaxed or suspended by majority vote of the Committee in order to facilitate unstructured discussions and consensus-based outcomes.

5.0 RESOURCES AND SUPPORT

- a) The General Manager of Corporate Services will provide strategic support and will act as liaison to the Committee;
- b) Minutes and agendas are prepared and distributed by the Corporate Services Department; and
- c) The Executive Services Department will provide additional Committee support as required.

Approved by CRD Board _____

Terms of Reference



HOSPITALS AND HOUSING COMMITTEE

PREAMBLE

The Capital Regional District (CRD) Hospitals and Housing Committee is a Standing Committee established by the CRD Board and will oversee and make recommendations to the CRD, Capital Regional Hospital District (CRHD) and Capital Region Housing Corporation (CRHC) boards on matters relating to hospitals and housing, and community health.

The Committee's official name is to be:

Hospitals and Housing Committee

1.0 PURPOSE

- a) The mandate of the Committee includes providing advice or making recommendations, or both, to the CRD, CRHD, and CRHC Boards regarding the following region-wide functions:
 - i. Land Banking and Housing
 - ii. CRHC
 - iii. CRHD
 - iv. Community health planning, regulations and enforcement
 - v. Implementation of various housing affordability models, the potential formation of strategic partnerships and the creation of alternative corporate entities
 - vi. Options for the procurement of health care facilities and housing developments and
 - vii. Real estate matters relating to health care facilities and housing

- b) The following committees will report through the Hospitals and Housing Committee:
 - i. Regional Housing Advisory Committee
 - ii. Tenant Advisory Committee
 - iii. Any other advisory body established by the Committee.

2.0 ESTABLISHMENT AND AUTHORITY

- a) The Committee will make recommendations to the CRD Board, the CRHD Board, and the CRHC Board, as applicable, for consideration; and
- b) The CRD Board Chair will appoint the Committee Chair, Vice Chair and Committee members annually.

3.0 COMPOSITION

- a) Committee members will be appointed CRD Board Members and should include the Chair of the CRHC and the Chair of the CRHD Board.
- b) All Board members are permitted to participate in standing committee meetings, but not vote, in accordance with the CRD Procedures Bylaw; and
- c) First Nation members are permitted to participate in standing committee meetings at their pleasure, in accordance with the CRD Procedures Bylaw, where the Nation has an interest in matters being considered by the committee.

4.0 PROCEDURES

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

5.0 RESOURCES AND SUPPORT

- a) The General Manager of Housing, Planning and Protective Services will act as liaison to the Committee;
- b) Minutes and agendas are prepared and distributed by the Corporate Services Department.

Approved by CRD Board _____

Terms of Reference

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

PLANNING AND PROTECTIVE SERVICES COMMITTEE

PREAMBLE

The Capital Regional District (CRD) Planning and Protective Services Committee is a standing committee established by the CRD Board and will oversee and make recommendations to the Board regarding matters related to planning, protective services, and emergency management matters.

The Committee's official name is to be:

Planning and Protective Services Committee

1.0 PURPOSE

- a) The mandate of the Committee includes overseeing, providing advice and/or making recommendations to the Board regarding the following functions:
 - i. Regional Growth Strategy
 - ii. Protective services – including 911, fire dispatch and hazmat
 - iii. Emergency Preparedness

- b) The following committees will report through the Planning and Protective Services Committee:
 - i. Development & Planning Advisory Committee
 - ii. Local Government Emergency Program Advisory Commission
 - iii. Regional Emergency Program Advisory Commission
 - iv. Regional Food and Agriculture Task Force
 - v. Any other advisory body established by the Committee

2.0 ESTABLISHMENT AND AUTHORITY

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

3.0 COMPOSITION

- a) Committee members will be appointed CRD Board Members;
- b) All Board members are permitted to participate in standing committee meetings, but not vote, in accordance with the CRD Board Procedures Bylaw; and

- c) First Nation members are permitted to participate in standing committee meetings at their pleasure, in accordance with the CRD Procedures Bylaw, where the Nation has an interest in matters being considered by the committee.

4.0 PROCEDURES

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

5.0 RESOURCES AND SUPPORT

- a) The General Manager of ~~the Housing~~, Planning and Protective Services Department will act as a liaison to the committee; and
- b) Minutes and agendas are prepared and distributed by the Corporate Services Department.

Approved by CRD Board _____

Terms of Reference

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

REGIONAL PARKS COMMITTEE

PREAMBLE

The Capital Regional District (CRD) Regional Parks Committee is a standing committee established by the CRD Board and will oversee and make recommendations to the Board regarding regional parks.

The Committee's official name is to be:

Regional Parks Committee

1.0 PURPOSE

- a) The mandate of the Committee includes overseeing and making recommendations to the Board regarding the following functions:
 - i. Regional parks, including land acquisition, management, operations and programs
 - ii. Regional Parks Strategic Plan, Land Acquisition Strategy

2.0 ESTABLISHMENT AND AUTHORITY

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

3.0 COMPOSITION

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

4.0 PROCEDURES

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

5.0 RESOURCES AND SUPPORT

- a) The General Manager of Parks, Recreation and Environmental Services will act as liaison to the committee; and
- b) Minutes and agendas are prepared and distributed by the Corporate Services Department.

Approved by CRD Board _____

Terms of Reference

The logo for the Capital Regional District (CRD) is located in the top right corner of the header banner. It consists of the letters 'CRD' in a bold, sans-serif font, positioned above a stylized, curved graphic element that resembles a road or a wave.

TRANSPORTATION COMMITTEE

PREAMBLE

The Capital Regional District (CRD) Transportation Committee is a standing committee established by the CRD Board and will oversee and make recommendations to the Board regarding matters related to regional transportation including the establishment of a transportation service for the region.

The Committee's official name is to be:

Transportation Committee

1.0 PURPOSE

- a) The mandate of the Committee includes overseeing, providing advice and/or making recommendations to the Board regarding the following functions:
 - i. Regional transportation matters including regional transportation priorities and regional transportation governance
 - ii. Encouraging a strong regional voice on regional transportation matters including ferries, rail, transit, multi-use regional trails, and roads
 - iii. Regional Trails matters (mobility and recreation), including land acquisition, policy, management, operations and programs for the Galloping Goose, the Lochside and the E&N trails
 - iv. Providing input to the Regional Parks and Trails Strategic Plan
- b) The Committee may also make recommendations to the Board to:
 - i. Advocate to senior levels of government to support major multi-modal transportation projects which support the region's climate action and sustainability goals; and
 - ii. Advocate for regional transit priorities to the Victoria Regional Transit Commission.
 - iii. Work with other Vancouver Island Regional Districts to support major multi-modal transportation which support transportation and the flow of goods on Vancouver Island.
- c) The following committees will report through the Transportation Committee:
 - i. Traffic Safety Commission
 - ii. Transportation Working Group
 - iii. Any other advisory body established by the Committee

CRD Transportation Committee 2025 Terms of Reference

2.0 ESTABLISHMENT AND AUTHORITY

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

3.0 COMPOSITION

- a) Committee members will be appointed CRD Board Members;
- b) At least one member of the committee should be a liaison member of the Regional Parks Committee, the Environmental Services Committee and the Planning and Protective Services Committee.
- c) All Board members are permitted to participate in standing committee meetings, but not vote, in accordance with the CRD Board Procedures Bylaw; and
- d) First Nation members are permitted to participate in standing committee meetings at their pleasure, in accordance with the CRD Procedures Bylaw, where the Nation has an interest in matters being considered by the committee.

4.0 PROCEDURES

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

5.0 RESOURCES AND SUPPORT

- a) The General Manager of ~~the Housing~~, Planning and Protective Services Department will act as a liaison to the committee; and
- b) Minutes and agendas are prepared and distributed by the Corporate Services Department.

Approved by CRD Board _____

2025 Appointments

Board and Committee Membership Capital Regional District | 2025

Capital Regional District Board

Chair: Director McNeil-Smith
Vice Chair: Director Little

Capital Regional Hospital District Board

Chair: Director Murdoch
Acting Chair: Director Goodmanson

Capital Region Housing Corporation Board

Chair: Director de Vries
Vice Chair: Director Caradonna

Board of Directors

Participant	Director	Alternate Director
Central Saanich	R. Windsor	S. Riddell
Colwood	D. Kobayashi	I. Ward
Esquimalt	B. Desjardins	D. Cavens
Highlands	K. Williams	K. Roessingh
JDF EA	A. Wickheim	J. Grant
Langford	S. Goodmanson	M. Wagner / K. Guiry
Langford	C. Harder	M. Wagner / K. Guiry
Metchosin	M. Little	S. Donaldson
North Saanich	P. Jones	C. Stock
Oak Bay	K. Murdoch	H. Braithwaite
Saanich	S. Brice	M. Westhaver / N. Chambers / K. Harper / T. Phelps Bondaroff
Saanich	J. Brownoff	T. Phelps Bondaroff / M. Westhaver / N. Chambers / K. Harper
Saanich	Z. de Vries	K. Harper / T. Phelps Bondaroff / M. Westhaver / N. Chambers
Saanich	D. Murdock	M. Westhaver / N. Chambers / K. Harper / T. Phelps Bondaroff
Saanich	C. Plant	N. Chambers / K. Harper / T. Phelps Bondaroff / M. Westhaver
SGI EA	P. Brent	R. Fenton
Sidney	C. McNeil-Smith	C. Rintoul
Sooke	M. Tait	J. Bateman
SSI EA	G. Holman	E. Rook
Victoria	M. Alto	S. Kim / M. Dell / K. Loughton / S. Hammond / M. Gardiner
Victoria	J. Caradonna	S. Kim / M. Dell / K. Loughton / S. Hammond / M. Gardiner
Victoria	C. Coleman	S. Kim / M. Dell / K. Loughton / S. Hammond / M. Gardiner
Victoria	D. Thompson	S. Kim / M. Dell / K. Loughton / S. Hammond / M. Gardiner
View Royal	S. Tobias	J. Rogers

2025 Appointments

Board and Committee Membership Capital Regional District | 2025

Standing Committees

Core Area Liquid Waste Management

Membership consists of all 15 Board members from the seven municipal participants in the Core Area Liquid Waste Management Plan.

Chair: Director Coleman

3. Director Alto
4. Director Brice
5. Director Brownoff
6. Director Caradonna
7. Director de Vries
8. Director Desjardins
9. Director Goodmanson

Vice Chair: Director Kobayashi

10. Director Harder
 11. Director K. Murdoch
 12. Director D. Murdock
 13. Director Plant
 14. Director Thompson
 15. Director Tobias
- Board Chair (ex-officio)

Electoral Areas Committee

Membership consists of all 3 Electoral Area Directors.

Chair: Director Brent

3. Director Wickheim

Vice Chair: Director Holman

Board Chair (ex-officio)

Environmental Services Committee

Chair: Director Desjardins

3. Director Brownoff
4. Director Caradonna
5. Director Holman
6. Director Kobayashi
7. Director Plant

Vice Chair: Director Tobias

8. Director Tait
 9. Director Thompson
 10. Director Wickheim
- Board Chair (ex-officio)

Finance Committee

Chair: Director Brice

3. Director Brent
4. Director Coleman
5. Director Goodmanson
6. Director Kobayashi

Vice Chair: Director Jones

7. Director Little
 8. Director Williams
 9. Director Windsor
- Board Chair (ex-officio)

Governance and First Nations Committee

Chair: Director Little

3. Director Alto
4. Director Brent
5. Director Coleman
6. Director Desjardins
7. Director K. Murdoch

Vice Chair: Director Windsor

8. Director D. Murdock
 9. Director Plant
 10. Director Tait
 11. Director Williams
- Board Chair (ex-officio)

2025 Appointments

Board and Committee Membership Capital Regional District | 2025

Hospitals and Housing Committee

Chair: Director K. Murdoch

- 3. Director Alto
- 4. Director Brent
- 5. Director Brice
- 6. Director de Vries

Vice Chair: Director Caradonna

- 7. Director Holman
- 8. Director Jones

Board Chair (ex-officio)

Planning and Protective Services

Chair: Director de Vries

- 3. Director Harder
- 4. Director Jones
- 5. Director Little
- 6. Director Wickheim

Vice Chair: Director Thompson

- 7. Director Williams
- 8. Director Windsor

Board Chair (ex-officio)

Regional Parks Committee

Chair: Director Brownoff

- 3. Director Coleman
- 4. Director Goodmanson
- 5. Director Holman
- 6. Director Tait

Vice Chair: Director Harder

- 7. Director Tobias
- 8. Director Williams
- 9. Director Windsor

Board Chair (ex-officio)

Transportation Committee

Chair: Director D. Murdock

- 3. Director Brent
- 4. Director Brice
- 5. Director Caradonna
- 6. Director de Vries
- 7. Director Desjardins

Vice Chair Director Goodmanson

- 8. Director Harder
- 9. Director Kobayashi
- 10. Director Tait
- 11. Director Thompson

Board Chair (ex-officio)

Select & Sub-Committees

Accessibility Advisory Committee

Governance Committee member is appointed as liaison by Governance Committee. Term is up to two years.

Director
Director Little

Appointments Advisory Committee

(reporting to the Governance Committee). Term is for one year.

TBD	TBD
TBD	

2025 Appointments

Board and Committee Membership Capital Regional District | 2025

Performing Arts Facilities Select Committee

(reporting to the CRD Board). Term is until select committee task is reported to Board.

Director Alto (Chair)	Director McNeil-Smith (Vice Chair)
Director Brent	Director Murdoch
Director Caradonna	Director Plant
Director Goodmanson	Director Tait

Royal and McPherson Theatres Services Advisory Committee

(reporting to the Finance Committee) Members appointed from each of the participants. Chair appointed by Finance Committee. Term is for one year.

Participant	Board Member
Oak Bay	Kevin Murdoch
Saanich	Susan Brice
	Colin Plant
Victoria	Jeremy Caradonna
	Krista Loughton

Solid Waste Advisory Committee

Chair shall be the Chair of the Environmental Services Committee (reporting to the Environmental Services Committee).

Chair: Director Desjardins	Vice Chair: Elected from amongst the membership
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Victoria Family Court and Youth Justice Committee

(reporting to the Governance Committee) Members appointed from each of the participants. Term is up to two years.

Participant	Member
Central Saanich	Sarah Riddell
Colwood	Misty Olsen
Esquimalt	Ken Armour
Highlands	Marcie McLean
Langford	Kimberley Guiry
Metchosin	Marie-Terese Little
North Saanich	Kristine Marshall
Oak Bay	Esther Paterson
Saanich	Mena Westhaver
Sidney	Terri O'Keefe
Sooke	Jeff Bateman
Victoria	Susan Kim
View Royal	Don Brown

2025 Appointments

Board and Committee Membership Capital Regional District | 2025

Other CRD Committees & Commissions

Arts Commission

Members appointed from each of the participants. Term is four years for Directors, two years for Non-Directors.

Participant	Representative	Alternate
Esquimalt	Andrea Boardman	Duncan Cavens
Highlands	Karel Roessingh	None
Metchosin	Sharie Epp	Steve Gray
Oak Bay	Carrie Smart	Cairine Green
Saanich	Director Colin Plant	Nathalie Chambers
Sooke	Jeff Bateman	Kevin Pearson
Southern Gulf Islands	Director Paul Brent	None
Victoria	Director Marianne Alto (Chair)	None
View Royal	Gery Lemon	None

Climate Action Inter-Municipal Task Force

Members appointed from each of the participants. Term is for four years.

Local Government	Representative	Alternate
Central Saanich	Sarah Riddell	None
Colwood	David Grove	Cynthia Day
Esquimalt	Tim Morrison	Barabara Desjardins
Highlands	Ann Baird	None
Langford	Mary Wagner	None
Metchosin	Steve Gray	None
North Saanich	Director Peter Jones	All Councillors
Oak Bay	Andrew Appleton	Lesley Watson
Saanich	Director Judy Brownoff	None
Sidney	Steve Duck	Sara Duncan
Sooke	Tony St-Pierre	None
Victoria	Marg Gardiner	None
View Royal	Alison MacKenzie	Gery Lemon
Salt Spring Island	Director Gary Holman	None
Southern Gulf Islands	Director Paul Brent	None
Juan de Fuca	Director Al Wickheim	None

Emergency Management Committee

Board appointment of the 3 EA Directors, ELT & Senior Manager, Protective Services. Term is four years.

Electoral Areas	Representative	ELT + Management		
Juan de Fuca	Director Wickheim	Ted Robbins	Luisa Jones	Shawn Carby
Southern Gulf Islands	Director Brent (Chair)	Kevin Lorette	Alicia Fraser	
Salt Spring Island	Director Holman	Nelson Chan	Kristen Morley	

2025 Appointments

Board and Committee Membership Capital Regional District | 2025

Juan de Fuca Water Distribution Commission

Members appointed from each of the participants. Term is four years.

Participant	Commissioner	Alternate
Colwood	David Grove	Misty Olsen
Highlands	Gord Baird	Karel Roessingh
Juan de Fuca EA	Al Wickheim	Jeri Grant
Langford	Colby Harder	Keith Yacucha, Mark Morley
Langford	Mary Wagner	Keith Yacucha, Mark Morley
Metchosin	Shelly Donaldson	Steve Gray
Sooke	Kevin Pearson	Dana Lajeunesse
View Royal	John Rogers	Ron Mattson

Peninsula Recreation Commission

Members appointed from each of the participants. Term is four years for Directors, two years for Non-Directors.

Participants	Commissioner	Alternate
Central Saanich	Director Ryan Windsor	Sarah Riddell
Central Saanich	Niall Paltiel	Gord Newton
North Saanich	Director Peter Jones	Celia Stock
North Saanich	Phil DiBattista	Kristine Marshall
Sidney	Director Cliff McNeil-Smith	Chad Rintoul
Sidney	Scott Garnett	Steve Duck

Regional Water Supply Commission

Members appointed from each of the participants. Term is four years.

Participant	Commissioner	Alternate
Central Saanich	Chris Graham	Zeb King
Colwood	Kim Jordison	Misty Olsen
Esquimalt	Tim Morrison	Duncan Cavens
Highlands	Gord Baird	Karel Roessingh
Juan de Fuca EA	Al Wickheim	Jeri Grant
Langford	Kimberly Guiry	Colby Harder, Keith Yacucha
	Mary Wagner	Colby Harder, Keith Yacucha
Metchosin	Steve Gray	Shelly Donaldson
North Saanich	Celia Stock	Irene McConkey
Oak Bay	Cairine Green	Esther Paterson
Saanich	Teale Phelps Bondaroff	Judy Brownoff, Colin Plant, Susan Brice
	Nathalie Chambers*	Colin Plant, Susan Brice, Judy Brownoff
	Zac de Vries*	Judy Brownoff, Colin Plant, Susan Brice
	Karen Harper*	Susan Brice, Judy Brownoff, Colin Plant
	Mena Westhaver*	Susan Brice, Judy Brownoff, Colin Plant
Sidney	Sara Duncan	Steve Duck
Sooke	Kevin Pearson	Tony St-Pierre
Victoria	Jeremy Caradonna	Matt Dell, Krista Loughton, Marg Gardiner
	Chris Coleman	Matt Dell, Krista Loughton, Marg Gardiner
	Stephen Hammond	Matt Dell, Krista Loughton, Marg Gardiner
	Susan Kim	Matt Dell, Krista Loughton, Marg Gardiner
View Royal	John Rogers	Ron Mattson

*Assignment of one additional vote

2025 Appointments

Board and Committee Membership Capital Regional District | 2025

Saanich Peninsula Wastewater Commission

Members appointed from each of the participants. Term is four years for Directors, two years for Non-Directors.

Participant	Commissioner	Alternate
Central Saanich	Director Ryan Windsor	Sarah Riddell
Central Saanich	Zeb King	Chris Graham
North Saanich	Director Peter Jones	Celia Stock
North Saanich	Sanjiv Shrivastava	Jack McClintock
Sidney	Director Cliff McNeil-Smith	Chad Rintoul
Sidney	Richard Novek	Steve Duck

Saanich Peninsula Water Commission

Members appointed from each of the participants. Term is four years for Directors, one year for Non-Directors.

Participant	Commissioner	Alternate
Central Saanich	Director Ryan Windsor	Sarah Riddell
Central Saanich	Zeb King	Chris Graham
North Saanich	Director Peter Jones	Celia Stock
North Saanich	Sanjiv Shrivastava	Jack McClintock
Sidney	Director Cliff McNeil-Smith	Chad Rintoul
Sidney	Richard Novek	Steve Duck

Salt Spring Island Local Community Commission

Membership is the Salt Spring Island Electoral Area Director, plus four commissioners elected by the local community. Term is up to four years.

Representative
Director Gary Holman
Gayle Baker
Benjamin Corno
Earl Rook
Brian Webster

Sooke and Electoral Area Parks and Recreation Commission

Members appointed from each of the participants. Term is four years for Directors, two years for Non-Directors.

Participants	Commissioner	Alternate
Juan de Fuca	Director Wickheim (CRD Board Director)	Jeri Grant
Sooke	Director Tait (CRD Board Director)	Jeff Bateman
Sooke	A. Beddows (Sooke Council Appointed)	Kevin Pearson

Traffic Safety Commission

Board appoints one Director as a Representative, and one Director as an Alternate. Term is two years.

Representative	Alternate
Director D. Murdock	Director Z. de Vries

2025 Appointments

Board and Committee Membership Capital Regional District | 2025

Appointments to External Boards

Alliance to End Homelessness in the Capital Region

(previously Greater Victoria Coalition to End Homelessness)

Up to two (2) directors from the CRD who are from different electoral districts. Society Bylaw revised September 23, 2024. Term is two years. Corporate member can have one voting representative in attendance.

Appointed Directors:	Corporate Member Representative:
Director K. Murdoch	Kevin Lorette, GM, Planning & Protective Services
Director Little	

CREST (Capital Region Emergency Service Telecommunications)

The CRD Board appoints Electoral Area Directors for shareholder votes for a four-year term. Proxies are appointed annually.

Appointed CRD Shareholder	Proxy
Director Al Wickheim	TBC
Director Gary Holman	TBC
Director Paul Brent	TBC

Greater Victoria Harbour Authority Board

CRD Board Chair nominates up to three CRD Board Directors to be nominated as GVHA Director for a four-year term. Board appoints Member representative *annually*.

Member Representative (One Year Term)	Member Representative Alternate (One Year Term)	Board Nominee (Four Year Term)
Director Goodmanson	Director Plant	Director Brice

Community Liaison Committee - Greater Victoria Harbour Authority

GVHA Member Representative to be appointed.

Member Representative	Member Representative - Alternate
Director Goodmanson	Director Plant

Greater Victoria Labour Relations Association

The CRD Board appoints one Director as its representative, and one Director as alternate. Annual appointment.

Representative & AGM Delegate	Alternate
Director Coleman	Director Goodmanson

ICET – Island Coastal Economic Trust

The Board appoints either the CRD Board Chair or Director as representative. Annual appointment.

Member Representative
Director P. Brent

Island Corridor Foundation

Board appoints one Director as Local Government Designated Representative annually. Board nominates one Director for election to the Foundation Board (could be the same person as the Member Representative) at its AGM, held in May, for a two-year term.

Member Representative	Nominee
Director Alto	Director Desjardins

2025 Appointments

Board and Committee Membership Capital Regional District | 2025

Municipal Finance Authority

CRD Board appoints two Directors as representatives and two Directors as alternates. Annual appointment.

Director	Alternate
Director Brent	None
Director Kobayashi	None

South Island Reconciliation Advisory Committee

(previously Te'mexw Treaty Advisory Committee)
Annual appointment.

Representative	Alternate
Director Wickheim	None

Royal and McPherson Theatres Society Board

Appointed by member Councils. Annual appointment.

Participants	Board Member	Alternate
Oak Bay	Hazel Braithwaite	Esther Paterson
Saanich	Teale Phelps Bondaroff	None
Victoria	Matt Dell	None

Salt Spring Island Ferry Advisory Committee

Appointed by BC Ferries - Ferry Advisory Committee. Term is two years (BC Ferries advisory committees are being disbanded at the end of April 2025, to be replaced by a new engagement system.)

Representative
Director Holman

Vancouver Island and Coastal Communities Climate Leadership Plan (VICC-CLP) Steering Committee

Elected Official(s) to be appointed for a four-year term.

Representative	Alternate
Director Thompson	None

Vancouver Island Regional Library Board

CRD Board appoints. Only Juan de Fuca Area participates in this service function. Annual appointment.

Representative	Alternate
Director Wickheim	Jeri Grant



Making a difference...together

REPORT TO THE CAPITAL REGIONAL DISTRICT BOARD MEETING OF WEDNESDAY, JANUARY 08, 2025

SUBJECT **CAO Quarterly Progress Report No. 4, 2024**

ISSUE SUMMARY

To provide the Board with a quarterly update on Corporate Activities and Initiatives, progress made on the 2023-2026 Board and Corporate Priorities, Capital and Operating Budget Variances, and Human Resources and Corporate Safety statistics up to December 31, 2024.

BACKGROUND

In February 2023, the Board approved the *CRD Board Strategic Priorities 2023-2026* (the “*Board Priorities*”) that identifies five strategic priorities with 17 initiatives to be advanced over the four-year term. The Board Priorities Dashboard tracks progress on the Board and Corporate strategic priorities and will be presented quarterly to the Board. Core service priorities are prepared and reviewed annually in departmental Service Plans in alignment with Board and Corporate Priorities, with corresponding KPIs and other service information that is approved by the Board. The Capital Regional District (CRD), Capital Regional Hospital District (CRHD) and Capital Region Housing Corporation (CRHC) Financial Plans are reviewed and approved annually, and staff have developed a quarterly variance report to highlight differences between budget and actual expenditures on operating budgets and capital projects over \$500,000. An update on non-confidential human resources matters, including labour relations and workforce trends is also included in this report.

DISCUSSION

Corporate Activities and Initiatives

Appendix A highlights some corporate activities and initiatives in the last quarter and a number of photographs have been included to represent announcements and events that occurred in this quarter.

The Mayne Island Regional Trail, a 2.3 km, two-way gravel surfaced trail that connects the Village Bay ferry terminal and Miners Bay village officially opened to the public on October 16, 2024. This new pedestrian and bike trail provides residents and visitors a safer, more enjoyable way to get around.

The CRD Parks Volunteer Recognition event took place on Saturday, November 9th at the Esquimalt Gorge Park Pavilion. This annual event provides an opportunity for CRD staff and elected representatives to show their appreciation and acknowledge the many contributions that volunteers make to Regional Parks.

This year’s CRD United Way Workplace Campaign took place the last two weeks of October with a variety of fundraising events and pledging. In 2024, the United Way of Southern Vancouver Island identified three areas of action: Seniors, Families and Mental Health and Addictions. CRD employees exceeded our fundraising goal raising over \$42,000.00 to help those in need in our communities.

Two FLO SmartTWO Level 2 EV Charging Stations have been installed in the Beaver Beach parking lot and are available for public use. Adding EV chargers in high-visitation regional parks is a priority identified within the CRD Regional Parks & Trails Strategic Plan 2022-32 and reducing greenhouse gas emissions in the region is also a CRD 2023-26 Board Priority.

The CRD partnered with Greater Victoria Public Library and other local libraries to launch new thermal imaging camera kits and an updated Climate Action To-Go Kit, designed to help residents understand and take action on climate change. These kits include practical tools and activities for reducing household greenhouse gas emissions, especially from sources like transportation, buildings, and waste, which are the region's largest contributors, and preparing our homes and communities for current and future climate impacts.

On November 30th, the CRD participated in the 42nd annual Peninsula Co-op Santa Claus Parade with the Integrated Water Services water tanker all dressed up as one of the float entries this year. The Mustard Seed Street Church and Food Bank gave out hot chocolate to parade-goers and collected donations from residents interested in helping the community and giving back. CRD staff and their families participated in a winter skate at Panorama Recreation Centre on December 22 where the arena was transformed into a wonderland with lights, trees, penguins, and polar bears.

Board Priorities and Corporate Plan Initiatives

In April 2023, the CRD Board approved the CRD 2023 – 2026 Corporate Plan (the Corporate Plan) that identifies 134 initiatives to be advanced over the four-year term. Progress on the Board Priorities and Corporate Plan initiatives from January 2023 to date is reflected in Progress Report Q3, 2024, as Appendix B. The “Comments” section provides a summary of completed actions as well as any issues or problems that have arisen that may impact progress on the priority. The “Next Steps” section identifies future planned actions and associated timing. Attached as Appendix C is the Board Priorities Dashboard Summary of Completed Actions.

Board Advocacy

The CRD Board approved Advocacy Strategy, attached as Appendix D, forms the basis for advocacy initiatives. An Advocacy Dashboard based on the Board's Strategic Priorities for 2023 - 2026 has been prepared which tracks the ongoing advocacy work being done by the CRD Board, partners, and staff.

Progress on advocacy is reflected in the Advocacy Dashboard Progress Report Q4, 2024 as Appendix E.

Operating Variance Financial Report – Q3, 2024

The Financial Operating Variance Report details the quarterly operating variance, providing actual results and annual forecasts for services with an annual budget greater than \$1.5 million. The financial variance report lags by one quarter to allow time for financial reconciliation prior to reporting. These services constitute approximately 87% of the consolidated financial plans for the CRD, CRHD, and CRHC.

The amount of budget expended through the quarter will vary from service to service based on planned expenditures, seasonality, and transaction timing. Budget revenue can also be variable by quarter. For example, while services funded by requisition await their third quarter funding, utility, landfill, and recreation services receive sales revenue throughout the year, influenced by seasonality.

The quarterly Financial Operating Variance Report (Appendix F) highlights how much of the annual budget has been expended in comparison to the prior year, and what the annual forecast is expected to be based on information available to the end of the third quarter.

Actuals to the end of the third quarter, as a percentage of actual budget, are largely in line with the same period and timeframe as 2023 for both revenue and expenses.

Capital Regional District

The quarterly and year-end forecasts indicated most services are on track and in line with the annual budget. Many of these services provide essential services to our communities such as delivery of water, wastewater management and solid waste. Favourable variances are forecasted for the Regional Housing Trust Fund due to timing of grant funding requests, for Regional Planning with the delay of the Island Corridor Planning & Consultation project, and salary variances across several services due to hiring delays and temporary vacancies.

The majority of the services are in a surplus situation. Those with forecast expenses over budget are already implementing corrective measures to come within overall budget for the year.

Capital Regional Hospital District

The report highlights minor savings resulting from the deferral of feasibility studies, and lower maintenance costs forecasted on The Summit, 950 Kings and Oak Bay Lodge properties. Otherwise, the CRHD operations budget is on track as planned.

Capital Region Housing Corporation

The estimated actuals for the CRHC budget are presented by portfolio and reflects the estimated cost savings and revenue variances forecasted at the end of the third quarter.

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

Capital Variance Financial Report – Q3, 2024

The Capital Variance Financial Report (Appendix G) highlights variances on actual expenditures from the quarterly and annual capital budgets for all entities (CRD, CRHD and CRHC). The report is current to the end of the third quarter and covers all capital projects with a budget greater than \$0.5 million.

The Capital Plan is budgeted quarterly, reflecting the scope and schedule of initiatives. Forecasts are updated quarterly, enhancing the accuracy and detail of project updates as the year progresses and tenders are finalized. As quarters progress through the year and tenders complete, the expectation is that activities and accuracy will increase.

Capital Regional District

In 2024, the CRD is expecting to come under its Capital budget (\$82.8 million) due to delay in Integrated Water Services projects (\$68.2 million) and Parks, Recreation and Environmental Services (\$10.7 million). The Integrated Water Services (IWS) projects are attributed to:

- A deferral of large transmission main improvements occurring within the Regional Water Service and the Saanich Peninsula Water systems to optimize the delivery and gain the best value while still addressing the project objectives resulted in an \$17M variance in 2024. The work will begin in 2025.
- A delay of projects including the Marigold Building Upgrades, pumping station upgrades, and construction of the Watershed Field Operation Centre, as tenders came in over available budget, allowing time to rescope and ensure value for money which is resulting in a \$16M variance in 2024.

- Several projects in IWS's capital plans are providing funding to replace infrastructure as part of projects being undertaken by others. Examples include JDF #24-02 Hwy 14 Improvements (MOTI driven), JDF #21-13 Sooke Henlyn Supply & Distribution (developer driven) and other Asbestos-Cement (AC) watermain replacement projects. CRD does not have control over the schedules for this work but need to have funds available when the work proceeds; the estimated variance is \$8M in 2024.

The actual capital expenditures on projects greater than \$0.5 million totaled \$30.7 million in the third quarter, 11% below forecasted costs of \$34.5 million. The \$3.8 million variance can be largely attributed to:

- A delay in the construction of pump stations in the Juan de Fuca Water Distribution's Comprehensive Pump Station Upgrades project, accounting for \$0.9 million;
- A deferral of the construction of the Hartland Amenity Project at the Hartland Landfill due to timing of design work, accounting for \$0.9 million;
- Delayed construction of the Cell 5 Liner at the Hartland Landfill, now forecasted for the fourth quarter, accounting for \$0.8 million.

Other variance contributors include deferral of work to the fourth quarter for upgrades to the Magic Lake Sewer utility, forecasted underspending on the Seagirt watermain extension, and progress on the AC watermain replacement in the Juan de Fuca Water distribution service. These are partially offset by advanced work in the third quarter for replacement of the UV system within the Regional Water Supply and construction on the Diversion Transfer Station at the Hartland Landfill.

Capital Regional Hospital District

No expenditures were recorded for hospital district projects surpassing \$0.5 million in the third quarter. The capital contribution to the Regional Housing First Program is forecasted to occur in the fourth quarter of 2024.

Capital Region Housing Corporation

In 2024, the CRHC is expected to come \$10.4 million below the budget, due to procurement delay associated with the redevelopment projects. Actual capital expenditures on projects greater than \$0.5 million totaled \$11.8 million in the third quarter, 28% under the \$16.4 million forecast. The primary reason for this variance was the construction draw timing for the Michigan Housing redevelopment. In the third quarter, a budget amendment was approved for the Michigan redevelopment, to address increased costs of construction financing. Additionally, timing of trades delayed work for the Caledonia redevelopment, pushing construction costs into future periods. Completion of the Caledonia redevelopment is forecast for 2025. While there were underspends compared to forecast for these projects, the Village on the Green redevelopment and routine capital replacements experienced costs higher than forecasted in the third quarter. These costs relate to the timing of construction documentation, and timing of replacements with tenant moveouts and contractor availability, respectively.

Human Resources Trends and Corporate Safety

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

The CRD continues to experience increased pressures associated with economic conditions, a highly competitive labour market, and a steady number of retirements, especially in areas requiring

specialized labour. The CRD continues its significant efforts in engaging work strategies and organizational development initiatives, workforce planning, and impactful talent acquisition and outreach strategies, all of which form significant actions of our comprehensive People, Safety and Culture Strategic Plan, and we continue to modernize the work environment through the Alternative Work Options (AWO) program (earned time off and/or compressed work week alternatives), hybrid work from home, and workplace flexibility initiatives.

Aligned with the Corporate Plan and Board Strategic Priorities, a comprehensive People, Safety and Culture Strategic Plan has been developed and implemented for 2024-2027. This Plan includes significant efforts and actions on enhancing efforts around our people and culture. Included in the Plan are robust strategies and outcomes around: Equity, Diversity, Inclusion and Accessibility; Organizational Capacity; Talent Excellence; Employee Experience and Recognition; Talent Acquisition; and People, Safety and Culture Excellence. These activities ensure the organization is supported in this key service area, and the CRD remains competitive and is an employer of choice in the competitive market. Thirty-seven (37) of the four-year Plan's 66 actions have been prioritized to commence in 2024 and are all on track as planned.

Since implementation in mid-2023, approximately 80% of eligible CRD employees have elected to participate in the AWO, hybrid work from home, and/or workplace flexibility programs. These programs build upon our flexibility initiatives of:

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

The AWO and workplace flexibility initiatives have had a positive impact in our employee engagement, retention, and recruitment initiatives. Employee turnover is approximately two-thirds that of the year prior to the implementation of our program, and sick leave absenteeism rates overall are approximately 10% below those of the pre-implementation. In addition, and based on regional census journey calculations, the hybrid work from home arrangements have had a direct and positive impact on the CRD regional transportation goal of reducing congestion in the morning and afternoon peak periods by upwards of 16,250 trips since program implementation (5,600 in the first six-month cycle ending 2023, and 10,650 for 2024 to date). We will continue to monitor the program on a regular basis to ensure the core targets are being met and maintained.

The CRD's proactive and positive focus on workplace health and safety remains a top of priority, and the CRD's comprehensive occupational health and safety (OHS) strategy, which is aligned with OHS best practice standards, meets or exceeds requirements of the WorkSafeBC approved municipal Certificate of Recognition (CoR) program. The CRD continues to experience a positive (merit) situation with WorkSafeBC which, when combined with our CoR program is resulting in a 47% better-than-industry Employer Rating Assessment and 47% premium reduction over industry base rates.

The CRD's achievements in occupational health and safety continue to be recognized by our safety partners, and in October 2024 the CRD was recipient of the 2024 Organizational Safety Excellence Award by the BC Municipal Safety Association. This award recognizes local governments for activities that improve their experience rating, and ultimately reduce injuries, illness, and disease through demonstrated leadership, dedication, and hard work in creating a safer and healthier workplace.

On December 3, 2024, the BC Municipal Safety Association advised that the CRD had successfully completed the 2024 recertification audit of the Health and Safety Management System with a score of 95%. The Certificate of Recognition (CoR) Audit Report highlights best practices and areas for improvement to enhance processes. In addition, the Benchmarking Report demonstrated through key performance indicators the CRD's strengths relative to other industry peers participating in the CoR Program.

CONCLUSION

The CAO Quarterly Progress Report No. 4 - 2024 provides the Board with a quarterly update on Corporate Activities and Initiatives, progress made on the 2023-2026 Board and Corporate Priorities, Capital and Operating Budget Variances, and Human Resources and Corporate Safety statistics up to December 31, 2024.

RECOMMENDATION

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

Submitted by:	Ted Robbins, B. Sc., C. Tech., Chief Administrative Officer
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ATTACHMENT(S)

- Appendix A: Photographs of Corporate Activities and Initiatives
- Appendix B: Board Priorities Dashboard Progress Q4, 2024
- Appendix C: Board Priorities Dashboard – Summary of Completed Actions
- Appendix D: Capital Regional District Advocacy Strategy
- Appendix E: Advocacy Dashboard Progress Q4, 2024
- Appendix F: Operating Variance Financial Report Q3, 2024
- Appendix G: Capital Variance Financial Report Q3, 2024
- Appendix H: Human Resources Trends and Corporate Safety

New regional trail on Mayne Island



CRD Parks Volunteer Recognition event



2024 CRD United Way Campaign



Climate Initiatives



2024 Holiday Parades & Staff Family Skate



Board Priorities Dashboard



Transportation

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



Making a difference...together

CONDITION LEGEND



Proceeding as planned



Potential or emerging issue



Issue has arisen



Timing has changed

Board Initiatives	Status & Condition			Resolutions	Comments	Next Steps	
	Not Started	In Progress	Completed			Action	Timing
<p>1a Improve regional connectivity and safety across transportation modes</p>				<ul style="list-style-type: none"> Board, October 9, 2024 	<p>The Traffic Safety Commission delivered its annual program update to the Transportation Committee outlining a range of advocacy program and studies aimed at improving traffic safety. A report on automated speed enforcement will be forthcoming in Q1 2025.</p> <p>A partnership with Saanich Police, Mothers Against Drunk Driving and ICBC was established to deliver road safety campaigns working through sporting associations and clubs. Programing will be delivered through 2025.</p>	<ul style="list-style-type: none"> Support advocacy requests for investments in multi-modal infrastructure and services Report on interim options and implications regarding the use of rigid bollards based on findings from the regional trestles renewal and trails widening and lighting project Complete a multi-use trail safety enhancement study to examine opportunities to improve user safety on the regional trail network Initiate work planning, including the creation of a project charter, for the development of a new Regional Transportation Plan 	<ul style="list-style-type: none"> Ongoing Q1 2025 Q2 2025 Q2 2025

Board Priorities Dashboard



Transportation

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CONDITION LEGEND



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Potential or emerging issue



Issue has arisen



Timing has changed

Board Initiatives	Status & Condition			Resolutions	Comments	Next Steps	
	Not Started	In Progress	Completed			Action	Timing
<p>1b Support investments, expansion and equitable access to active and low carbon transportation</p>				<ul style="list-style-type: none"> Board, October 9, 2024 	<p>The regional trestles renewal and trails widening and lighting project is ongoing and advancing to detailed design phase in Q1 2025.</p> <p>The Ready Step Roll Program which promotes sustainable school trip planning is ongoing with site evaluations for six schools completed and development of action plans underway.</p> <p>Exploring lower cost options for the feasibility study for the Salt Spring Island Regional Trail has resulted in the project timeline being extended into 2025.</p> <p>Electric vehicle (EV) charging station installations are planned for high-use parks and two EV chargers were installed in Q4 2024 at Elk/Beaver Lake Regional Park – Beaver Beach.</p> <p>The planned 2024 regional trail maintenance projects have been completed. Projects delivered in Q4 included work on the Galloping Goose Regional Trail at Talcott Road, Seaton Road, and Hospital Way. In addition, a capital project was initiated in Q4 related to the full-depth refurbishment of the Lochside Regional Trail at Weiler Road. This project will continue into Q1 2025.</p>	<ul style="list-style-type: none"> Complete feasibility study for Salt Spring Island Regional Trail Complete installation of two additional EV chargers at Witty’s Lagoon Regional Park – Sitting Lady Falls Complete Pender Island Schooner Way Active Transportation Project Phase 1 Develop Active Transportation Network Plan for Juan de Fuca Parks 	<ul style="list-style-type: none"> Q4 2024 Q1 2025 Q1 2025 Q2 2025 Q2 2025
<p>1c Present options for changes in governance for transportation in the region, including the Electoral Areas</p>				<ul style="list-style-type: none"> Board, December 11, 2024 	<p>The Regional Transportation Service Establishment Bylaw No. 4630 has been advanced to the Inspector of Municipalities for endorsement in preparation for a regional alternative approval process.</p>	<ul style="list-style-type: none"> Report back on transportation service governance options Report back on the results of the regional alternative approval process 	<ul style="list-style-type: none"> Q1 2025 Q2 2025

Board Priorities Dashboard



Housing

Residents have access to affordable housing that enhances livability.



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CONDITION LEGEND



Proceeding as planned



Potential or emerging issue



Issue has arisen



Timing has changed

Board Initiatives	Status & Condition			Resolutions	Comments	Next Steps	
	Not Started	In Progress	Completed			Action	Timing
<p>2a Increase supply of affordable, inclusive and adequate housing in the region</p>				<p>• Board, October 9, 2024</p>	<p>Development of the Rural Housing Program is on track. Final implementation preparations will be completed in Q1 2025 to ready the program for launch in Q2 2025, as planned.</p> <p>The Capital Region Housing Corporation (CRHC) approved the Five-year Major Capital Plan (2025-2029) on November 27, 2024.</p> <p>The Major Capital Plan (2025-2029), when complete, will increase the CRHC’s housing stock from approximately 2,000 homes to more than 3,000 homes while continuing to invest in the renewal and redevelopment of the existing CRHC portfolio.</p> <p>Projects planned and underway for 2025 include:</p> <p>Caledonia, a redevelopment in Victoria’s Fernwood neighbourhood that will increase the number of homes onsite from 26 to 158.</p> <p>Campus View, an existing 12-unit CRHC townhouse complex located in the Gordon Head neighbourhood of Saanich will see the number of homes increase to 119.</p> <p>Village on the Green in Victoria, which will increase the number of homes from 38 to 160.</p>	<ul style="list-style-type: none"> • Implement Rural Housing Program • Caledonia to be completed • Campus View to begin development • Village on the Green in Victoria to begin development 	<ul style="list-style-type: none"> • Q4-2024 Q2 2025 • Q2-Q3 2025 • Q2-Q3 2025 • Q2-Q3 2025

Board Priorities Dashboard



Climate Action & Environment

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



Making a difference...together

CONDITION LEGEND	Proceeding as planned	Potential or emerging issue	Issue has arisen	Timing has changed
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Board Initiatives	Status & Condition			Resolutions	Comments	Next Steps	
	Not Started	In Progress	Completed			Action	Timing
3a Maximize solid waste diversion and resource recovery from waste materials				<ul style="list-style-type: none"> Board, October 9, 2024 Board, November 13, 2024 	Continue diverting wood and asphalt shingles to the Hartland Material Diversion Transfer Station (MDTS). Submit an amendment to the Hartland Landfill Tipping Fee Bylaw and the CRD Ticket Information Authorization Bylaw for Board consideration.	<ul style="list-style-type: none"> Initiate stakeholder consultation and the development of policy options to manage the flow of solid waste generated within the region Investigate options to divert additional material streams to the MDTS 	<ul style="list-style-type: none"> Q4-2024 Q1 2025 Q1 2025
3b Explore options for a regional approach to biodiversity and the protection of ecological assets				<ul style="list-style-type: none"> Board, November 13, 2024 	<p>In November, 2024, the CRD began the regional Alternative Approval Process (AAP) to consider the establishment of a Biodiversity and Environmental Stewardship Service.</p> <p>Media Release: CRD initiates two regional Alternative Approval Processes (November 21, 2024)</p>	<ul style="list-style-type: none"> Present results to CRD Board, where the bylaw will be adopted if applicable, and incorporated into the 2025 final budget package 	<ul style="list-style-type: none"> Q1 2025

Board Priorities Dashboard



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CONDITION LEGEND



Proceeding as planned



Potential or emerging issue



Issue has arisen



Timing has changed

Board Initiatives	Status & Condition			Resolutions	Comments	Next Steps	
	Not Started	In Progress	Completed			Action	Timing
<p>3c Increase resilience, community and adaptation planning to address climate related risks and disasters</p>				<ul style="list-style-type: none"> Board, October 9, 2024 Board, November 13, 2024 	<p>Presented the updated Climate Projections for the Capital Region report (and related data) to a joint meeting of the Gorge Waterway Initiative, Bowker Creek Initiative, and Esquimalt Lagoon Stewardship Initiative in partnership with the Pacific Climate Impacts Consortium (November 14, 2024) and at the Regional Emergency Management Partnership (REMP) Climate Change Forum (December 2, 2024).</p> <p>The CRD Emergency Programs team is preparing a proposal for the Board to redraft the Corporate Emergency Plan into a Corporate Resilience Plan. This updated plan will align with and satisfy the new requirements under the <i>Emergency and Disaster Management Act</i> (EDMA). A Corporate Resilience Plan adopts an all-department and all-of-society approach to disaster risk reduction. This approach enhances collaboration across the organization and engages external partners and communities in building resilience.</p> <p>Protective Services was successful on an Energy Resource Canada (NRCAN) grant to establish a multi-year, region-wide wildfire mitigation and resilience forum bringing together all levels of government, Indigenous Peoples, public and private sectors, and individuals.</p> <p>Reviewing first draft of the After-Action Report (AAR) for the Old Man Lake Wildfire. AAR conducted to identify opportunities to better prepare for and respond to wildfires within the Capital Region.</p>	<ul style="list-style-type: none"> Produce backgrounder on climate adaptation efforts in the region as a basis to explore how the CRD can further prioritize, coordinate and advance corporate and regional adaptation efforts 	<ul style="list-style-type: none"> Q4-2024 Q1 2025

Board Priorities Dashboard



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Potential or emerging issue



Issue has arisen



Timing has changed

Board Initiatives	Status & Condition			Resolutions	Comments	Next Steps	
	Not Started	In Progress	Completed			Action	Timing
<p>3d Support energy efficient and low carbon buildings across the region</p>					<p>Ongoing promotion and expansion of the Home Energy Navigator Program via online and newspaper advertisements and community outreach activities.</p> <p>Advanced local government policy analysis project in collaboration with municipal partners.</p> <p>Completed research to refine understanding of regional/local government opportunities related to Energy and Carbon Emissions Reporting/Benchmarking program.</p> <p>Continued to provide support to local governments on Zero Carbon Step Code implementation.</p> <p>Launched the Climate Action To Go Kits, including new thermal imaging cameras for borrowing through regional libraries.</p> <p>Media Release: New Thermal Imaging Camera Kits Available at Local Libraries (November 28, 2024)</p>	<ul style="list-style-type: none"> • Host regional staff workshop and conduct additional policy analysis, regulatory reviews and modelling for building-related carbon emissions • Complete local government level oil heating regulation study with the District of Saanich • Support the development of a model mandatory benchmarking bylaw with municipal partners and create a list of buildings that would be covered under a region benchmarking program • Develop and implement a regional energy benchmarking program for large buildings across the region 	<ul style="list-style-type: none"> • Q1 2025 • Q4-2024 Q1 2025 • Q4-2024 Q1 2025 • Q3 2025

Board Priorities Dashboard



First Nations

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



Making a difference...together

CONDITION LEGEND	Proceeding as planned	Potential or emerging issue	Issue has arisen	Timing has changed
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Board Initiatives	Status & Condition			Resolutions	Comments	Next Steps	
	Not Started	In Progress	Completed			Action	Timing
4a Develop mechanisms to hear more from First Nations' governments as to how they would like the CRD to approach reconciliation					<p>Drafted an Inclusive Regional Governance Final Report to summarize feedback received from First Nations on the topic of inclusive governance. Submitted the final report to the Ministry of Housing and Municipal Affairs, to close out the Inclusive Regional Governance Study Grant.</p> <p>Conducted a site visit with T'Sou-ke leadership to build relationships and learn more about their land stewardship goals and priorities.</p>	<ul style="list-style-type: none"> Continue to gather input from First Nations on inclusive regional governance and mechanisms to support the government-to-government relationship 	<ul style="list-style-type: none"> Ongoing
4b Collaborate with First Nations to build and strengthen new processes for respectful, reciprocal government-to-government decision-making and service delivery that uplift Indigenous self-determination					<p>Memorandum of Understanding (MOU) negotiations continue with four First Nations and are anticipated to begin soon with two additional Nations.</p> <p>Quarterly staff-level meetings held with First Nations on the topic of land altering works continue.</p> <p>The CRD has been coordinating with Songhees and Kosapsum Nations to schedule meetings to discuss their vision for the island rail corridor.</p>	<ul style="list-style-type: none"> Negotiate MOU/protocol agreements for Board approval with interested First Nations Continued participation in the joint planning process to develop a vision for the future of the island rail corridor 	<ul style="list-style-type: none"> Ongoing Ongoing

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CONDITION LEGEND	Proceeding as planned	Potential or emerging issue	Issue has arisen	Timing has changed
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Board Initiatives	Status & Condition			Resolutions	Comments	Next Steps	
	Not Started	In Progress	Completed			Action	Timing
<p>4c Invite, respect and incorporate Indigenous leadership and traditional knowledge to enhance initiatives and strategies that support other priorities in the plan</p>					<p>Malahat Nation and the CRD, through the Regional Water Supply Commission, have negotiated and signed an Environmental Monitoring Access Agreement, to enable Malahat Guardians to conduct environmental monitoring within the Greater Victoria Water Supply Area.</p> <p>Regional Parks is working with First Nations to gather input into the Mount Work Management Plan.</p> <p>First Nations’ feedback is being incorporated into an Engagement Summary regarding the development of a management plan for Salt Spring Island Mount Maxwell Community Park.</p> <p>Ecological restoration projects in East Sooke Regional Park are underway in collaboration with First Nations.</p> <p>Pacheedaht and CRD are undertaking a study aimed at better understanding the archaeological historical and cultural history in Port Renfrew.</p>	<ul style="list-style-type: none"> Invite involvement from First Nations in the development of a Regional Parks Stewardship Plan Initiate First Nations Engagement on Cultural Use and Safety Policy and Stewardship Plan Collaborating with Pacheedaht First Nations on the Port Renfrew Official Community Plan Initiate First Nations Engagement for Phase 2 of the Land Acquisition Strategy Complete restoration project with Pauquachin at Coles Bay Regional Park 	<ul style="list-style-type: none"> Q4-2024 Q2 2025 Q4-2024 Q2-Q3 2025 Q1 2025 Q1 2025 Q1-Q4 2025

Board Priorities Dashboard



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Potential or emerging issue



Issue has arisen



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<p>4d Support shared prosperity by enhancing economic opportunities, in partnership with First Nations</p>					<p>Water and Wastewater servicing discussions continue with multiple First Nations.</p> <p>Regular meetings continue to be held as staff continue to negotiate a Solid Waste Partnership Agreement with the WSÁNEC Leadership Council.</p> <p>Worked with partners to maintain and update the South Island Indigenous Business Directory. The Directory continues to expand, with 100 businesses now included.</p> <p>Awarded contracts for cultural workers to monitor land altering works.</p> <p>An updated draft operating agreement with a five year term for the seasonal operation of Spring Salmon Place campground has been sent to T'Sou-ke Nation for review.</p>	<ul style="list-style-type: none"> Continue engaging with Central Saanich and North Saanich to facilitate Water Supply Service Agreements with First Nations with reserves on Saanich Peninsula Finalize a Solid Waste Partnership Agreement with the WSÁNEC Leadership Council that may include procurement, employment and training opportunities as part of implementation of the Solid Waste Management Plan 	<ul style="list-style-type: none"> Q1-2025 Q2 2025 Q1-2025 Q2 2025

Board Priorities Dashboard



Governance

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



Making a difference...together

CONDITION LEGEND



Proceeding as planned



Potential or emerging issue



Issue has arisen



Timing has changed

Board Initiatives	Status & Condition			Resolutions	Comments	Next Steps	
	Not Started	In Progress	Completed			Action	Timing
5a Influence regional issues and advocate in a consistent, focused way that aligns with the Board strategic priorities					Operationalized. Advocacy Strategy has been revised and the Advocacy Dashboard will continue to be updated quarterly. A complete list of all advocacy correspondence is available at Board Advocacy		
5b Strengthen Board decision-making frameworks to include First Nations reconciliation, equity, diversity and inclusion, and climate action lenses					Operationalized. Developed Guidance documents for the First Nations, Equity, Diversity and Inclusion (EDI) and Climate Action Implications sections of Staff Reports. These Guidance documents were reviewed by the Governance Committee (April 3, 2024) and the Board (April 10, 2024).		
5c Develop understanding of, and accountability for, equity, diversity and inclusion across CRD decision-making bodies				<ul style="list-style-type: none"> Board, November 13, 2024 	<p>Operationalized. Presented the CRD Accessibility Plan to the CRD Governance Committee and CRD Board, and made available publicly through the posting on the CRD's Accessibility webpage, which includes our tool to receive feedback on accessibility.</p> <p>Consulted with CRD Accessibility Committee to get input on what training they would recommend the CRD Board receive to support decision-making in regard to accessibility. A facilitator will be secured and accessibility-focused training will continue through the term.</p>		

Board Priorities Dashboard



Governance

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



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	Not Started	In Progress	Completed			Action	Timing
<p>5d Foster greater civic participation among diverse community members</p>				<ul style="list-style-type: none"> Board, October 30, 2024 	<p>Website Redesign Project development phase and content migration on target for completion by end of year.</p> <p>Resident survey completed November 2024. Data being compiled and analyzed. Focus group and interviews being conducted through to mid-December.</p> <p>Media Release: CRD and CRHD look for public feedback on the 2025 provisional financial plans (November 8, 2024)</p>	<ul style="list-style-type: none"> Website testing and launch Share resident survey results Present revised Public Participation Framework to Board 	<ul style="list-style-type: none"> Q1 2025 Q2 2025 Q1 2025
<p>5e Explore changes to growth management approaches and identify implementation actions appropriate for local, regional and provincial implementation</p>					<p>A Request for Proposal for a Growth and Mobility Study was issued and closed with work anticipated to commence in Q4 2024.</p>	<ul style="list-style-type: none"> Regional coordination on impacts of new housing legislation Initiate an Employment Lands Study to determine supply and capacity of industrial and mixed employment lands within the region 	<ul style="list-style-type: none"> Ongoing Q1 2025



Transportation

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Board Initiatives	Resolutions	Summary of Completed Actions
<p>1a Improve regional connectivity and safety across transportation modes</p>	<ul style="list-style-type: none"> • <i>Board, Feb. 8, 2023</i> • <i>Board, August 9, 2023</i> • <i>Board, September 13, 2023</i> • <i>Board, December 13, 2023</i> • <i>Board, March 13, 2024</i> • <i>Board, July 10, 2024</i> 	<p>The Traffic Safety Commission (TSC) has approved its 2023 priority action areas: distracted driving, speeding and impaired driving. These will be implemented through education and awareness campaigns. TSC provided their annual update to the CRD Transportation Committee on September 12, 2023. The TSC has completed the research for the report on eMobility in the region. Media Release: CRD Traffic Safety Commission Awards Seventh Annual Cst. Sarah Beckett Memorial Scholarship (October 11, 2023). TSC completed research and delivered a report on micromobility to Transportation Committee and CRD Board in Q1 2024. CRD Traffic Safety Commission launched the multi-modal intersection safety campaign. Media Release: Investments in EV charging ports a bright spark for greener motoring in Greater Victoria (April 22, 2024). The TSC received a presentation of findings related to the evaluation of the PARTY (Prevent Alcohol Risk Related Trauma in Youth) program on September 10, 2024. The program is a one-day injury awareness and prevention program for youth ages 15 and older that has been operating since 1986. Initial results suggest the online program (since the pandemic) has been effective. The TSC will determine whether to extend research into the program to a larger sample at its next meeting.</p> <p>Engineering contractor retained to prepare design proposal for potential trail on Pender Island from Magic Lake Fire Hall to the island’s school. Completed the 2022 Origin Destination Household Travel Survey and presented results to the CRD Transportation Committee. Media Release: Household Travel Survey Shows Increase In Walking And Cycling (September 13, 2023). Media Release: Salt Spring Island Active Transportation Network Plan focuses on five big moves (August 8, 2023).</p> <p>Advocacy to provincial government on Motor Vehicle Act amendments to allow mobility aids to operate in bike lanes. Due to changes in the types and volumes of trail users, including the increasing presence of motor assisted personal mobility devices, the CRD Board directed staff on July 10, 2024, to advance interim options to enhance safety on multi-use trails. These options include augmenting the signage program on the regional trails that reinforce legal requirements and courtesy protocols (i.e. speeds, passing with courtesy, etc.). As a follow up action, on September 25, 2025 the Regional Parks Committee approved the staff recommendation to engage a consultant to provide comprehensive recommendations to further enhance safety on the CRD’s multi-use trails.</p>



Transportation

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Board Initiatives	Resolutions	Summary of Completed Actions
<p>1b Support investments, expansion and equitable access to active and low carbon transportation</p>	<ul style="list-style-type: none"> • <i>Board, June 14, 2023</i> • <i>Board, September 13, 2023</i> • <i>Board, November 8, 2023</i> • <i>Board, May 8, 2024</i> • <i>Board, July 10, 2024</i> 	<p>Regional all-ages and Abilities cycling facility criteria to support consistent planning and reporting on implementation of the regional cycling network was received by the Transportation Committee on March 15, 2023. Increased Saturday transit service on Fulford Harbour to Ganges, including southbound service along Cusheon Lake Road for select trips effective May 6, 2023. Pender Island Parks and Recreation Commission Schooner Way Active Transportation project at 30% engineering design completion. Phase 1 of Schooner Way Trail to connect the Magic Lake neighbourhood with the school approved for funding by BC Active Transportation Fund. Design and development has been initiated, and collection of community donation pledges underway. Kimta E&N Connector construction completed. The Ganges Harbourwalk Project is a community project being developed in consultation with interest holders. This project is overseen by the Salt Spring Island Local Community Commissions and the Ganges Harbourwalk Steering Committee. Conceptual designs are currently being developed for consultation with First Nations, Upland owners and the community.</p> <p>CRD Regional Trails Closure Policy information report provided to Transportation Committee and CRD Board. Presented Regional Trails Widening and Lighting Project funding options and directed to accelerate by inclusion of the project in the 2024-2028 Financial Plan and that staff continue to develop partnerships, pursue grant opportunities and report back with options to generate additional funds through non-tax revenue. Selkirk Trestle upgrades and Galloping Goose Regional Trail Widening & Lighting Project design and construction, loan authorization in place Q4 2023. The regional trestles renewal and trails widening and lighting project has been initiated.</p> <p>Juan de Fuca Parks submitted a grant application in to develop an Active Transportation Network Plan to guide future active transportation infrastructure investments. Grant funding for the Juan de Fuca Active Transportation Network Plan was confirmed in March and has now been received. A consultant has been selected and the plan is now expected to be completed by Q2, 2025. Mayne Island Regional Trail Phase 1 Development Project construction completed.</p> <p>The Active Transportation Infrastructure Stream – BC Active Transportation Infrastructure Grants Program approved \$500,000 for the Mayne Island Regional Trail Phase 1 Development Project. Construction continues in Q3 2023 on Project Area 1 of the Mayne Island Regional Trail project. The focus over the next few months will be completing trail support structures, culvert extensions, and placement of base and final surface materials. Negotiations to continue into the new year for the remaining Mayne Island Regional Trail statutory right-of-way. The contractor working on the Mayne Island-Regional Trail is currently working on wall 2 of Phase 1, from the ferry to Maple Drive. Working with realty to finalize the alignment of Phase 2. It is anticipated that Phase 2 will proceed shortly with an anticipated completion later in the year.</p> <p>Salt Spring Island Administration preparing contract to retain contractor to complete the Regional Trail Feasibility Study by November 2024.</p>



Transportation

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Board Initiatives	Resolutions	Summary of Completed Actions
<p>1c Present options for changes in governance for transportation in the region, including the Electoral Areas</p>	<ul style="list-style-type: none"> • <i>Board, April 12, 2023</i> • <i>Board, June 14, 2023</i> • <i>Board, November 8, 2023</i> • <i>Board, December 13, 2023</i> • <i>Board, July 10, 2024</i> • <i>Board, September 11, 2024</i> 	<p>Initiated the planning required to scope regional transportation governance options with a background report to the Transportation Committee on March 15, 2023. Media Release: CRD to gather input on regional transportation governance (June 14, 2023).</p> <p>Initiated an engagement process with municipal councils, electoral areas and agency partners on regional transportation governance. The transportation workbook was distributed to all stakeholders earlier in the summer. The completed workbooks and feedback have been requested by September 29, 2023.</p> <p>13 municipal councils, three electoral area and two partner agencies provided input to a survey on transportation governance in the region. Two First Nations indicated interest in participating in the initiative. The CRD Board directed staff to initiate concept development and analysis for a service feasibility study and develop an engagement plan. The CRD Board also endorsed three guiding principles on transportation governance. Initiated the feasibility study phase of the transportation governance initiative. Timing change due to delays in procurement of consultant services for the transportation service design and feasibility study.</p> <p>A CRD Transportation Workshop was held with local governments, agency partners and First Nations on May 24, 2024 to seek input on service categories for the establishment of a regional transportation service. The Transportation Committee received a summary report on June 19, 2024. A service feasibility study by KPMG is underway to inform this work. The CRD Board introduced the Regional Transportation Service Establishment Bylaw on September 11, 2024, read it for the first, second, and third time, and directed staff to forward it to the Inspector of Municipalities for approval. Participating area approval will be obtained by a regional alternative approval process.</p> <p>Media Release: Capital Regional District Introduces Regional Transportation Service Bylaw (September 12, 2024)</p>



Housing

Residents have access to affordable housing that enhances livability.



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Board Initiatives	Resolutions	Summary of Completed Actions
<p>2a Increase supply of affordable, inclusive and adequate housing in the region</p>	<ul style="list-style-type: none"> • <i>Board, May 10, 2023</i> • <i>Board, September 13, 2023</i> • <i>Board, October 11, 2023</i> • <i>Board, December 13, 2023</i> • <i>Board, March 13, 2024</i> • <i>Board, May 8, 2024</i> • <i>Board, September 11, 2024</i> 	<p>Opened 58 units of affordable rental housing at 2782 Spencer Road in Langford in November 2022 , in partnership with the Capital Region Housing District (CRHC) through the Community Housing Fund. Opened 72 units of affordable rental housing at 210 Gorge Road in Victoria in February 2023, in partnership with the Cool Aid Society through the Regional Housing First Program (RHFP). Media Release: More than 130 affordable rental homes open in Langford (Feb 17, 2023). Opened 52 units of supportive housing at 2933 and 2949 Albina Street in Saanich in February 2023, in partnership with BC Housing and Our Place Society through Rapid Housing Initiative (RHI) Round 1. Media Release: Fifty-two new homes with 24/7 services open in Saanich (Feb 10, 2023). Opened 75 units of affordable rental housing at 2170 Charters Road in Sooke in partnership with the M’akola Housing Society through the RHFP. Project completed December 2022. Tenant move-ins began February 2023. Opened 51 units of affordable housing at Prosser Place (7612 East Saanich Road) in Central Saanich, in partnership with the CRHC through the RHFP. Opened 39 units of supportive housing at 1909 Prosser Road in Central Saanich, in partnership with BC Housing and Pacifica Housing through the RHI Round 2. Opened 45 units of supportive housing at 865 Catherine Street (House of Courage) in Victoria in partnership with BC Housing and the Aboriginal Coalition to End Homelessness through the RHI Round 2. Media Release: B.C., Canada opening supportive housing in capital region (Mar. 31, 2023). Development Permit Application to the City of Victoria submitted through Rapid Deployment of Affordable Housing process for Village on the Green redevelopment, in partnership with the CRHC though the Regional Housing First Program (RHFP). After completing the District of Saanich’s Advisory Design Panel review, the Campus View redevelopment is proceeding with a public hearing. Carey Lane, an existing 22-unit CRHC townhouse complex, will undergo a full building envelope remediation as well as upgrades to the ventilation, heating, and cooling systems. The project will provide 170 units of housing for Indigenous peoples, people with low-to-moderate incomes and people with disabilities. Media Release: Province Partners with CRD and CRHC to Build 593 New Homes (March 21, 2024). Media Release: Sixty-six affordable homes underway for Songhees Nation members (February 16, 2024). Media Release: Capital Regional District Announces Acquisition to Support Future Affordable Housing (March 1, 2024). CRHC received financial support from the provincial government for four affordable rental projects. This announcement is expected to advance 593 new homes. Two of the projects approved include partnerships with local governments and two of the projects represent redevelopment opportunities for CRHC. 1183 Verdier Avenue, Central Saanich – The CRD has an accepted offer to purchase the property and is working closely with the CRHC and the District of Central Saanich to add 110 homes in Brentwood Bay Village. 3950 Cedar Hill Road, Saanich – The District of Saanich and the CRHC have partnered to redevelop the Nellie McClung library site. This initiative will advance a new mixed-use development that includes a larger library with 200 affordable rental homes. Two additional projects in Greater Victoria are expected to provide approximately 283 total new homes. Both projects are in the preliminary planning stages. Michigan Square, 97 units redevelopment, is now set to reopen in August 2024. Media Release: Indigenous people in Sooke get access to 170 below-market homes (May 7, 2024) Work ongoing to implement the Rural Housing Strategy. A Rural Housing Program framework is being further developed with proposal for program launch in 2025. A Salt Spring Island housing workshop was held May 22, 2024. Media Release: The CRD and CRHC present 2023 Annual Reports (May 9, 2024).</p> <p>On August 10, 2023, a bylaw amendment to increase the annual requisition for the Land Assembly, Housing and Land Banking Service to \$85 million obtained statutory approval and the CRD may now proceed with obtaining two-thirds consent on behalf of the participating areas and consent from the Electoral Area Directors without further delay. Consent for the accompanying loan authorization bylaw for long-term borrowing will be obtained by Alternative Approval Process for the entire service area. Media Release: CRD to Increase Borrowing Authority for Housing (June 2, 2023). Elector approval for amendment to the Land Assembly, Housing and Land Banking Service bylaw approved at the December Board meeting. CRHC Chair and CAO met with Minister Kahlon, BC Housing Minister, to advise the Ministry of Housing of the CRD Board’s proposal to increase the borrowing authority and request that the province consider providing up to \$170 million in funding to facilitate the development of approximately 2,000 affordable housing units across the region. Media Release: 2023 Greater Victoria Point-in-Time Count results announced (August 3, 2023). Media Release: Regional Alternative Approval Process launched to increase borrowing authority for housing (January 3, 2024). Media Release: CRD adopts bylaw to increase borrowing authority for housing (February 15, 2024). Throughout 2023, CRHC staff advanced the feasibility analysis and preliminary design work for potential development projects in anticipation of the 2023 Community Housing Fund call for proposals.</p>



Housing

Residents have access to affordable housing that enhances livability.



Making a difference...together

Board Initiatives	Resolutions	Summary of Completed Actions (continued)
<p>2a Increase supply of affordable, inclusive and adequate housing in the region</p>	<ul style="list-style-type: none"> • <i>Board, May 10, 2023</i> • <i>Board, September 13, 2023</i> • <i>Board, October 11, 2023</i> • <i>Board, December 13, 2023</i> • <i>Board, March 13, 2024</i> • <i>Board, May 8, 2024</i> • <i>Board, September 11, 2024</i> 	<p>As of Fall of 2024, the CRD is designing a Rural Housing Program through the development of a pilot that will take place on the Southern Gulf Islands and Salt Spring Island Electoral Areas. Community engagement is underway seeking input into the design of the pilot project.</p> <p>Media Release: CRD is developing a Rural Housing Program Pilot Project (July 22, 2024)</p> <p>Michigan Square, which is operated by the Capital Region Housing District, opened in Q3 with 97 new affordable rental homes in the James Bay neighborhood of Victoria.</p> <p>Media Release: More than 150 new rental homes coming to Victoria (September 13, 2024)</p> <p>Media Release: The CRD acquires property on Galiano Island for affordable rental housing (July 8, 2024)</p> <p>In September 2024, the North Salt Spring Waterworks District announced proposals to partially lift its water moratorium policy for new water connections, which has been in place since 2014. They will initiate engagement with community members, groups and governing bodies this fall to determine the best way to approach this. In light of this, plans to drill for water at 161 Drake Road have been deferred pending more information.</p>



Climate Action & Environment

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



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Board Initiatives	Resolutions	Summary of Completed Actions
<p>3a Maximize solid waste diversion and resource recovery from waste materials</p>	<ul style="list-style-type: none"> • <i>Board, Mar. 15, 2023</i> • <i>Board, May 10, 2023</i> • <i>Board, August 9, 2023</i> • <i>Board, December 13, 2023</i> • <i>Board, June 12, 2024</i> 	<p>The CRD Board approved the new Solid Waste Management Plan to reduce how much material is sent to Hartland Landfill and guide how the region’s solid waste is managed in a safe, secure and sustainable way now and in the future. The final plan includes strategies and actions for reducing and managing all streams of solid waste—including recyclables, compostable material and garbage—with an eye to extending the life of Hartland Landfill to 2100 and beyond. Media Release: CRD releases report highlighting what residents and businesses are putting in the garbage (Mar 8, 2023). Presented proposed amendments to the Hartland Landfill Tipping Fee Bylaw, a revised tipping fee schedule and new material bans to better encourage diversion. Media Release: Policy changes and material stream diversion initiatives at Hartland Landfill (May 12, 2023). Remain on track to procure processing for source separated materials and submit final amended Hartland Landfill Tipping Fee Bylaw for Board consideration. Submitted final amended Hartland Landfill Tipping Fee Bylaw for final Board consideration. Initiated procurement for processing of source separated materials to be banned from the landfill in 2024, including wood waste, asphalt shingles, carpet and underlay. Media Release: Changes to Residential Curbside Blue Box Recycling Service Effective January 2, 2024 (October 11, 2023) Media Release: 2024 policy changes at Hartland Landfill (December 13, 2023). Launched Phase 1 of the Hartland Landfill Waste Diversion Policies and Landfill Bans including ban on clean wood waste, changes to the tipping fee structure, introduction of the waste stream collector incentive program, increases in fine rates, reductions for early payment of fines and introduction of an education and warning ticket program.</p> <p>Received Board direction to enter into contract with DLs Bins to construct and operate a material diversion transfer station beginning in Q3, 2024. Received Board direction to initiate consultation on policies to regulate the flow of solid waste within the Capital Region. Received Board direction to enter into contract with DLs Bins to construct and operate a material diversion transfer station beginning in Q3, 2024. Received Board direction to initiate consultation on policies to regulate the flow of solid waste within the Capital Region. Media Release: Hartland Landfill Phase Two Changes begin July 2, 2024 (April 11, 2024). Media Release: More Hours, More Convenience at Hartland Landfill (June 3, 2024).</p> <p>Successful launch of phase 2 of the Hartland Landfill Waste Diversion Policies and Landfill Bans including further landfill bans on treated wood waste, asphalt shingles and further changes to the tipping fee structure. The Hartland Material Diversion Transfer Station (MDTS) been constructed and is now in operation under contract with DL Bins.</p> <p>Media Release: Three surveys will explore attitudes and common practices on waste management (July 18, 2024)</p>
<p>3b Explore options for a regional approach to biodiversity and the protection of ecological assets</p>	<ul style="list-style-type: none"> • <i>Board, October 11, 2023</i> • <i>Board, December 13, 2023</i> 	<p>CRD Staff continue with internal discussions to understand the scope and breadth of a regional approach to environmental stewardship with a focus on biodiversity and the protection of ecological assets. CRD Staff are submitting a new establishing bylaw based on internal discussions related to a regional approach to environmental stewardship, with a focus on biodiversity and the protection of ecological assets. Maintain current service level through Climate Action Service Establishing Bylaw for 2024. Media Release: CRD Releases Greenhouse Gas Inventory (October 12, 2023). Media Release: The CRD Invites Families to Explore Biodiversity This Weekend (April 24, 2024).</p> <p>In August 2024, staff started planning for Alternative Approval Process for Bylaw No 4575 Regional Coordination of Biodiversity and Environmental Stewardship.</p>



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Board Initiatives	Resolutions	Summary of Completed Actions
<p>3c Increase resilience, community and adaptation planning to address climate related risks and disasters</p>	<ul style="list-style-type: none"> • <i>Board, October 11, 2023</i> • <i>Board, April 10, 2024</i> • <i>Board, June 12, 2024</i> 	<p>Launched capital region heat vulnerability mapping project with inter-municipal partners. Received Pacific Institute for Climate Solutions grant to hire a summer intern to support climate adaptation research. Hosted two inter-municipal workshops to collect information and build staff capacity related to climate projections project. Developed Capital Region Extreme Heat Information Portal, and hosted local inter-municipal, inter-agency staff workshop to share information related to forthcoming report and tool. Presented the updated Climate Projections for the Capital Region report and the new Extreme Heat Information Portal to Highlands Council (July 15, 2024).</p> <p>Applied to the Green Municipal Fund’s Local Leadership for Climate Adaptation - Capacity Development Partner Grants to fund a regional initiative to enhance capacity and coordination among local governments and First Nations in the region to plan for and respond to current and projected climate risks.</p> <p>Completed Electoral Area Community Wildfire Resiliency Plans. Adopted new open burning bylaw to prevent human-caused wildfire. Community Wildfire Resiliency webinar series conducted for Electoral Areas. Community Evacuation Guides completed. Media Release: Electoral Area Emergency Programs Share Household Evacuation Guides to Help Residents Prepare (May 9, 2023). Staff secured funding and are offering several Emergency Operations Centre related training. Electoral Area community wildfire exposure maps completed and will be shared with residents. Project is a collaboration between Islands Trust and Protective Services to prioritize wildfire mitigation efforts. Staff continue to socialize the community wildfire exposure and evacuation maps and other preparedness resources to enhance personal and community resiliency planning in the Electoral Areas. With the recent passing of the Emergency and Disaster Management Act (EDMA), CRD will be reviewing the legislation and planning program adjustments necessary to align with the new legislation. Media Release: CRD Electoral Area Wildfire Exposure Maps Show Risk (October 3, 2023). Conducting in-person community speaking engagements to present on wildfire risk, seasonal outlook, FireSmart, evacuations, etc. (Pender Island, Mayne Island, Saturna Island, Galiano Island, Salt Spring upcoming). Applied on NRCAN’s Wildfire Resilient Futures Initiatives grant to establish a region wildfire mitigation workgroup with a 5-year operational horizon. Residential FireSmart 2023 grant final report has been submitted. 2024 application submitted and approved.</p> <p>Climate Adaptation risk assessment grant application successful. Emergency Management Programs actively engaged in the preliminary stages of conducting a risk assessment as outlined in the grant application.</p> <p>Successfully presented four public engagement sessions on emergency management in the Southern Gulf Island Electoral Area (EA) and one in the Salt Spring Island EA. Preparing curriculum for “Fall Storm” public speaking series.</p> <p>Media Release: Park Re-Openings After Wildfire near Sooke Potholes (Old Man Lake Wildfire) (August 15, 2024)</p>



Climate Action & Environment

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Making a difference...together

Board Initiatives	Resolutions	Summary of Completed Actions
<p>3d Support energy efficient and low carbon buildings across the region</p>	<ul style="list-style-type: none"> • <i>Board, October 11, 2023</i> • <i>Board, September 11, 2024</i> 	<p>Implemented and promoted Home Energy Navigator program to support retrofits in single family homes. 253 participants between November 8 2022 and February 28, 2023. Support municipalities in advancing new Energy Step Code and new Zero Carbon Step Code policy changes. Participated in Provincial Local Government Retrofit Peer network, Step Code Peer network, and the new Embodied Carbon Peer network and shared learnings with CRD Climate Action Inter-Municipal Working Group. Salt Spring Island’s rainwater harvesting rebate program was renewed for one year. Implemented and expanded existing rain barrel program for the Southern Gulf Islands. Corporate Green Building Policy and Carbon Price Policy adopted and implementation underway. Released 2022 Regional and Local Government Greenhouse Gas Inventory report. Developed and launched Neighbourhood Navigator pilot targeting fossil fuel heated neighbourhoods. Continued to support staff in several communities to consider Zero Carbon Step Code policy approaches.</p> <p>Supported implementation of public Climate Friendly Homes tour. Initiated industry consultation on energy and emission reporting for large buildings in the region, in conjunction with City of Victoria and the District of Saanich. Completed industry consultation on energy and carbon emissions (ECE) reporting for large buildings in the region, in conjunction with City of Victoria and the District of Saanich, and with participation from Town of Sidney, Township of Esquimalt, and City of Colwood.</p> <p>Promoted Building Benchmark BC participation amongst Part 3 buildings owners/managers through the ECE consultations. Completed home retrofit financing study.</p> <p>Ongoing promotion and expansion of the Home Energy Navigator Program via online ads and community outreach events, and refining of marketing strategies through focus group research. Continued to provide support to local governments on Zero Carbon Step Code implementation.</p> <p>Initiated local government staff working group to support forthcoming innovative policy analysis. Advanced scoping of local government policy analysis project in collaboration with municipal partners. Completed research to refine understanding of regional/local government opportunities related to Energy Carbon Emissions reporting/benchmarking program.</p>



First Nations

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



Making a difference...together

Board Initiatives	Resolutions	Summary of Completed Actions
<p>4a Develop mechanisms to hear more from First Nations’ governments as to how they would like the CRD to approach reconciliation</p>	<ul style="list-style-type: none"> • Board, October 11, 2023 • Board, December 13, 2023 	<p>The Government-to-Government Relationship Building Initiative will, amongst other goals, invite First Nations to share their priority topics for a CRD Reconciliation Action Plan, and will provide an opportunity for Board Directors to hear directly from local Nations. Cultural perspectives training offered to CRD Board Directors and Alternate Directors. Hosted a gathering for CRD staff to learn from W̱SÁNEC cultural workers regarding archaeology and heritage conservation. Hosted Forum & produced Summary Report that includes feedback from Nations regarding the structure of the event as well as priority topics for collaboration. Co-hosted with W̱SÁNEC Leadership Council a relationship building event for Southern Gulf Islands and Salt Spring Island Directors and Commissioners. Launched Board coaching program. Held a site visit with T’Sou-ke Nation to discuss protected areas management and collaboration opportunities. Met with multiple First Nations regarding their priorities around water and wastewater servicing. Met with the W̱SÁNEC Leadership Council to continue negotiating a Solid Waste Partnership Agreement. Hosted a lunch & learn for staff: Xe Smun’ Eem “Our Sacred Children” and the Ongoing Legacy of Residential Schools. Sponsored the South Island Powwow for Truth and Reconciliation Day. Supported the Penelakut Coastal Blood Singers to perform on Salt Spring Island at an event for Truth and Reconciliation Day. Partnered with Orange Shirt Day Victoria to fly their Xe Smun’ Eem “Our Sacred Children” flag for Truth and Reconciliation Day.</p>
<p>4b Collaborate with First Nations to build and strengthen new processes for respectful, reciprocal government-to-government decision-making and service delivery that uplift Indigenous self-determination</p>	<ul style="list-style-type: none"> • Board, December 13, 2023 • Board, May 8, 2024 	<p>The upcoming Government-to-Government Relationship Building Initiative is an opportunity for the CRD and First Nations to strengthen our relationship and co-create mechanisms to support respectful, reciprocal, ongoing engagement at both the leadership and operational levels. Invites from Board Chair sent to First Nations to participate. New Regional Parks land acquisition notification process launched.</p> <p>Juan de Fuca Community Parks co-hosted an open-house with Pacheedaht First Nation to gather information and identify concerns related to the replacement of playground equipment in Port Renfrew. On September 13, 2023, CRD Board adopted policy direction to support land reversion to First Nations within the island rail corridor, in accordance with a process that is informed by a reconciliation-based approach. The CRD Board Chair wrote to the Island Corridor Foundation in September to inform its Board of this direction. Staff have participated in two inter-governmental island rail corridor planning sessions, facilitated by the province. Government-to-government leadership-level meetings held with T’Sou-ke, Songhees, Pacheedaht, and Pauquachin First Nations.</p> <p>Government-to-Government relationship building initiative letters of engagement signed with Sc’ianew First Nation and the W̱SÁNEC Leadership Council. Implemented new staff-level quarterly meeting series with Pacheedaht First Nation. Government-to-government leadership-level meetings held with Songhees, Tsawout and Pacheedaht Nations.</p> <p>Media Release: CRD and the Pacheedaht First Nation sign Memorandum of Understanding (January 30, 2024)</p> <p>Implemented new Regional Parks land acquisition notification process and held meetings with First Nations prior to acquiring the Royal Oak Golf Course. Discussions with Nations ongoing regarding interim management guidelines and future uses of the Royal Oak property.</p> <p>Established a technical team with the T’Sou-ke Nation to discuss protected areas management and operations within T’Sou-ke’s traditional territories.</p> <p>MOU negotiations continue with four First Nations and are anticipated to begin soon with two additional Nations. Quarterly staff-level meetings held with First Nations on the topic of land altering works.</p>



First Nations

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Board Initiatives	Resolutions	Summary of Completed Actions
<p>4c Invite, respect and incorporate Indigenous leadership and traditional knowledge to enhance initiatives and strategies that support other priorities in the plan</p>	<ul style="list-style-type: none"> • Board, June 14, 2023 • Board, July 12, 2023 • Board, December 13, 2023 	<p>Regional Parks engaging with First Nations for input into the Regional Parks Strategic Plan and the Regional Parks Land Acquisition Strategy, as well as ongoing collaboration on management plans. Feedback presented Regional Parks Committee in June for approval recommendation at the July Board meeting. Ongoing collaboration with First Nations on the conservation and protection of heritage sites, across all service delivery. Ongoing meetings with First Nations regarding Regional Parks Land Acquisition Strategy, land acquisitions, and management plans. Developed and shared with staff a Working with Indigenous Elders guidance document, to support respectful relationships where elders are interested to share their knowledge to inform CRD initiatives. First Nations Feedback on the Interim Regional Parks and Trails Strategic Plan 2022-2032 brought to Regional Parks Committee in June 2023 and approved at the July 2023 Board meeting. Partnered with Eddy Charlie and Kristin Spray of Orange Shirt Day Victoria to fly the Xe Xe Smun' Eem flag outside the CRD Fisgard Street office. Panorama Recreation is partnered with the Victoria Native Friendship Centre, The Art of Reconciliation and Indigenous artist Dahlila Charlie to host a community mosaic project inspired by Orange Shirt Day and National Day of Truth and Reconciliation. Invited First Nation participation on the Technical and Community Advisory Committee for Core Area Liquid Waste Management Planning. Invited First Nation participation on a Technical Working Group to recommend updates to the Saanich Peninsula Liquid Waste Management Plan. Invited input from First Nations regarding the transportation governance initiative. Ongoing engagement with First Nations regarding the conservation and protection of heritage sites. Environmental Protection and Integrated Water Services staff provided keynote presentation to Tsartlip community event about water and wastewater, as invited. Collaborating with T'Sou-ke and Sc'ianew regarding heritage conservation, ecological restoration and management planning for East Sooke Regional Park. Collaborating with the W̱SÁNEC Leadership Council on management planning for Mount Work Regional Park. Collaborated with Tsawout First Nation on mosquito management at Island View Beach Regional Park. Partnering with T'Sou-ke and the District of Sooke on the Sooke River Knotweed Control Project. Invited input from First Nations in the development of the HWMET'UTSUM Community Park Interim Management Approach on Salt Spring Island. Invited First Nations to participate in the Canada Goose Regional Working Group.</p> <p>Staff participated in Pauquachin marine stewardship day, interacting with 65 community members and building relationships.</p> <p>CRD staff joined with Tsawout Elders, Tsawout First Nation staff and community members to remove almost 1500lbs of invasive plants at TIXEN and share food and stories on the land. Sc'ianew knowledge keeper shared knowledge as part of archaeological and cultural awareness training related to invasive species removal volunteers in regional parks.</p> <p>Facilitating Malahat Nation to take drone footage in the Greater Victoria Water Supply Area that will be used to build a virtual space for elders and community to virtually visit different ecosystems and cultural spaces around the territory. It will also be used as a communication tool with proponents to teach about Malahat culture, tradition, and values around specific ecosystems, plants, or cultural sites.</p> <p>Pacheedaht and CRD are undertaking a study aimed at better understanding, the archaeological historical and cultural history in Port Renfrew.</p> <p>Completion of the Royal Oak Interim Management Guidelines (IMG) and initiation of the Mountain Forest IMG will guide the management of these properties over the next several years, while the CRD engages Nations that include these areas as part of their traditional territories.</p> <p>Request For Proposals posted for an infrastructure feasibility study for Port Renfrew area, with input from Pacheedaht First Nation. The study will include water and sewer servicing requirements related to both existing users and future development.</p>



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Board Initiatives	Resolutions	Summary of Completed Actions
<p>4d Support shared prosperity by enhancing economic opportunities, in partnership with First Nations</p>	<ul style="list-style-type: none"> Board, May 10, 2023 	<p>Partnered with Greater Victoria Harbour Authority, City of Victoria, and the South Island Prosperity Partnership to develop an Indigenous Business Directory for the south island to support enhanced procurement from Indigenous businesses. Media Release: New Business Directory Supports Indigenous Entrepreneurs (June 7, 2023). Released CRD Indigenous Employment Project Reports: Summary Report, Full Findings Report, and Wise Practices Report for Indigenous Employment and Culturally Safe and Supportive Workplaces. Proposed a new HR position for 2024 service planning, to lead the development of an Indigenous Employment Strategy. Funded solid waste bin removal to support a community clean-up for the Pacheedaht First Nation (Q1 - Q2 2023). Provided draft updated water service agreements to T'Sou-ke Nation, Esquimalt Nation, Sc'ianew First Nation and Pauquachin First Nation. Met with Sc'ianew First Nation and Esquimalt Nation to discuss. Provided a draft updated wastewater service agreement to Pauquachin and Tseycum First Nations. Meeting scheduled and confirmed with Esquimalt and Songhees to discuss wastewater projects and capacity in December 2023. Met with a member of Tsartlip First Nation to discuss opportunities for the Water Supply Area to provide wood for carving. Spring Salmon Place Campground Operating Agreement between CRD and T'Sou-ke Nation. Ongoing meetings with Pacheedaht to discuss solid waste management partnership opportunities. Provide firewood to First Nations as available.</p> <p>Met with Pauquachin First Nation and Esquimalt Nation to discuss water and wastewater service agreements. Met with Sc'ianew First Nation to discuss water service agreement. Regional Housing offered support to the Songhees Nation's affordable housing initiative, announced February 2024. Providing mapping support for Esquimalt Nation as requested. Sent a letter to Te'muwx Treaty Association confirming that the Regional Growth Strategy does not prevent water and wastewater servicing to treaty settlement lands. Significant progress made on Water Supply Service Agreements with two First Nations. Expectation is to finalize Agreements in early Q3 and seek approval by Juan de Fuca Water Distribution Commission and Regional Water Supply Commission.</p> <p>Worked with partners to maintain and update the South Island Indigenous Business Directory. Awarded contracts for cultural workers to monitor land altering works.</p> <p>Engaged First Nation archaeological technicians and representatives to support archaeological work carried out under regulatory permits for a wide range of CRD projects.</p>



Governance

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



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Board Initiatives	Resolutions	Summary of Completed Actions
<p>5a Influence regional issues and advocate in a consistent, focused way that aligns with the Board strategic priorities</p>	<ul style="list-style-type: none"> • Board, April 12, 2023 • Board, Aug. 9, 2023 	<p>Operationalized. Corporate Advocacy Dashboard updated and included in CAO quarterly report. A complete list of all advocacy correspondence is available on the Board Advocacy webpage. The CRD Board approved an updated CRD Advocacy Strategy on August 9, 2023.</p> <p>Administrative Policy for Intergovernmental Relations information report provided to Board.</p>
<p>5b Strengthen Board decision-making frameworks to include First Nations reconciliation, equity, diversity and inclusion, and climate action lenses</p>	<ul style="list-style-type: none"> • Board, May 10, 2023 • Board, October 25, 2023 • Board, March 13, 2024 • Board, April 10, 2024 • Board, May 8, 2024 	<p>Operationalized. The 2023-2026 CRD Corporate Plan has been developed in alignment with this priority. Additional information has been included in the plan to support the Board’s understanding of how the three lenses impact future initiatives and activities. All staff report templates updated to include decision-making considerations for First Nations reconciliation, equity, diversity and inclusion, and climate action lenses. 2024 Service and Financial Planning Guidelines approved by Board. Committees and commissions will consider service plans (Community Need Summaries) for 2024 between September and October 2023. The CRD Board approved the 2024 service plans (Community Need Summaries) and provisional Financial Plans on October 25, 2024 following their deliberation. These documents form the foundation of the CRD budget. Media Release: CRD and CRHD look for public feedback on the 2024 provisional financial plans (October 30, 2023). The Board approved the 2024 to 2028 Financial Plan on March 13, 2024. Media Release: CRD and CRHD 2024 financial plans approved (March 14, 2024). The Human Resources and Corporate Safety Strategic Plan has been completed and received by Board. An addendum to the Corporate Plan has been published highlighting new initiatives which were approved in 2024 but not foreseen in the 2023-2026 Corporate Plan. This addendum will be kept up-to-date annually if more initiatives are approved. Developed Guidance documents for the First Nations, Equity, Diversity and Inclusion (EDI) and Climate Action Implications sections of Staff Reports. These Guidance documents were reviewed by the Governance Committee (April 3, 2024) and the Board (April 10, 2024). Ongoing staff training sessions are scheduled related to guidance documents.</p>
<p>5c Develop understanding of, and accountability for, equity, diversity and inclusion across CRD decision-making bodies</p>	<ul style="list-style-type: none"> • Board, December 13, 2023 • Board, February 14, 2024 • Board, March 13, 2024 	<p>The CRD has established a statement of Commitment to Equity, Diversity and Inclusion (EDI) to guide internal decisions and policies. Staff training and awareness courses ongoing through 2023. Staff have secured a training specialist for the Equity, Diversity and Inclusion initiative. Staff training for applying the EDI lens for staff reports will be prioritized. Accessibility Advisory Committee established and Terms of Reference approved. Staff have defined the scope of deliverables and learning outcomes for the EDI training seminar for CRD Board members. Consultants have been engaged to secure dates for the Equity, Diversity and Inclusion (EDI) training which will now be offered slightly earlier than anticipated. The Accessibility Advisory Committee’s inaugural meeting was held in October and orientation is underway.</p> <p>Board Code of Conduct Bylaw and Member Statement of Commitment approved at the March 2023 Board meeting. Delivered Equity Diversity and Inclusion (EDI) training seminar (Inclusion Literacy and Board Readiness) for CRD Board members January 31, 2024. Filled staffing vacancy for Manager of Equity, Diversity, Inclusion and Accessibility. Corporate Accessibility Plan reviewed by the Accessibility Advisory Committee on March 19, 2024. Delivered follow-up Equity, Diversity, and Inclusion (EDI) training session for CRD Board members on May 29, 2024 to build upon the learning from previous training. Delivered online sessions of EDI training (Inclusion Literacy) on May 3 and May 17, 2024 to elected officials who sit on CRD committees and commissions as well as Board alternates and those who were unable to attend previous sessions. Promoted National AccessAbility Week (May 26 - June 1, 2024). Media Release: Accessibility and Infrastructure Improvements in CRD Regional Parks (May 28, 2024).</p> <p>Provided an informational presentation to the Accessibility Advisory Committee on the work being done internally by the EDI Steering Committee on July 16, 2024. Finalized the CRD Accessibility Plan content with the Accessibility Advisory Committee on September 17 19, 2024.</p>



Governance

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Board Initiatives	Resolutions	Summary of Completed Actions
<p>5d Foster greater civic participation among diverse community members</p>	<ul style="list-style-type: none"> • Board, December 13, 2023 • Board, February 14, 2024 • Board, May 8, 2024 	<p>The 2023-2026 CRD Corporate Plan includes initiatives to review and enhance engagement practices, tools and frameworks in alignment with this priority. The CRD engagement platform Get Involved hosts initiatives and campaigns that have public participation components. Presentation at the December 2023 Governance committee on provincial engagement tool. Staff presented an overview of CRD Engagement practices and platforms to the February Governance Committee. The CRD has an existing engagement platform in place and is planning to review and update its public participation framework in 2024, ahead of running a competitive procurement process for online engagement solutions in 2025. Media Release: The CRD invites members of the public to learn more about the 2024 Provisional Financial Plan (January 3, 2024). Media Release: Community consultation begins to determine best use for Biosolids (January 11, 2024). Media Release: Have Your Say! CRD Regional Parks and Trails Resident Survey Seeks Input from Invited Residents (January 23, 2024)</p> <p>Project charter for website redesign finalized. Procurement process and internal analysis underway for website redesign project. Scope refinement and contract negotiations underway for work to start early 2024 on the website redesign project. Website Redesign Project contract awarded January 2024. Creative and technical planning underway. Website Redesign Project continues to be underway with the launch scheduled for February 2025. Website development phase underway, including third party integrations and identity provider solution.</p> <p>The Strategic Communications and Engagement Plan has been approved and received by Board. Website Redesign Project underway. Website user feedback sessions completed and design concepts approved. Confirmed collaborative approach with the Regional District of Nanaimo to review and update public participation framework. Engaged consultant to conduct scan of best practices. The Corporate Communications and Engagement Strategic Plan was presented to the May 2024 Board for information.</p> <p>Resident survey planning, vendor assessment and selection completed.</p>
<p>5e Explore changes to growth management approaches and identify implementation actions appropriate for local, regional and provincial implementation</p>	<ul style="list-style-type: none"> • Board, July 12, 2023 • Board, April 10, 2024 	<p>Hosted the Development and Planning Advisory Committee on January 16 and March 13, 2023. Initiated research and analysis to support CRD Regional Housing and local governments to take action on housing and development challenges. The Planning and Protective Services Committee approved a grant application to the Union of BC Municipalities (UBCM) Complete Communities Fund for a regional growth and mobility study. Recipient of a UBCM Complete Communities grant to undertake a regional growth and mobility study.</p> <p>The timing for a policy white paper has shifted with newly announced provincial legislation on housing, land use and transit-oriented development. Staff will prepare a Growth and Mobility study to document the cumulative housing, transportation and infrastructure impacts of growth to support informed land-use decision making. Initiated Growth and Mobility Study (including project charter and scope of work for consultants).</p> <p>Staff brought forward a report on timing and implications of the work required to consider an update to the Regional Growth Strategy in 2026 in March 2024. Work continues for the Growth and Mobility Study. One year extension for the grant was received as provincial housing legislation was published later than originally anticipated. Work on policy white paper on housing and development challenges has been integrated into the project design for the Growth & Mobility Study.</p> <p>Virtual information sessions and public engagement on the Regional Water Supply Development Cost Charge Program to help fund eligible growth-related water projects. Media Release: The CRD invites feedback on proposed Regional Water Supply Development Cost Charge Program (May 29, 2024)</p>

August 2023

Advocacy Strategy for the Capital Regional District

Responding to community needs, the Capital Regional District (CRD) Board of Directors identify priorities and set the strategic course for the CRD over a four-year period, including an annual check-in and review of Board Priorities. For the 2023-2026 mandate, the CRD Board agreed to focus on five strategic priorities. As regional leaders, members of the CRD Board have and continue to be active in their advocacy on several policy initiatives that flow from these priorities.

To be effective in gaining the support of senior orders of government, local government, and partners, the Priorities agreed to by the Board will remain the basis of the advocacy strategy, unless updated by the Board annually, or supplemented by resolutions of the Board to advocate on specific initiatives. A successful advocacy strategy should be targeted, focused, and requires message discipline and consistency. Those we are advocating to need to understand what our priorities are and that we are committed to advancing them. The Board Priorities are organized under five themes with defined initiatives and desired outcomes. Role clarity, clear communication and reporting is essential for both elected officials and staff to enhance effectiveness and portray the strength of common cause.

Board Priorities (2023 – 2026 Term) and associated outcome statements

Transportation

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

Housing

Residents have access to affordable housing that enhances livability.

Climate Action & Environment

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

First Nations

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

Governance

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

A key initiative within the Governance priority is to “Influence regional issues and advocate in a consistent, focused way that aligns with the Board strategic priorities”.

Within the legislative framework which the Board and administration of the CRD, Capital Regional Hospital District (CRHD) and Capital Region Housing Corporation (CRHC) operate, the Board, its members and staff must work collaboratively to address multi-jurisdictional issues that impact the wellbeing of the region’s residents. Board governance includes region wide general government and legislated authority as well as mandated and agreed on participant based sub-regional and local service delivery responsibilities that require infrastructure, regulatory, legislative, financial, and operational support, to evolve and remain efficient and effective.

Residents and rate payers expect progressive action by the CRD to solve problems and advance regional, sub-regional, and local priorities within its mandate in partnership and collaboration with other authorities. As orders of government, the CRD and CRHD are delegated powers to operate by the Province of British Columbia and as corporate entities and publicly accountable authorities, can enter into agreements, partnerships with other public authorities, other corporate entities, and individuals. The CRHC is a wholly owned non-profit corporation of the CRD. Each entity may delegate or direct certain responsibilities including advocacy, however decisions of record, including the priorities for advocacy are established by resolution of each individual Board.

Advocacy Strategies

For issues that require regional action outside the CRD’s mandate, the Board can leverage the collective voice of its members, partners, and staff to contribute its experience and resources to advance solutions and achieve greater outcomes. As a member of the Federation of Canadian Municipalities, Union of British Columbia Municipalities and Association of Vancouver Island Coastal Communities, and with member, director, or staff representation in a variety of other organizations, the CRD has an opportunity advance our priorities and initiatives or seek the support of these bodies as part of its advocacy strategy. Through its governance and service delivery mandate, the CRD also has the opportunity to directly advocate to the Provincial and Federal Government, government Ministries, appointed bodies and agencies and to partner with other entities. There may also be an opportunity this term to work more closely with First Nations on issues as outlined in the Board priority.

Board Advocacy

Agreed on Board Priorities are the basis of the Board advocacy and the process for adding to those priorities is by Board resolutions with follow up actions typically directed through the Board Chair or the Executive Leadership Team. The Board Chair may ask for the support of other Directors to assist with efforts based on relationships, expertise, and experience or participant jurisdiction and geography. While the Board collectively has responsibility for the interests of the electoral areas, it has included or may delegate specific advocacy to the electoral area Directors for those areas. The Board may decide this term to pursue a focused more assertive strategy on a particular matter of importance at selected times during this term.

Inter-Regional Municipal and Electoral Area Advocacy

Board Priorities are only as strong as the support for them in our communities and working with the municipalities and electoral areas to ensure they support Board initiatives is key. The Board Chair, working directly with Board members, and the CAO working directly with Municipal CAOs should engage with elected officials and senior CRD, municipal and electoral area staff to ensure that there is a clear understanding of Board priorities, while identifying and responding to any divergent priorities to ensure alignment within any advocacy initiatives. The Advocacy Strategy needs to align with the Board approved Intergovernmental Relations Policy.

Corporate Advocacy

The CAO will lead corporate advocacy based on Board direction and the Corporate Plan. The CAO will lead the staff efforts on how best to drive initiatives forward with the right agreements and protocols with other organizations and has delegated authority from the Board to enter into agreements including memorandums of understandings with other agencies. The CAO will work closely with the Chair and play a major role in supporting the Chair and Board in advocacy efforts and will update the Board quarterly.

An advocacy strategy must be flexible, nimble and pivot on emerging issues or opportunities and the CAO will respond to and assign specific priorities and strategies for action. The Board Priorities Quarterly Dashboard progress report tracks resolutions of the Board, current initiatives, and planned actions related to advocacy as well as other priorities.

Advocacy can include formal letters, requests for meetings, presentations, partnering with agencies, campaigns, advisories, and announcements. Strong relationships with media who cover the CRD are essential to an effective advocacy strategy and engagement and outreach to editorial boards and media briefings, releases, and advisories as well as the CRD website and social media posts are effective tools.

Service Mandate and Operational Advocacy

Under the direction of their General Manager, CRD staff participate in many conversations with regulators and policy makers on efficient and effective service delivery approaches, and with organizations that engage with senior orders of government on policy and implementation. The Executive Leadership Team will coordinate communications with senior orders of government on policy and implementation to ensure alignment with Board direction, service mandate, and consistency of messaging in any advocacy.

Over the past few years, local government associations and related organizations have increased their role in advocacy for the municipal sector. The CRD needs to stay active in these organizations and drive our issues into and through their process. At times, senior orders of government will only consider policy changes that have been approved by these voices for our sector.

Potential Advocates

The following parties have been recognized as potential advocates and have been categorized based on each stakeholder's potential ability to influence the CRD's work (positively or negatively) or according to each stakeholder or group's interest in CRD and whether they are internal or external to the organization.

A Primary Level stakeholder or group interest has or may be identified as a result of a delegated authority, partnership agreement, contract or operating agreement, funding agreement, grant, or other formal relationship or understanding with the CRD.

A Secondary Level stakeholder or group interest has or may be identified as a result of receiving a service or benefit, in a contract, operating agreement, funding agreement or through a secondary or related affiliation with a primary group or stakeholder or having a mandate aligned with the CRD.

Internal stakeholders or groups include individuals or groups that have a duty or direct affiliation with the CRD or whose organizations participate directly or have a formal relationship with the CRD.

External stakeholders or groups include individuals or groups whose decision-making authority either directly impacts the CRD at a Primary Level or whose decision-making authority influences the CRD at a Secondary Level.

This categorization provides a focus for advocacy and communications activity by identifying primary and secondary advocacy relationships and the preferred approach for advocacy.

Advocacy Internal/External Stakeholders

Advocacy	Internal	External
<p>Primary Level</p>	<p>Board Members and, Alternates</p> <p>Member municipal councils</p> <p>Delegated CRD Commission Members including First Nations Members</p> <p>Local Area Elected Officials</p> <p>Local Area CAOs</p> <p>Local Area Senior Staff</p>	<ul style="list-style-type: none"> • Premier’s office • Province: Ministers, Ministers’ offices, and Deputy Ministers of select Government of BC ministries and Opposition Leaders • Vancouver Island Region MLAs • Federal Government: Vancouver Island Region MPs, Ministers, and staff of select ministries • First Nations
<p>Secondary Level</p>	<p>Agencies and organizations, including First Nations who have entered into formal agreement with the CRD.</p> <p>CRD representatives appointed to an affiliated governance body</p>	<ul style="list-style-type: none"> • First Nations • Federation of Canadian Municipalities • Union of BC Municipalities • Association of Vancouver Island Coastal Communities
<p>Operational Level</p>	<p>ELT and designated staff who participate in various external initiatives, committees, and groups as a representative of the organization.</p>	<ul style="list-style-type: none"> • Membership in various Professional Associations, Boards and Groups • Engagement work with Federal, Provincial, Institutional and Local Government staff. • Engagement with Crown and Non-profit bodies aligned and mandated to advance similar priorities.

Advocacy Approach

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



Tracking #	Issue	Objective	Advocates				Comments	Status/Update
			Board	LG/EA	Partner	Staff		
21-01-02	Regional Transportation Priorities	Confirm the CRD Board’s Regional Transportation Priorities.	✓			✓	Letter to Minister Fleming Met with Minister Fleming by teleconference October 4, 2021 Letter to Minister Fleming Virtual Meeting with Minister Fleming March 31, 2022	Initiated the planning required to scope regional transportation governance options with a background report to the Transportation Committee on March 15, 2023.
22-01-01	Vancouver Island Rail Corridor	Request the federal government to provide an update on their position regarding the protection of the Island Rail Corridor.	✓			✓	Letter to MP Randall Garrison Letter to MP Laurel Collins Letter to MP Alistair MacGregor Letter to Minister Fleming Letter to Minister Alghabra Letter from Minister Fleming Meeting with MP Alistair MacGregor August 17, 2022 Letter from Minister Alghabra Letter to Minister Alghabra Letter to Minister Miller Letter from MP Alistair MacGregor Letter from MP Gord Johns Letter to Chair, Island Corridor Foundation Letter to Deputy Director, South Coast Region MOTI	March 31, 2023 Funding Agreement signed between the Province and the CRD to enable engagement in short and long-term planning for the Island Rail Corridor in collaboration with First Nations and local governments impacted and/or bisected by the Corridor.



Tracking #	Issue	Objective	Advocates				Comments	Status/Update
			Board	LG/EA	Partner	Staff		
23-01-01	Active Transportation Infrastructure Investment	Request the Provincial government to secure funding support for the Trails Widening and Lighting Project.	✓			✓	Letter to Minister Fleming	
24-01-01	Intersection Safety Camera Program	Request the Provincial government to expand the Intersection Safety Camera Program.	✓			✓	Letter to Minister Farnworth Letter from Minister Farnworth	
24-01-02	Amendment of the BC Motor Vehicle Act	Request the Provincial government to amend the BC Motor Vehicle Act to allow electric wheelchairs, mobility scooters, and micro mobility devices to operate in designated bike lanes and/or routes.	✓			✓	Letter to Minister Fleming Letter from Minister Fleming	
24-01-03	Province-wide Trip Reduction Program	Request the Provincial government to create a province-wide Trip Reduction Program.	✓			✓	Letter to Premier Eby	



Tracking #	Issue	Objective	Advocates				Comments	Status/Update
			Board	LG/EA	Partner	Staff		
23-06-01	Explore funding opportunities with the Province to further advance affordable housing in the Capital Regional District	To enter a Memorandum of Understanding with the Province to partner on housing projects to increase the delivery of affordable housing in the Capital Regional District.	✓			✓	Chair, CRHC and CAO attended in person meeting with Minister Kahlon at UBCM on Sept. 19, 2023. Letter to Minister Kahlon Letter to MLAs Letter to Premier Eby *Note Premier Eby forwarded the letter to Minister Kahlon Letter from Minister Kahlon	
23-06-02	Secondary Suite Incentive Program	Request the Province to include Electoral Areas in the Secondary Suite Incentive Program.	✓	✓		✓	Letter to Minister Kahlon	
23-06-03	Housing needs in Electoral Areas	Support for Mike Harcourt to advocate for rural housing solutions.	✓	✓		✓	Letter to Mike Harcourt	
23-06-04	Drake Road Housing Project on Salt Spring Island (SSI)	Request the Province to expedite the completion of the Drake Road supportive housing project on SSI.	✓	✓		✓	Letter to Minister Kahlon Letter from Minister Kahlon	



Tracking #	Issue	Objective	Advocates				Comments	Status/Update
			Board	LG/EA	Partner	Staff		
24-06-01	Inclusion of alternate forms of housing within the BC Building Code	Request the Province to review the inclusion of alternative forms of housing within the BC Building Code.	✓			✓	Letter to Minister Kahlon	
24-06-02	Rural housing stream	Request the Province to create a rural housing stream.	✓	✓		✓	Letter to the Premier and Minister Kahlon	



Tracking #	Issue	Objective	Advocates				Comments	Status/Update
			Board	LG/EA	Partner	Staff		
19-02-01	Climate Emergency	Ask Federal government to strengthen national efforts to meet the Paris Agreement. Ask Provincial government to fully implement CleanBC and provide data on utilities vehicles and community energy emission inventories to local governments.	✓	✓	✓	✓	Letter to Premier Horgan Letter to Minister McKenna Representation from all CRD local governments on Climate Action Task force and staff Working Group sharing information and collaborating on projects. Partner with NGO's, Academic Institutions and Utilities with staff support through shared research, policy development and program delivery.	
19-02-02	Climate Action Leadership	Seek Strategic partnership	✓				Letter to Minister Heyman Response from Minister Heyman Letter to Minister McKenna	Continue to seek partnership with senior governments.
20-02-02	Parkland Acquisition	Ask provincial government to participate in further parkland acquisition in the Capital Region.	✓			✓	Letter to Minister Heyman Met with Minister Heyman by teleconference on February 17, 2021.	
21-02-01	Climate Action Revenue Incentive Program (CARIP)	Ask provincial government to re-establish CARIP funding or similar program.	✓			✓	Letter to Premier John Horgan, Minister Osborne, Minister Heyman and Brian Frenkel (UBCM) . Letter from Minister Osborne	CARIP was replaced with the Local Government Climate Action Program (LGCAP) with approved funding through 2024.



Tracking #	Issue	Objective	Advocates				Comments	Status/Update
			Board	LG/EA	Partner	Staff		
23-02-01	Update of Marine Invasive Species List	Ask provincial and federal government to list the red algae <i>Asparagopsis</i> on its invasive species list and review the aquaculture permitting requirements.	✓			✓	Letter to Minister Ralston Letter to Minister Murray Letter from Minister Murray	
24-02-01	Long-Term Biosolids Management Plan	Request for a meeting with the Minister of Environment & Climate Change Strategy to seek an extension for the submission date of the Long-Term Biosolids Management Plan.	✓			✓	Letter to Minister Heyman Board Chair and CAO met with Minister Heyman on June 6, 2024 Letter from Minister Heyman Letter to Minister Heyman	
24-02-02	Boat related issues in the Capital Region	Invite provincial and federal Ministers and their staff to participate in a regional workshop on collaborative action to resolve boat related issues in the capital region.	✓			✓	Letter to Minister Cullen Letter to Minister Guilbeault Letter to Minister Rodriguez Letter to Minister Lebouthillier Letter to Elizabeth May, MP Letter to Adam Olsen, MLA	
24-02-03	Invasive fallow deer	Request the Province for sustained funding for control	✓	✓		✓	Letter to Minister Davidson	



Tracking #	Issue	Objective	Advocates				Comments	Status/Update
			Board	LG/EA	Partner	Staff		
		of invasive fallow deer on the Southern Gulf Islands.						



Tracking #	Issue	Objective	Advocates				Comments	Status/Update
			Board	LG/EA	Partner	Staff		
19-03-01	First Nations Reconciliation	Enhance Indigenous reconciliation at the community level.	✓			✓	<p>Letter from Minister Robinson identifying the opportunity to meet with Snr. Provincial staff from the Ministry of Indigenous Relations and Reconciliation.</p> <p>Letter to Ministers Fraser and Robinson Letter from Minister Robinson Met with senior provincial staff on March 7, 2019 and agreed to follow up as required. Letters to MPs (Collins, Garrison, MacGregor and May) Letter to JOLEP (Tsartlip First Nation) Chief and Council Forum of All Councils took place on November 28, 2019.</p>	Ongoing
22-03-02	First Nations Reconciliation	Secure Provincial capacity funding to support government to government relationship building with First Nations to support efforts towards reconciliation.	✓			✓	<p>Board Chair met with Minister Rankin to communicate the need for Provincial capacity funding on August 12, 2022.</p>	



Tracking #	Issue	Objective	Advocates				Comments	Status/Update
			Board	LG/EA	Partner	Staff		
22-04-01	Greater Victoria Harbour Authority (GVHA)	Advocate for funding for the GVHA Shore Power Project	✓			✓	Letter to Minister LeBlanc seeking federal support Letter from Minister LeBlanc Letter of Support to Transport Canada	
22-04-01	Speculation & Vacancy Tax – SSI Electoral Area	Advocate that Speculation & Vacancy Tax be applied to the Salt Spring Island Electoral Area	✓			✓	Letter to Minister Robinson Letter from Minister Robinson Letter to Minister Conroy Letter from Minister Conroy	
23-04-01	Recapitalization of the Island Coastal Economic Trust	Ask the provincial government to recapitalize the Island Coastal Economic Trust.	✓			✓	Letter to Minister Bailey	
23-04-02	Increased high-speed broadband connectivity for the Jordan River and Shirley communities.	Advocate for funding from the Connecting Communities BC Fund to support increased high-speed broadband connectivity for the Jordan River and Shirley communities.	✓			✓	Letter to Ministry of Citizens’ Services	
23-04-03	Intergovernmental relationship building with Minister of Municipal Affairs	Introductory meeting to discuss issues of mutual interest.	✓		✓	✓	Board Chair and CAO met with Minister Kang on April 27, 2023.	Ongoing dialogue regarding best practice as to how Electoral Areas could be supported in future granting opportunities.



Tracking #	Issue	Objective	Advocates				Comments	Status/Update
			Board	LG/EA	Partner	Staff		
23-04-04	Capital Region Emergency Service Telecommunications (CREST)	Advocate for the implementation of a call answer levy on cell phone devices and that the revenue be available to the CRD to fund the CREST service.	✓		✓	✓	Letter to Minister Farnworth Letter from Minister Farnworth	
24-04-01	Emergency and Disaster Management Act	Advocate for time, funding and supports from the province and for clarification in the legislation regarding responsibility for infrastructure.	✓	✓		✓	Letter to Premier Eby, Minister Ma and Minister Heyman Letter from Minister Ma	
24-04-02	Local Government Act (LGA) Legislative Reform Initiative	Advocate to the province that UBCM Executive form a working group for the LGA Reform Initiative.	✓			✓	Letter to Minister Kang	
24-04-03	Local Government Act	Request the Province to amend the Local Government Act to allow for two year terms for the positions of Board Chair and Vice-Chair within regional districts.	✓			✓	Letter to Minister Kahlon	



Tracking #	Issue	Objective	Advocates				Comments	Status/Update
			Board	LG/EA	Partner	Staff		
24-04-04	Municipal Regional District Tax	Advocate for the Sidney Business Improvement Area Society’s Application to levy a Municipal Regional District Tax.	✓		✓	✓	Letter to Destination BC	



Tracking #	Issue	Objective	Advocates				Comments	Status/Update
			Board	LG/EA	Partner	Staff		
23-07-01	Advocacy for the Salt Spring Island Electoral Area	Support for Farmland Trust’s funding application.		✓		✓	Letter of Support	
		Support for the Universal Broadband Fund application.		✓		✓	Letter to CityWest	
		Support for Kings Lane affordable housing project.		✓		✓	Letter of support	
		Support for SSI Chamber of Commerce as official provider of community visitor services.		✓		✓	Letter to Destination BC	
		Support for Vision Zero application.		✓		✓	Letter of support	
		Support for Salt Spring Elementary Parent Advisory Council application.		✓		✓	Letter of support	
		Support for Tourism Growth Program application.		✓		✓	Letter of support	
		Support for SSI Primary Care Network Service Plan		✓		✓	Letter of support	



Tracking #	Issue	Objective	Advocates				Comments	Status/Update
			Board	LG/EA	Partner	Staff		
23-07-02	Advocacy for the Southern Gulf Islands Electoral Area	Support for New Horizons' grant application.		✓		✓	Letter to Chair, Pender Island Health Care Society	
		Support for the Rural Islands Economic Partnership Society's (RIEP) application to fund the expansion of the RIEP's Rising Tide Business Services.		✓		✓	Letter to Ministry of Jobs, Economic Development and Innovation	
		Support for New Horizons' grant application.		✓		✓	Letter to Employment and Social Development Canada	
		Support for the Connected Coast Project.		✓		✓	Letter to CityWest	
		Support for REDIP Economic Diversification application by the Islands Futures Society of Gabriola Island for Islands Alive Project.		✓		✓	Letter to Ministry of Jobs, Economic Development and Innovation	
		Support for application by the SGI Community Resource Centre and the Housing NOW Project.		✓		✓	Letter to Ministry of Jobs, Economic Development and Innovation	



Tracking #	Issue	Objective	Advocates				Comments	Status/Update
			Board	LG/EA	Partner	Staff		
		Support for the AquaLink Application by the SGI Tourism Partnership Funding.		✓		✓	Letter to Rural Economic Diversification and Infrastructure Program	
		Support for the Salish Grove Affordable Housing Project by Mayne Island Housing Society.		✓		✓	Letter of support	
		Support for the Galiano Affordable Living Initiative (GALI) Project application to the BC Housing Community Housing Fund.		✓		✓	Letter of support	
		Support for the Pender HANDY-Dart Taxi Pilot Project by Moving Around Pender Alternate Transportation Society.		✓		✓	Letter of support	
		Support for the Galiano Island Recycling Resources Society Grant application to the Plastics Action Fund.		✓		✓	Letter of support	



Tracking #	Issue	Objective	Advocates				Comments	Status/Update
			Board	LG/EA	Partner	Staff		
		Support for the SGI Neighbourhood House Society application for a community gaming grant.		✓		✓	Letter of support	
		Support for Green Municipal Fund’s Study Grant Program.		✓		✓	Letter of support	
		Support for Building Communities Through Arts and Heritage Grant Program.		✓		✓	Letter of support	
		Support for Infrastructure Canada’s Rural Transit Solutions Fund application.		✓		✓	Letter of support	
		Support for redesignation of the SGI Tourism Partnership as the Destination Marketing Organization to receive Municipal and Regional District Tax revenues.		✓		✓	Letter of support	



Tracking #	Issue	Objective	Advocates				Comments	Status/Update
			Board	LG/EA	Partner	Staff		
		Support for Green Municipal Fund’s Study Grant Program Application.		✓		✓	Letter of support	
		Support for New Horizon’s grant for seniors.		✓		✓	Letter of support	
		Support for Galiano Cottage Co-Op application for the CMHC Co-op Housing Development Program.		✓		✓	Letter of support	
		Support for New Horizon’s for Seniors grant program for the Savvy Seniors of the Salish Sea project.		✓		✓	Letter of support	
		Support for the Pender Island Royal Canadian Legion Branch 239 grant application.		✓		✓	Letter of support	
		Support for Mayne Island Assisted Living New Horizon’s for Seniors grant.		✓		✓	Letter of support	



Tracking #	Issue	Objective	Advocates				Comments	Status/Update
			Board	LG/EA	Partner	Staff		
		Support for Mayne Island Assisted Living New Horizon’s for Seniors grant to expand the Creative Café into a full day program.		✓		✓	Letter of support	
		Support for Schooner Way Trail Project on Pender Island		✓		✓	Letter of support	
		Support for Galiano Affordable Living Initiative Society’s application to REDIP for funding to support the development of 1663 Georgia View Road on Galiano Island.		✓		✓	Letter of support	
		Support for SGI Community Resource Centre Society’s Sea Food Farm project.		✓		✓	Letter of support	
		Support for Salish Sea Inter Island Transportation Society’s Funding request for the Aqualink project.		✓		✓	Letter of support	



Tracking #	Issue	Objective	Advocates				Comments	Status/Update
			Board	LG/EA	Partner	Staff		
		Support for the Pender Island Chamber of Commerce Grant Application.		✓		✓	Letter of support	
		Support for Rural Islands Economic Partnership Society's Grant Application for funding to support the Communities Talking Project.		✓		✓	Letter of support	
		Support for SGI Neighbourhood House Society Grant Application.		✓		✓	Letter of support	
		Support for Connecting Communities BC Application		✓		✓	Letter to CityWest	

No Associated Board Priority



Advocacy Dashboard

Quarter 4 – 2024



Tracking #	Issue	Objective	Advocates				Comments	Status/Update
			Board	LG/EA	Partner	Staff		
19-05-05	Deer Management	Encourage province to take responsibility for wildlife.	✓	✓			Letter to Ministers Popham, Heyman and Donaldson Several municipalities are now advocating as a group and individually for Provincial action and support. Letter from Nancy Liesch, ED, Natural Resources	Ongoing
20-05-03	Request the province to develop a strategy and plan for ongoing coordination between BC Ferries, BC Transit and MoTI on integrated, low carbon, active transportation-oriented solutions for SSI and SGI	Advocate for this approach mostly around integration of transportation planning.	✓	✓			Letter to Minister Trevena Letter from Minister Trevena	Ongoing
20-05-04	Write to UBCM and FCM asking them to advocate to the Federal Government to broaden the guidelines of Community Works Funds for capital and operating expenditures as a result	Asking for relaxed guidelines in light of economic and financial impacts for up to one year subject to local government due diligence and as long as expenditures are in the public interest.	✓	✓			Letter to UBCM and FCM Board Chair and CAO - call with FCM on May 21 Board Chair and CAO - call with UBCM on June 4 Letter from FCM Letter from UBCM UBCM indicated that they are generally aligned with the CRD position in their advocacy with FCM to the Federal Government. UBCM is in engaged in discussions with FCM and the Federal	Ongoing

No Associated Board Priority



Tracking #	Issue	Objective	Advocates				Comments	Status/Update
			Board	LG/EA	Partner	Staff		
	of the COVID-19 pandemic						<p>Government to utilize the gas tax funding model for recovery funding and granting.</p> <p>There continue to be challenges with Regional District EAs with respect to the request for funding non-profits and ineligible projects and risks to RDs in proceeding to fund projects that might ultimately not received UBCM and Federal funding approval.</p> <p>EA continue to what to pursue funding approvals for non-profit services.</p> <p>UBCM administer under the Federal Provincial agreement approved in 2014 for 10 years and that would be difficult to change without renegotiating the whole agreement which would come with some risks.</p> <p>Acknowledged social services and emergency and public service buildings being asked to be included as eligible projects.</p>	

No Associated Board Priority



Tracking #	Issue	Objective	Advocates				Comments	Status/Update
			Board	LG/EA	Partner	Staff		
21-05-01	Opioid Overdose Crisis	Advocate the provincial and federal government to declare the overdose crisis a national public health emergency and develop comprehensive action plans.	✓		✓	✓	Resolution to UBCM and AVICC.	Ongoing
23-05-02	Mobile Youth Services Team	Ask the province to support the Pacific Centre Family Services Association’s Mobile Youth Services Team.	✓				Letter to Minister Dean *Note: Minister Dean forwarded the letter to Minister Farnworth Letter from Minister Farnworth Letter to Minister Farnworth, Minister Lore, and Attorney General Sharma	
23-05-03	Letters of congratulations to locally elected First Nations Leaders	Relationship building, discuss issues of mutual interest and establish means of communication.	✓		✓	✓	Letter to Pauquachin First Nation Letter to Sx̱AUTW Letter to x̱v̱sepsum Letter to Sc̱ianew Letter to ṮSou-ke Nation Letter to Pacheedaht Nation	
24-05-01	BC Arts Council “Regional Areas” Policy	Advocate the province to repeal or modify the BC Arts Council’s “Regional Areas” policy.				✓	Letter to Minister Popham	

No Associated Board Priority



Advocacy Dashboard

Quarter 4 – 2024



Tracking #	Issue	Objective	Advocates				Comments	Status/Update
			Board	LG/EA	Partner	Staff		
24-05-02	Pacheedaht First Nation Addition to Reserve (ATR) Application	CRD’s letter of support for the ATR application by Pacheedaht First Nation for the fee simple parcels the Nation owns on Brown’s Mountain.		✓		✓	Letter to Chief Daniels	
24-05-03	City of Victoria’s Application to the Green and Inclusive Community Buildings Program Fund	CRD’s letter of support for the City of Victoria’s application to the Green and Inclusive Community Buildings Program Fund in support of the construction of the new Crystal Pool & Wellness Centre.				✓	Letter to Housing, Infrastructure and Communities Canada	
24-05-04	Letters of congratulations to locally elected MLAs, Ministers and the Premier	Relationship building, discuss issues of mutual interest and establish means of communication.	✓		✓	✓	Letter to Premier Eby Letter to Minister Kelly Greene Board Chair and CAO met with Minister Kelly Greene December 9, 2024 Letter to Minister Ravi Kahlon Letter to Minister Mike Farnworth Letter to Minister Christine Boyle Letter to Minister Diana Gibson Letter to Minister Ravi Parmar Letter to Minister Grace Lore	

No Associated Board Priority



Advocacy Dashboard

Quarter 4 – 2024



Making a difference...together

Tracking #	Issue	Objective	Advocates				Comments	Status/Update
			Board	LG/EA	Partner	Staff		
							Letter to Minister Lana Popham Letter to MLA Nina Krieger Letter to MLA Rob Botterell Letter to MLA Darlene Rotchford Letter to MLA Dana Lajeunesse Letter to Minister Brittany Anderson	

Capital Regional District
Quarterly Operating Variance Report - Q3, 2024
Service Budgets Greater than \$1,500,000

Service Number	Service Description	2024 Operating Expenses							2024 Operating Revenue						
		Year to Q3		Annual Forecast					Year to Q3		Annual Forecast				
		Annual Budget \$ (Schedule A)	Actual \$	Actual % of Budget	2023 Actual % of Budget	\$ Annual Forecast	% Budget (over)/under	Explanation	Annual Budget \$ (Schedule A)	Actual \$	Actual % of Budget	2023 Actual % of Budget	\$ Annual Forecast	% Budget (over)/under	Explanation
1.010	Legislative & General	39,599,526	25,401,589	64%	57%	35,536,099	10%	Savings are primarily related to one-time staff vacancies, hiring delays, the deferral of one-time expenses to 2025, and savings in meeting expenses and staff training.	39,599,526	31,018,598	78%	78%	37,964,743	4%	Half of revenue is derived from allocations to other services; one-third is funded by requisition, with balance from reserves, grants and other revenue. Forecasted variance due to reduction in reserve funds being required for project salary and consultancy costs, the deferral of reserve funded one-time costs, and higher than budgeted grants in lieu.
1.105	Facility Management	2,151,733	1,406,081	65%	67%	1,942,500	10%	Service is facilities management services delivered to CRD HQ and satellite facilities. Savings experienced due to temporary vacancies.	2,151,733	525,016	24%	77%	1,942,500	10%	Revenues derived from delivery of service to other services and projected to be below plan for the year, due to staff vacancies.
1.106	CRD Headquarters Building	2,204,840	1,696,532	77%	80%	2,170,000	2%	Service experienced no significant variance in operating costs during Q3 and is projected slightly below plan for the fiscal year.	2,204,840	1,634,035	74%	76%	2,170,000	2%	Service provides office space to other CRD services and is forecasted slightly below plan.
1.112	CRD Regional Grant in Aid	1,609,336	-	-	1%	-	100%	CRD raised the funds in 2013-2015 through tax requisition specifically for one-time funding request from Island Corridor Foundation (ICF). The timeline hasn't been established for the distribution of the funds.	1,609,336	1,619,983	101%	103%	1,629,336	(1%)	Service revenue is 100% surplus carry forward; minor increase in revenue forecasted for interest income.
1.226	Health Facilities - VIHA	1,776,222	515,947	29%	22%	1,553,000	13%	Service provides leased buildings to VIHA, and is 100% recovered from tenant. Q3 is below budget due to savings in maintenance costs. Reserve transfers represent the largest proportion of the budget to be made later in the fiscal year.	1,776,222	1,165,467	66%	68%	1,553,000	13%	Service provides leased buildings to VIHA, and is 100% recovery from tenant. Any deficit will be recovered from VIHA and any surplus refunded to VIHA.
1.280	Regional Parks	19,684,346	14,411,133	73%	75%	19,068,342	3%	Service experiences a seasonal nature to expenditures, primarily weighted to Q2 and Q3. Payroll savings are being redirected to other projects that are currently experiencing resource constraints, and interest on short term borrowing is also lower than budgeted.	19,684,346	19,612,266	100%	101%	19,725,000	(0%)	Revenues are primarily from requisition and are forecasted slightly above plan due to additional grants and fee income.
1.297	Arts Grants & Development	3,208,277	3,054,693	95%	96%	3,172,502	1%	Service is a grant funding service. Budget is projected to have a small savings in salaries for the year.	3,208,277	3,144,343	98%	97%	3,208,277	0%	Revenues are primarily from requisition and are on plan.
1.309	Climate Action and Adaptation	2,864,096	1,709,208	60%	68%	2,508,718	12%	Savings are primarily related to the timing of contract costs for the Home Energy Retrofit program.	2,864,096	2,007,508	70%	88%	2,558,718	11%	Revenues are primarily from requisition, and forecast below plan due to less ICIP (Investing in Canada Infrastructure Program) grant revenue.
1.310	Land Banking & Housing	3,566,967	2,495,536	70%	73%	3,210,000	10%	Savings forecasted due to staff vacancies and lower consulting costs.	3,566,967	3,164,218	89%	82%	3,210,000	10%	Revenues are approximately 54% requisition, 22% grants, and 24% allocation recoveries and surplus carry forward. Forecasted on plan with lower transfer from operating reserve required due to lower expenses.
1.311	Regional Housing Trust Fund	4,178,799	24,934	1%	17%	35,000	99%	Expenses are driven by internal and external grants, with timing contingent on external factors such as municipal approvals. Any surpluses are carried forward. Forecasted on plan with approximately \$3.2 million of committed grants to be disbursed to be disbursed to projects in 2027 and 2028.	4,178,799	4,174,067	100%	103%	4,200,000	(1%)	Revenues are 77% surplus carry forward, 17% requisition and 6% other. Forecasted largely on plan with slightly higher revenues due to unanticipated donations.
1.313	Animal Care Services	1,737,305	1,412,975	81%	86%	1,803,212	(4%)	Forecasted expenses are above budget mainly due to increased auxiliary staff and overtime costs due to temporary staff vacancies, higher service demand, higher vehicle costs, vet services and legal services.	1,737,305	1,458,684	84%	86%	1,781,786	(3%)	Service is funded approximately 27% from requisition, 55% from contract revenue, 15% from dog tag sales and 3% from other. Forecasted surplus is due to higher dog tag sales, adoption fee revenue and additional contract revenue from the service contracts.
1.318	Building Inspection	2,241,973	1,384,997	62%	69%	1,998,973	11%	Operating expenses are expected to be lower than the budget mainly due to annual salary savings from temporary staff vacancies, lower equipment purchases, staff training costs and deferral of ORF funded Digitization Records project.	2,241,973	1,537,656	69%	84%	1,966,860	12%	Service is funded approximately 62% by permit fee revenue, with the balance funded by requisition and reserve. Projected permit fee revenue is significantly lower than budget. This shortfall is primarily due to a projected drop in the number of permit applications expected for the year; also deferral of Digitization Records project, funded by ORF.
1.324	Regional Planning Services	2,227,436	950,070	43%	63%	1,524,844	32%	Operating expenses are expected to be lower than budget due to savings from temporary staff vacancies and deferral of the ORF funded Island Corridor Planning & Consultation project.	2,227,436	1,604,354	72%	138%	1,651,546	26%	Revenue is approximately 80% requisition, 15% operating reserve and 5% other. Reduction of revenue is mainly due to deferral of ORF funded Island Corridor Planning & Consultation project, other revenue is forecasted on plan.
1.40X	SEAPARC	5,243,766	3,975,441	76%	80%	5,188,900	1%	Service has a seasonal nature to operating expenses. In line with service delivery, 2024 operations are projected higher than 2023 due to the recovery from pandemic conditions and the contribution of the fitness gym. Forecasted slightly lower budget for the year due to savings from vacant position offset by increased service demand.	5,243,766	4,841,329	92%	100%	5,343,900	(2%)	Revenues are approximately 62% from requisition; 38% from fees and other. Service revenue is projected higher than plan for the year due to increased service demand.
1.44X	Panorama Rec. Center	10,810,738	7,127,286	66%	71%	10,560,000	2%	Service utilization recovered from pandemic conditions. Service has experienced a saving in payroll cost due unfilled vacancies, and a community needs assessment that will carryover to 2025.	10,810,738	9,333,651	86%	88%	10,810,000	0%	Revenues are approximately 51% from requisition; 49% from fees and other. Service project to be on plan for the year.
1.459	Salt Spring Is- Pool, Parks, Land, Art & Rec. Prog	2,439,891	1,730,398	71%	87%	2,406,804	1%	Forecasting overall operating expenses to be lower than the budget mainly due to lower fuel costs for Salt Spring Island Middle School (SIMS) community centre, and temporary staff vacancies.	2,439,891	2,302,165	94%	96%	2,452,365	(1%)	Forecasting operating revenue will be slightly over the budget mainly due to higher revenue from the pool recreation programs as well as higher revenue from grants which will be partially offset by lower Salt Spring Island Middle School (SIMS) community centre rental income.

Capital Regional District
Quarterly Operating Variance Report - Q3, 2024
Service Budgets Greater than \$1,500,000

Service Number	Service Description	2024 Operating Expenses						2024 Operating Revenue							
		Year to Q3		Annual Forecast				Year to Q3		Annual Forecast					
		Annual Budget \$ (Schedule A)	Actual \$	Actual % of Budget	2023 Actual % of Budget	\$ Annual Forecast	% Budget (over)/under	Explanation	Annual Budget \$ (Schedule A)	Actual \$	Actual % of Budget	2023 Actual % of Budget	\$ Annual Forecast	% Budget (over)/under	Explanation
1.521	Environmental Resource Management	38,751,084	26,794,398	69%	70%	38,249,255	1%	Operational services are continuing as planned. Both Diversion Services and Energy Recovery services expenses are forecasted to be lower than budget for 2024. Some new diversion initiatives are not yet fully implemented.	38,751,084	29,163,630	75%	89%	39,551,084	(2%)	Overall Solid Waste Revenue for 2024 is forecasted to be higher than budget due to increased tipping fee revenues from quantity of solid waste being received. Excessive disposal of banned materials resulting in more tickets being issued. RNG revenue will be lower due to the postponed project completion date of the Hartland Biogas Upgrading Facility Plan construction.
1.576	Environmental Engineering Services	3,007,695	2,032,201	68%	68%	2,793,816	7%	Service provides engineering and project management services to multiple services across the CRD's recreation and environmental management services. \$100,000 saving from delay in PMO (project management office) study to 2025.	3,007,695	1,988,451	66%	75%	2,800,500	7%	Revenues are driven by providing services to other CRD services which continue to operate as planned. Recovery revenue from CRD service forecasted to be in line with annual budget. \$100,000 operating reserve transfer for PMO study delayed to 2025.
1.577	IW - Environmental Operations	14,549,517	9,915,465	68%	67%	13,568,070	7%	Overhead service budget, continuing to deliver services as planned. Expenditures are forecasted to come in under budget, primarily due to delays in the delivery of new vehicles (now expected in 2025) and savings from temporary staff vacancies.	14,549,517	10,520,576	72%	69%	14,017,189	4%	The budgeted revenue is made of 95% from labor recovery and 5% from reserve transfers to cover one-time costs. Due to delays in receiving the new vehicles next year, a reduction in reserve transfers is anticipated.
1.578	Environmental Protection and Water Quality	9,337,895	6,637,523	71%	69%	9,116,064	2%	Overhead service budget, continuing to provide service as planned. Forecast largely on plan, with some minor savings on temporary staff vacancies.	9,337,895	7,016,970	75%	73%	9,216,064	1%	Revenues are driven by providing services to other CRD services that continue to operate as planned.
1.911	911 Systems	2,606,719	1,707,552	66%	67%	2,574,231	1%	This service collects 911 levies from phone carriers and distributes a percentage to participating municipalities. Variance is due to decreased levies received and distributed. Fixed contracts and debt servicing costs are on track with budget.	2,606,719	2,001,058	77%	77%	2,554,319	2%	Sources of revenue are fixed source requisitions, lease revenue, reserves, and variable 911 levies received from phone carriers. Forecasting reduction in revenues due to reduction in 911 levies.
1.921	Regional CREST	1,932,993	1,460,156	76%	76%	1,936,393	(0%)	This is a contribution service that provides support to CREST based on service agreement. Operating expenses are on track with budget.	1,932,993	1,930,668	100%	100%	1,933,493	(0%)	Operating revenues are primarily requisition and are on plan. Forecasted revenue is on track with budget.
2.610	Saanich Peninsula Water Supply	7,892,266	5,857,946	74%	83%	7,740,600	2%	Operational services and system maintenance are continuing as planned. Expenditures are forecasted to be below budget due to temporary vacancies, which is partially offset by bulk water costs exceeding expected demand.	7,892,266	7,044,410	89%	98%	7,924,200	(0%)	Revenues are driven by seasonal water sales. Demand is forecast to be similar to prior year, in line with current year budget.
2.670	Regional Water Supply	42,114,204	16,043,519	38%	51%	41,522,300	1%	Operational services and system maintenance are continuing as planned. Expenditures are forecasted to be in line with budget.	42,114,204	32,589,032	77%	81%	41,658,100	1%	Revenues are driven by seasonal water sales. Revenue, based on water demand, is forecast below current year budget largely due to wetter summer conditions.
2.680	Juan de Fuca Water Distribution	26,026,524	13,896,922	53%	53%	26,856,100	(3%)	Operational services and system maintenance are continuing as planned. Expenditures are forecasted to exceed budget due to bulk water purchases exceeded expected demand.	26,026,524	22,102,442	85%	88%	28,580,100	(10%)	Revenues are driven by seasonal water sales and new users. Demand is forecast to be above current year budget and last year's actuals, due to growth in use within the service.
3.717	Core Area Wastewater Operations	34,192,131	25,278,521	74%	72%	33,257,186	3%	Operational services are progressing as planned. Primary savings have been achieved in areas such as contracts, repair and maintenance, utilities, and labor costs due to temporary position vacancies. However, these savings are being partially offset by overspending in areas such as waste sludge disposal, increased legal expenses, screen disposal, and consultancy fees.	34,192,131	33,777,574	99%	88%	33,777,574	1%	The primary source of budgeted service revenue is requisitions, accounting for approximately 95.7%, while other sources contribute around 4.3%. However, due to temporary savings, transferring funds from the operational reserve to cover operating expenses is not required.
3.718	Saanich Peninsula Wastewater	4,993,969	3,008,328	60%	65%	4,412,328	12%	The service delivery proceeded as planned. In Q3, savings were achieved in labor costs, repair and maintenance expenses (now deferred to 2025 and 2027), waste sludge management, and sludge hauling.	4,993,969	4,793,061	96%	99%	4,837,585	3%	Budgeted revenues are approximately 93% from requisitions, with the remaining 7% derived from various sources, including reserve transfers, heat recovery from the Panorama Recreation Centre, and lab service recoveries. Overall, revenue is expected to align with projections, except for the operating reserve fund, which will not be transferred due to delays in one-time expenses.
3.755	Regional Source Control	1,674,718	1,247,598	74%	72%	1,663,786	1%	Service delivery continuing as planned. No changes anticipated at this time, and forecasted in line with plan.	1,674,718	1,587,561	95%	95%	1,653,956	1%	Revenues are primarily from requisition, and forecasted in line with plan.
Total Services above		292,624,966		84%					292,624,966		84%				
Other CRD Services		54,768,457		16%					54,768,457		16%				
Total CRD*		<u>347,393,423</u>							<u>347,393,423</u>						

Capital Regional District
Quarterly Operating Variance Report - Q3, 2024
Service Budgets Greater than \$1,500,000

Service Number	Service Description	2024 Operating Expenses							2024 Operating Revenue						
		Year to Q3				Annual Forecast			Year to Q3				Annual Forecast		
		Annual Budget \$ (Schedule A)	Actual \$	Actual % of Budget	2023 Actual % of Budget	\$ Annual Forecast	% Budget (over)/under	Explanation	Annual Budget \$ (Schedule A)	Actual \$	Actual % of Budget	2023 Actual % of Budget	\$ Annual Forecast	% Budget (over)/under	Explanation
CRHD	Capital Regional Hospital District	33,548,386	23,939,443	71%	42%	32,538,288	3%	Savings forecasted due to deferred feasibility studies, lower debt servicing costs, and lower maintenance costs forecasted for 950 Kings, The Summit, and Oak Bay Lodge properties.	33,548,386	32,975,857	98%	98%	33,597,657	(0%)	Higher property revenue due to recovery of insurance costs from Island Health for The Summit, largely offset by lower transfer from property management reserve to fund 950 Kings and Royal Bay properties due to savings on maintenance costs.
Total CRHD		<u>33,548,386</u>							<u>33,548,386</u>						
CRHC	Administration	3,818,333	2,522,899	66%	62%	3,425,967	10%	Forecasting administrative expense savings due to staff vacancies and turnover.	3,818,333	2,688,464	70%	75%	3,730,358	2%	Forecasting slight reduction in property management fees due to Michigan buildings opening later than budgeted.
CRHC	Development Services	1,176,033	523,900	45%	48%	713,387	39%	Savings forecasted due to staff vacancies.	1,481,337	265,492	18%	27%	772,187	48%	Revenues are 100% project management recoveries from multiple projects. Forecasting less recoveries required due to temporary staff vacancies.
CRHC	CHF Operating	1,699,528	840,645	49%	53%	1,197,729	30%	Forecasted savings primarily due to the opening of Michigan B delayed from late Q2 to Q3.	1,699,528	855,690	50%	56%	1,213,228	29%	Revenues are approximately 50% tenant rents and 50% provincial subsidies. Forecasting lower revenues due to delayed opening of Michigan B from late Q2 to Q3.
CRHC	UOA buildings	13,485,092	9,715,560	72%	75%	12,938,825	4%	Forecasted to be plan, with some savings in salaries primarily due to caretaker vacancies.	13,378,911	10,420,029	78%	78%	13,841,002	(3%)	Revenues are 100% tenant rents. Forecasting increased revenue due to increased occupancy and increased rents at turnovers.
CRHC	ILBC building	927,858	682,484	74%	76%	919,383	1%	Forecasted on plan.	927,858	747,027	81%	69%	974,713	(5%)	Revenues are approximately 60% provincial subsidies and 40% tenant rents. Island Health controls occupancy and subsidy is adjusted based on occupancy. Forecasting higher subsidy due to new agreement with Island Health.
CRHC	NOA buildings	1,730,942	1,228,653	71%	74%	1,681,357	3%	Forecasted on plan with some small savings in caretaker salaries.	1,761,248	1,333,027	76%	77%	1,747,870	1%	Revenues are 100% from tenant rents and forecasted almost on plan.
CRHC	RHFP buildings	9,986,408	7,049,451	71%	72%	9,410,028	6%	Forecasted on plan with some minor savings in salaries due to caretaker vacancies and Michigan opening later than budgeted.	9,898,206	7,385,577	75%	14%	10,031,940	(1%)	Forecasted on plan.
CRHC	IHI building	793,641	562,711	71%	76%	748,993	6%	Forecasted on plan with some small savings in caretaker salaries.	847,993	694,542	82%	74%	940,070	(11%)	Revenues are 100% tenant rents. Forecasting increased revenue due to increased occupancy and increased rents at turnovers.
CRHC	RR Services	591,142	101,843	17%	n/a	262,396	56%	Savings forecasted due to staff vacancies and hiring delays.	591,142	443,360	75%	n/a	262,396	56%	Funding for RR Services team is 100% recovered from capital replacement reserves. Estimating a lower recovery due to staff vacancies and hiring delays.
Total CRHC		<u>34,208,977</u>							<u>34,404,556</u>						
Total Services (CRD + CRHD + CRHC)		<u>\$415,150,786</u>							<u>\$415,346,365</u>						

*Amended Budget as at July 10, 2024 (Bylaw 4614)

Capital Regional District
2024 - Quarter 3 - Capital Plan Report
Projects Greater than \$500,000

GOOD	As planned or better than plan
WARNING	Changes to project plan to consider; no revision necessary at this time
RE-EVALUATED	Changes to project plan; 2024 Capital Plan amended and/or 2025 Capital Plan revised
ATTENTION	Changes to project plan; need to amend 2024 Capital Plan

CAPITAL PROJECT		
Department	Service Description	Capital Project Title
CRD		
Integrated Water Services	Core Area Wastewater	Bowker Sewer Rehabilitation Phase 2
	Core Area Wastewater	SCADA and Radio Assessment
	Core Area Wastewater	Annual Provisional Emergency Repairs
	Core Area Wastewater	Marigold Electrical and Building Upgrades
	Core Area Wastewater	Currie Major Upgrades
	Core Area Wastewater	Process & Mechanical Upgrades
	Core Area Wastewater	Safety & Security Upgrades
	Core Area Wastewater	Gorge Siphon Inlet Chamber Upgrade
	Core Area Wastewater	Craigflower Forcemain Twinning
	Core Area Wastewater	Craigflower Inlet Reconfiguration
	Core Area Wastewater	Lang Cove Electrical and Building Upgrades
	Regional Water Supply	Goldstream IWS Field Office
	Regional Water Supply	Main No.3 Segment Replacement
	Regional Water Supply	Sooke Lake Dam - Instrumentation System Improvements
Regional Water Supply	Sooke Lake Dam - Breach Risk Reduction Measures	

QUARTER 3					
Q3 Budget	Q3 Forecast	Q3 Actuals	Forecast Variance (over)/under \$	Forecast Variance %	Q3 Variance Explanation
4,000,000	4,500,000	5,218,329	(718,329)	(16%)	The majority of construction was incurred in Q3, with some spending brought forward from Q4. The overall project is forecasted to be completed on time and within budget, with completion expected before the end of 2024. Any remaining funds will potentially be used for warranty inspections in 2025.
100,000	100,000	5,676	94,324	94%	Some small equipment and assessment purchased in Q3. This project has been delayed due to prioritization and need for alignment between various departments. Anticipate ramping up spending in 2025. The overall project remains within scope and budget.
250,000	250,000	138,608	111,392	45%	The nature of the project is to address emergency repairs arising from unforeseen events and circumstances. The cost associated with repairing two disk filters was carried over into Q3. Overall project costs will fluctuate throughout the year dependent on magnitude, scope, and urgency of emergency repairs required. The overall project remains on time and within scope and budget.
2,500,000	200,000	6,136	193,864	97%	Some engineering costs were incurred in Q3. However, due to long lead times in ordering equipment, this project is expected to extend into 2025. The overall project is within scope and budget.
1,000,000	100,000	3,134	96,866	97%	Some engineering costs were incurred in Q3. However, due to long lead times in ordering equipment, this project is expected to extend into 2025. The overall project is within scope and budget.
200,000	200,000	63,439	136,561	68%	The nature of this provisional project is to address various process and mechanical upgrades to the Core Area and conveyance infrastructure, arising from optimization of operational needs. In Q3, the upgrade spending includes projects such as secondary odour control system upgrade and odour assessment. More upgrades will be executed throughout the rest of the year. The overall project is forecasted to remain on time and within scope and budget.
150,000	150,000	53,409	96,591	64%	The nature of this provisional project is to address various safety and security upgrades to the Core Area and conveyance infrastructure, arising from operational needs. Ongoing expenditures have supported upgrades such as Heightsafe fall protection, safety railings, and escape ladders. The overall project is forecasted to remain on time and within scope budget.
50,000	5,000	2,996	2,004	40%	A small consulting expense was incurred in Q3. Tenders for the project exceeded the budget, with CRD staff are reassessing the scope and design for this work in 2024. Construction efforts will be deferred until at least 2025.
75,000	15,000	303,491	(288,491)	(1923%)	The pre-build section by the Craigflower Pump Station was completed in Q3 ahead of schedule. An RFP will be issued in Q4 to hire a consultant for the detailed design of the Forcemain. The project will continue into 2025, and overall project remains within scope and budget.
50,000	1,100,000	1,082,229	17,771	2%	The estimated spend for Q3 was on target. The majority of the Craigflower Inlet Chamber project was completed during Q3, with some final work and deficiency corrections scheduled for completion in Q4. The overall project remains on time and within scope and budget.
250,000	50,000	14,805	35,195	70%	Some consultant costs were incurred in Q3. However, due to long lead times in ordering equipment, this project is expected to extend into 2025. The overall project is within scope and budget.
2,110,000	100,000	118,372	(18,372)	(18%)	Q3 actuals on target with forecast, design phase until summer 2025 when construction targeted to begin. The overall project remains within scope and budget.
100,000	75,000	69,009	5,991	8%	Preliminary design is progressing as part of a larger program. Construction expected to begin in 2025. The overall project is within scope and budget. Prioritization within the transmission main replacement program has dropped and schedule adjustment is reflected in the 2025 Capital Plan.
100,000	100,000	51,606	48,394	48%	Final detailed design report received; permitting and preparation of invitation to tender (ITT) continued in Q3. Construction cost estimate from Consultant has resulted in a project budget increase, reflected on the 2025 Capital Plan. Construction phase planned to start in Q3 2025 and forecasted to be completed Q2 2026. The overall project is within scope, but there is a timing delay due to need to increase construction budget for 2025.
5,000	20,000	1,975	18,025	90%	Q3 work continued with Consultant on Phase 1 of project, Reservoir Operating Rules, which is bundled with the Flood Forecasting System project. Delays expected due to internal resourcing for Phase 2. The overall project is within scope and budget.

TOTAL 2024			
Total 2024 Budget (as per approved budget)	Total 2024 Forecast	Forecast Variance (over)/under \$	Forecast Variance %
8,000,000	7,351,543	648,457	8%
2,180,000	37,340	2,142,660	98%
1,000,000	754,957	245,043	25%
5,550,000	810,993	4,739,007	85%
2,010,000	89,174	1,920,826	96%
850,000	516,586	333,414	39%
600,000	238,119	361,881	60%
1,218,000	40,276	1,177,724	97%
553,000	362,626	190,374	34%
1,700,000	1,681,329	18,671	1%
600,000	74,935	525,065	88%
8,440,000	612,020	7,827,980	93%
1,260,000	224,092	1,035,908	82%
1,650,000	690,650	959,350	58%
550,000	31,107	518,893	94%

ANNUAL STATUS OF CAPITAL PROJECT		
Scope	Timing	Budget
	2025 plan revised; Completion Delayed	
	2025 plan revised; Completion Delayed	
	2025 plan revised; Completion Delayed	
2024 to be re-evaluated	2025 plan revised; Construction Delayed	2025 plan revised
	2025 plan revised; Completion Delayed	
	2025 plan revised; Completion Delayed	
	2025 plan revised; Construction Delayed	
	2025 plan revised; Completion Delayed	2025 plan revised
	2025 plan revised; Completion Delayed	

Capital Regional District
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Projects Greater than \$500,000

GOOD	As planned or better than plan
WARNING	Changes to project plan to consider; no revision necessary at this time
RE-EVALUATED	Changes to project plan; 2024 Capital Plan amended and/or 2025 Capital Plan revised
ATTENTION	Changes to project plan; need to amend 2024 Capital Plan

CAPITAL PROJECT		
Department	Service Description	Capital Project Title
Integrated Water Services	Regional Water Supply	Replacement of UV System
	Regional Water Supply	Integrate Dam Performance and Hydromet to SCADA
	Regional Water Supply	RWS Supply Main No. 4 Upgrade
	Regional Water Supply	Vehicle & Equipment Replacement (Funding from Replacement Fund)
	Regional Water Supply	Main No. 4 - Mt Newton to Highway 17
	Regional Water Supply	Bulk Supply Meter Replacement Program
	Regional Water Supply	Kapoor Main Mile 1 Bridge and Asphalt Upgrade
	Regional Water Supply	GVWSA Forest Resilience - wildfire/forest modelling and forest management field trials
	Regional Water Supply	Cecelia Meter Replacement
	Regional Water Supply	Mt. Tolmie Control Valve Replacement
	Regional Water Supply	Mount Tolmie Tank Structural and Infiltration Improvements
	Regional Water Supply	Implications from Goldstream Dam Safety Review
	Regional Water Supply	Implications from 2016 Sooke Lake Dam Safety Review
	Regional Water Supply	Cabin Pond Dams Decommissioning (PES)
Regional Water Supply	Goldstream Dams Instrumentation Improvements	

QUARTER 3					
Q3 Budget	Q3 Forecast	Q3 Actuals	Forecast Variance (over)/under \$	Forecast Variance %	Q3 Variance Explanation
1,000,000	2,000,000	3,355,666	(1,355,666)	(68%)	In Q3, project prep work by contractor is moving forward, and ahead of schedule. Completion will occur in 2025. The overall project is within scope and budget.
50,000	10,000	0	10,000	100%	No progress in Q3 due to resourcing. Significant project work deferred to 2025, to begin upon completion of Sooke Lake Dam instrumentation improvements. The overall project is within scope and budget.
100,000	100,000	201,484	(101,484)	(101%)	Preliminary design continued in Q3 ahead of schedule and stakeholder engagement with municipalities proceeded. 2025 Capital Plan has been updated to reflect the Engineering Estimate and new schedule. No construction effort is expected in 2024 or early 2025 while Cap Project 23-17 Main No. 4 Mt. Newton to Highway 17 is being prioritized. The overall project is within scope and budget.
340,250	0	231,564	(231,564)	(100%)	Received one heavy duty vehicle in Q3. Internal resource prioritization, supply chain issues and availability of EVs impacted ability to procure vehicles for 2024. Procurement of outstanding vehicles expected for 2025.
500,000	200,000	384,319	(184,319)	(92%)	Design work was able to progress on this additional scope in Q3, ahead of forecast. Construction to be combined with SPWS System Upgrade and Expansion project. Project to continue into 2025, and 2025 Capital Plan has been updated to reflect the Engineering Estimate.
100,000	50,000	14,345	35,655	71%	Work on this program is ad hoc in nature and fluctuates to accommodate other larger scale projects. Some minor labour for replacements occurred in Q3. Completion of 2024 planned work deferred to 2025. The overall project remains within scope and budget.
700,000	0	0	0	0%	No Spending in Q3. Project has been re-prioritized to 2025. The overall forecast remains within scope and budget.
100,000	20,000	33,484	(13,484)	(67%)	Planning costs in Q3 slightly higher than forecast. Juvenile spacing work prioritized within this project for 2024, with forest thinning work deferred to 2025. The overall project remains on budget.
50,000	50,000	7,816	42,184	84%	Project management costs incurred in Q3. Project is experiencing construction delays, and the project may need to be deferred starting until the fall of 2025. The overall project remains within scope and budget.
200,000	5,000	582	4,418	88%	Project has been put on hold while assessing structural/infiltration issues so that CRD can assess overall plan for this asset.
25,000	60,000	42,170	17,830	30%	Structural assessments completed in Q3 with reports to be finalized in Q4. Based on estimated costs of repairs, CRD staff have decided to start developing a larger RFP in Q4 2024/Q1 2025 to obtain consultant services for multiple reviews and improvements at Mount Tolmie.
50,000	5,000	0	5,000	100%	Project delays due to internal resource availability and project prioritization. Significant portion of work planned for 2024 deferred to 2025. The overall project is within scope and budget.
50,000	40,000	448	39,552	99%	Minor project management costs incurred in Q3. Sooke Lake Dam Emergency Reservoir Drawdown and Freeboard Assessment sub-projects have been bundled with the Flood Forecasting System project for efficiency. Delays continue to be expected due to resource availability. The overall project is within scope and budget.
0	0	0	0	0%	Project work forecasted to be delayed to 2025 due to internal resource availability and project prioritization. The overall project is within scope and budget.
0	0	0	0	0%	Delays due to internal resource availability and project prioritization. Instrumentation improvements to the Sooke Lake Dam is currently the higher priority as per Dam Safety Risk Register. Project work deferred to 2025, the overall project is within scope and budget.

TOTAL 2024			
Total 2024 Budget (as per approved budget)	Total 2024 Forecast	Forecast Variance (over)/under \$	Forecast Variance %
10,370,000	8,684,500	1,685,500	16%
1,200,000	10,000	1,190,000	99%
2,215,000	469,858	1,745,142	79%
1,361,000	453,935	907,065	67%
8,600,000	753,906	7,846,094	91%
650,000	98,289	551,711	85%
876,750	15,897	860,853	98%
1,095,000	430,526	664,474	61%
1,490,000	66,158	1,423,842	96%
800,000	51,893	748,107	94%
850,000	605,053	244,947	29%
525,000	26,859	498,141	95%
637,000	100,059	536,941	84%
600,000	-	600,000	100%
665,000	-	665,000	100%

ANNUAL STATUS OF CAPITAL PROJECT		
Scope	Timing	Budget
	2025 plan revised; Completion Delayed	
	2025 plan revised; Construction Delayed	
	2025 plan revised; Construction Delayed	2025 plan revised
	2025 plan revised; Completion Delayed	
2025 plan revised	2025 plan revised; Construction Delayed	2025 plan revised
	2025 plan revised; Completion Delayed	
	2025 plan revised; Construction Delayed	
2024 to be re-evaluated	2025 plan revised; Completion Delayed	
	2025 plan revised; Completion Delayed	
2024 to be re-evaluated	2024 to be re-evaluated	2024 to be re-evaluated
2024 to be re-evaluated		
	2025 plan revised; Completion Delayed	
	2025 plan revised; Completion Delayed	
	2025 plan revised; Construction Delayed	
	2025 plan revised; Construction Delayed	

Capital Regional District
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Projects Greater than \$500,000

GOOD	As planned or better than plan
WARNING	Changes to project plan to consider; no revision necessary at this time
RE-EVALUATED	Changes to project plan; 2024 Capital Plan amended and/or 2025 Capital Plan revised
ATTENTION	Changes to project plan; need to amend 2024 Capital Plan

CAPITAL PROJECT		
Department	Service Description	Capital Project Title
Integrated Water Services	Regional Water Supply	Deception Dam - Dam Safety Review 2021 & Improvements
	Regional Water Supply	EV Charging Stations Electrical Infrastructure
	JDF Water Distribution	Comprehensive Pump Station Upgrades (10 year Program)
	JDF Water Distribution	AC Pipe Replacement Program
	JDF Water Distribution	Residential Service & Meter Replacement Program
	JDF Water Distribution	Vehicle & Equipment Replacement (Funding from Replacement Fund)
	JDF Water Distribution (DCC)	Sooke Henlyn Supply & Distribution Mains
	JDF Water Distribution	SCADA Master Plan Update & Upgrades
	JDF Water Distribution	JDF Site Decommissioning Program
	JDF Water Distribution	Distribution System Seismic Resiliency Improvements
	JDF Water Distribution	William Head & VGH Meter Replacement
	JDF Water Distribution	East Sooke Interconnect Water Main
	JDF Water Distribution	Charters Road Watermain Replacement
	JDF Water Distribution	Hwy 14 Watermain Relocation
	Regional Water Supply & JDF Distribution	Voice Radio Upgrade
Seagirt Water System	Seagirt Watermain Extension	

QUARTER 3						
Q3 Budget	Q3 Forecast	Q3 Actuals	Forecast Variance (over)/under \$	Forecast Variance %	Q3 Variance Explanation	
150,000	150,000	41,426	108,574	72%	Consultant continues to work on geotechnical analysis tasks and conceptual design of seismic improvements in Q3. This work anticipated to be delayed and planned for completion by end of 2024, with additional engineering tasks to be scoped afterwards. The overall project is within scope and budget. Consultant also retained to design improvements to Deception Dam Low Level Overflow Gate, led by Capital Projects team. Design complete. Due to delay with new gate delivery happening in Q1 2025, construction is delayed to Q2/Q3 2025.	
213,750	0	661	(661)	(100%)	Closeout costs in Q3 for installation of Phase 1 EV Chargers. Phase 2 infrastructure upgrades deferred to 2025, to be informed by Fleet plan expected to be completed by end of 2024. Overall project is within scope and budget.	
750,000	1,000,000	94,171	905,829	91%	Design and construction of the Coppermine Pumpstation began later in Q3 than forecasted. Construction to continue through to 2025. budget to be carried forward to 2025. The overall project remains on time and within scope.	
2,000,000	1,000,000	541,709	458,291	46%	Crews time was split between this AC Replacement program budget and works on East Sooke Interconnect Watermain Replacement (Capital Project #22-01). Overall, CRD is ahead of schedule on the planned AC Replacement Projects for 2024 and are completing work under the allocated budgets. In alignment with staff reports to Commission, it has been CRD's plan to carry forward funds on the AC program to help fund the large Sooke Road W/M replacement project that is being tendered in Q4 for Construction in 2025.	
325,000	112,800	144,200	(31,400)	(28%)	Ongoing program for small scale work. Fluctuating deliverables and schedule. The overall project is within scope and budget.	
291,250	0	0	0	0%	No vehicles received in Q3. Internal resource prioritization, supply chain issues and availability of EVs have impacted ability to procure vehicles for 2024. The overall project is within scope and budget.	
0	0	0	0	0%	This project is developer-driven and no work or planning has begun to trigger this project. The project is not proceeding in 2024, the overall project is within scope and budget.	
150,000	150,000	4,794	145,206	97%	Minor contract spend in Q3 with no significant spend for the remainder of the year. Significant work will begin in 2025. The overall project is within scope and budget.	
10,000	0	1,251	(1,251)	(100%)	Minor project management spending in Q3. Project on pause to consider strategic direction, no activity expected in 2024. The overall project remains within budget.	
50,000	50,000	0	50,000	100%	This project has been removed from Capital Plan. The intent of this project are being addressed through other Capital Projects. The overall project is on time and within scope and budget.	
350,000	100,000	269,219	(169,219)	(169%)	CRD internal crews substantially completed the work at William Head in Q3 ahead of forecast. The overall project is on time and within scope and budget.	
620,000	620,000	385,516	234,484	38%	Crews started on this project after finishing at Seagirt but also were required to complete other works within the AC Replacement program and operational tasks. Overall, the project is still on schedule to be completed by end of 2024 as planned.	
0	300,000	204,650	95,350	32%	Construction and inspection cost drivers in Q3. Project schedule is tied to larger District of Sooke road improvement project and watermain. Watermain work will be complete by end of 2024 as indicated. The overall project is on time and within scope and budget.	
1,000,000	0	0	0	0%	This is a MOTI project with CRD contributing to a portion of the funding. No Q3-2024 expenses and forecasting no expenses in Q4-2024. Forecast for construction is 2025. Overall projects is within scope and budget.	
100,000	10,000	842	9,158	92%	Minor programming costs in Q3. The overall project is within scope and budget and is planned to be completed in Q2 of 2025, in scope and budget.	
900,000	900,000	496,088	403,912	45%	Project was substantially completed in Q3. Some remaining costs may still come in but forecasts are that this project will finish well under budget.	

TOTAL 2024			
Total 2024 Budget (as per approved budget)	Total 2024 Forecast	Forecast Variance (over)/under \$	Forecast Variance %
600,000	193,695	406,305	68%
855,000	40,944	814,056	95%
3,200,000	1,121,662	2,078,338	65%
7,360,000	2,763,439	4,596,561	62%
1,300,000	1,331,405	(31,405)	(2%)
1,165,000	389,220	775,780	67%
1,000,000	-	1,000,000	100%
900,000	13,294	886,706	99%
540,000	1,251	538,749	100%
750,000	-	750,000	100%
585,000	388,974	196,026	34%
820,000	620,272	199,728	24%
690,000	554,060	135,940	20%
2,000,000	-	2,000,000	100%
550,000	183,437	366,563	67%
2,250,000	1,945,892	304,108	14%

ANNUAL STATUS OF CAPITAL PROJECT		
Scope	Timing	Budget
	2025 plan revised; Completion Delayed	
	2025 plan revised; Completion Delayed	
	2025 plan revised; Completion Delayed	2024 amended
	2025 plan revised; Construction Delayed	
	2024 to be re-evaluated	
	2025 plan revised; Completion Delayed	
	2025 plan revised; Construction Delayed	
	2025 plan revised; Completion Delayed	
2024 to be re-evaluated	2025 plan revised; Construction Delayed	
2024 to be re-evaluated	2024 to be re-evaluated	2024 to be re-evaluated
	2025 plan revised; Construction Delayed	
	2025 plan revised; Completion Delayed	

Capital Regional District
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Projects Greater than \$500,000

GOOD	As planned or better than plan
WARNING	Changes to project plan to consider; no revision necessary at this time
RE-EVALUATED	Changes to project plan; 2024 Capital Plan amended and/or 2025 Capital Plan revised
ATTENTION	Changes to project plan; need to amend 2024 Capital Plan

CAPITAL PROJECT		
Department	Service Description	Capital Project Title
Integrated Water Services	Saanich Peninsula Treatment Plant	Odour Control Upgrade Construction
	Saanich Peninsula Water Supply	Hamsterly Pump Station Backup Power Generator
	Saanich Peninsula Water Supply	SCADA Upgrades
	Saanich Peninsula Water Supply	SPW System Upgrade and Expansion
	Saanich Peninsula Water Supply	Keating Cross Road Water Main
Local Services	Maliview Sewer Utility (SSI)	Wastewater Treatment Plant Upgrade
	Ganges Sewer	Ganges WWTP Replacement of Electrical & Instrumentation
	SSI Park Land and Rec Programs	Park Maintenance Facility
Local Services	Pender Island Community Parks	Schooner Way Trail
	Magic Lake Sewer Utility (SGI)	Pump Station and Treatment Plant Upgrades & Sewer Replacement
Parks and Environmental Services	Regional Parks	Mayne Island Demonstration Trail
	Regional Parks	Vehicle Replacement
	Regional Parks	Design & Expand East Sooke Aylard Farm Parking
	Regional Parks	Regional Trestle Renewal, Trails Widening and Lighting Project
	SEAPARC	Skate Park Renewal
	Panorama Recreation	Heat Recovery Plant
	Panorama Recreation	Centennial Park Multi-Sport Box

QUARTER 3					
Q3 Budget	Q3 Forecast	Q3 Actuals	Forecast Variance (over)/under \$	Forecast Variance %	Q3 Variance Explanation
500,000	0	0	0	0%	No activity in 2024. Construction is anticipated to commence in 2025. The overall project scope and budget will be refined and reviewed once detailed design is complete in 2025.
0	0	0	0	0%	Project delivery is on hold and under consideration to align with future project planning at this site for capacity increase.
1,000	1,000	4,286	(3,286)	(329%)	Minor contractor costs in Q3. Project is delayed, and will resume in 2025. Overall project is within scope and budget.
200,000	200,000	386,832	(186,832)	(93%)	Detailed design near completion in Q3.. Construction deferred to 2025 so that CRD approval from RWS Commission to co-fund the Bear Hill Trunk project could be obtained. With that approval, CRD intends to Tender late Q1 2025.
10,000	0	1,978	(1,978)	(100%)	MOTI project and MOTI driven schedule. Flyover project is underway and watermain portion of work was initiated in Q3. MOTI is likely to bill when all work is completed and CRD will request an invoice to account for year end. the overall project is within scope and budget.
50,000	50,000	81,049	(31,049)	(62%)	Q3 variance is due to higher design and internal project staff costs. Project still forecasted to be completed in 2025 as planned and is within scope and budget.
200,000	200,000	0	200,000	100%	Project start delayed from Q3 to Q4 due to preliminary planning taking longer than anticipated. The overall project is within scope and budget with completion deferred to 2025.
0	10,000	0	10,000	100%	Project is on hold while Islands Trust reviews the submitted rezoning application. The overall project is within scope and budget with completion deferred to 2025.
600,000	100,000	37,569	62,431	62%	Project has been delayed as license approvals from MOTI have taken longer than expected. Majority of work will be deferred to 2025. The overall project is within scope and budget.
1,300,000	1,300,000	835,458	464,542	36%	Deferral of some construction work from Q3 to Q4. Project budget amended in Q2 to reflect the carry forward of funding for construction work from 2023 to 2024. The overall project is forecast to be within scope and on plan with completion in 2025.
350,000	700,000	504,356	195,644	28%	Project work continued in Q3 slightly slow pace than anticipated; project to achieve substantial completion and public opening in Q4. The overall project is within scope and budget.
137,750	264,907	49,806	215,101	81%	Procurement process has begun, but long lead times for vehicle procurement have delayed the purchase. Additional delivery anticipated for Q4. The overall project is within scope and budget.
400,000	200,000	14,189	185,811	93%	Construction tender issued in Q3 with the contract to be issued in late Q4. Project anticipated to complete in Q2 2025 and is within scope and budget.
250,000	500,000	90,285	409,715	82%	Project planning continues, with Selkirk Trestle specific work contract delayed to Q4 2024. 2024 activity for the project is within scope and budget.
450,000	25,000	0	25,000	100%	Project is dependent on Debt funding; debt option was approved by commission in Q3, with the project being advanced in 2025. The overall project is within scope and budget.
596,500	592,000	300,757	291,243	49%	Progress made on dehumidifier portion of project, design work on balance of the system completed in Q3. Tendering to occur in Q4 and completion in 2025. the overall project is within scope and budget.
1,207,102	875,000	923,572	(48,572)	(6%)	Steel superstructure delivery occurred in late Q3. Tender on balance of construction issued in Q3. Project to be completed in Q1 2025. The overall project is within scope and budget.

TOTAL 2024			
Total 2024 Budget (as per approved budget)	Total 2024 Forecast	Forecast Variance (over)/under \$	Forecast Variance %
1,000,000	-	1,000,000	100%
1,050,000	2,000	1,048,000	100%
700,000	21,642	678,358	97%
7,760,000	775,298	6,984,702	90%
990,000	932,657	57,343	6%
850,000	847,706	2,294	0%
575,000	100,000	475,000	83%
615,000	10,399	604,601	98%
1,100,000	169,227	930,773	85%
5,600,000	5,505,413	94,587	2%
1,400,000	1,400,000	0	0%
551,000	551,000	0	0%
1,120,000	51,637	1,068,363	95%
1,932,485	1,522,770	409,715	21%
1,000,000	25,450	974,550	97%
2,386,000	1,106,780	1,279,220	54%
4,828,408	2,843,335	1,985,073	41%

ANNUAL STATUS OF CAPITAL PROJECT		
Scope	Timing	Budget
2025 plan revised	2025 plan revised; Construction Delayed	2025 plan revised
2025 plan revised	2025 plan revised; Completion Delayed	2025 plan revised
	2025 plan revised; Completion Delayed	
2025 plan revised	2025 plan revised; Construction Delayed	2025 plan revised
	2025 plan revised; Completion Delayed	
	2025 plan revised; Completion Delayed	
	2025 plan revised; Construction Delayed	
		2024 amended
	2025 plan revised; Completion Delayed	
	2025 plan revised; Completion Delayed	
	2025 plan revised; Completion Delayed	
	2025 plan revised; Completion Delayed	
	2025 plan revised; Completion Delayed	

Capital Regional District
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Projects Greater than \$500,000

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WARNING	Changes to project plan to consider; no revision necessary at this time
RE-EVALUATED	Changes to project plan; 2024 Capital Plan amended and/or 2025 Capital Plan revised
ATTENTION	Changes to project plan; need to amend 2024 Capital Plan

CAPITAL PROJECT		
Department	Service Description	Capital Project Title
Parks and Environmental Services	Environmental Resource Management	Cell 4 Liner Installation
	Environmental Resource Management	Aggregate Production for Internal Use
	Environmental Resource Management	Landfill Gas Utilization
	Environmental Resource Management	Gas Flare, Candlestick & LFG Blowers
	Environmental Resource Management	Hartland Amenity Project
	Environmental Resource Management	Contractor Workshop Relocation
	Environmental Resource Management	Cell 5&6 Gravity Retaining Wall Construction
	Environmental Resource Management	Cell 5 Liner Construction
	Environmental Resource Management	Cell 1, 2 & 3 Transition Liner
	Environmental Resource Management	Diversion Transfer Station
	Environmental Resource Management	RNG Spare Parts Inventory
	Environmental Resource Management	Food Waste Transfer Station Relocation Planning & Construction
	Environmental Resource Management	NE & NW Aggregate Stockpile cover
	Millstream Site Remediation	Millstream Meadows Remediation
	LWMP- Core and Westshore	Biosolids Advanced Thermal Pilot Demonstration Plant

QUARTER 3					
Q3 Budget	Q3 Forecast	Q3 Actuals	Forecast Variance (over)/under \$	Forecast Variance %	Q3 Variance Explanation
1,883,333	1,980,000	1,661,357	318,643	16%	Completion of Cell 4 liner installation, final drainage blanket and leachate piping occurred in Q3. Remaining activity in the fiscal year includes the installation of connecting piping to the landfill's existing leachate system. The project will be complete in Q4 and is on budget.
750,000	500,000	792,762	(292,762)	(59%)	Production of the majority of remaining aggregate occurred in Q3, including an additional amount related to a capital amendment approved in Q3. Aggregate production for the remainder of the year will be minor and the overall project is projected to remain on budget and schedule.
3,000,000	3,000,000	2,904,959	95,041	3%	Construction of the mechanical and structural components of the project including equipment/building erection and piping occurred in Q3. Remaining activity will include electrical installation, instrumentation and commissioning. The overall 2024 phase of project forecasted to be completed within scope and on budget.
425,000	425,000	65,280	359,720	85%	The new Gas Flare portion of this project was completed, and is now in operation. Operation will continue until the RNG facility construction is complete and the facility begins upgrading landfill gas. The overall project is within scope and budget.
1,000,000	1,000,000	73,256	926,744	93%	Procurement was completed in Q3 and a contract award is anticipated in Q4 with the majority of construction deferred to 2025 due to the delay of contractor's work schedule. The overall project is within scope and budget.
300,000	300,000	0	300,000	100%	Planning for this project is underway in Q3 and will continue into Q4. The majority of work will be deferred until 2025. The overall project is within scope and budget.
250,000	250,000	0	250,000	100%	Planning for this project is underway in Q3 and will continue into Q4. The majority of work will be deferred until 2025. The overall project is within scope and budget.
1,500,000	1,500,000	716,145	783,855	52%	Preparation and Procurement of Cell 5 work was completed in Q3. Construction of Cell 5 will start in Q4 including aggregate production and sub-grade preparation. 2025 work will include installation of the pore pressure relief system, liner system and leachate system. The project is on course for 2024 and within budget and scope.
1,000,000	1,000,000	1,003,144	(3,144)	(0%)	Transition liner installation and leachate piping was installed in Q3. Phase 2 of the remaining work will occur in 2025 and will include installation of the pore pressure relief system, liner system and leachate system. The project is on track for the 2024 portion of the work and within budget and scope.
2,000,000	2,000,000	3,789,110	(1,789,110)	(89%)	Construction work started in Q3 and included site preparation, grading and paving. The remainder of the project will be installed in Q4 and includes erection of a building and leachate controls. The project remains within budget and scope for completion in 2024.
700,000	0	0	0	0%	Spare parts selection planning began in Q3 and is expected to be completed by Q4. Procurement of spare parts will be in Q4. The project is on schedule and within scope and budget.
0	800,000	800,436	(436)	(0%)	Project amended in Q2 due to higher than anticipated material costs, and increase in scope. Construction of a precast block wall transfer station began in Q3 and is on schedule for completion in Q4. Remaining work includes electrical and safety installations. The overall project is within scope and budget for completion in Q4.
450,000	0	0	0	0%	Due to project logistics, the timeline for this project has changed. This project will not occur in 2024 and has been moved to 2025 per the 2025 capital plan. The overall project is within scope and budget.
418,500	100,000	70,302	29,698	30%	Project amended in Q3 to address final costs, including groundwater monitoring well decommissioning and follow-up reporting. Project management on environmental remediations occurred in Q3, awaiting Ministry of Environment approval. Approval anticipated in 2025 and finalization work will be deferred until 2025. The overall project is within scope and budget.
400,000	400,000	39,680	360,320	90%	Development a detailed RFP for an advanced thermal demonstration plant occurred in Q3, with the RFP closed in Q3. A contract award is anticipated in Q4, with the majority of design deferred to 2025 due to the delay of RFP process. The overall project is within scope and budget.

TOTAL 2024			
Total 2024 Budget (as per approved budget)	Total 2024 Forecast	Forecast Variance (over)/under \$	Forecast Variance %
6,700,000	6,697,667	2,333	0%
1,750,000	1,747,197	2,803	0%
22,281,000	22,277,983	3,017	0%
1,700,000	1,679,917	20,083	1%
3,800,000	2,756,482	1,043,518	27%
1,150,000	8,943	1,141,057	99%
750,000	-	750,000	100%
3,000,000	2,965,842	34,158	1%
2,000,000	1,998,409	1,591	0%
5,000,000	4,989,110	10,890	0%
700,000	700,000	0	0%
1,050,000	1,050,000	0	0%
750,000	-	750,000	100%
1,037,000	1,015,893	21,107	2%
1,000,000	439,095	560,905	56%

ANNUAL STATUS OF CAPITAL PROJECT		
Scope	Timing	Budget
		2024 amended
	2025 plan revised; Completion Delayed	
	2025 plan revised; Completion Delayed	
	2025 plan revised; Completion Delayed	
2024 amended		2024 amended
	2025 plan revised; Completion Delayed	
	2025 plan revised; Completion Delayed	2024 amended
	2025 plan revised; Completion Delayed	

Capital Regional District
2024 - Quarter 3 - Capital Plan Report
Projects Greater than \$500,000

GOOD	As planned or better than plan
WARNING	Changes to project plan to consider; no revision necessary at this time
RE-EVALUATED	Changes to project plan; 2024 Capital Plan amended and/or 2025 Capital Plan revised
ATTENTION	Changes to project plan; need to amend 2024 Capital Plan

CAPITAL PROJECT		
Department	Service Description	Capital Project Title
Parks and Environmental Services	Climate Action and Adaptation	Regional electric vehicle charging infrastructure
Facilities	CRD Headquarters	Interior Renovations
Finance and Technology	Information Technology	SAP Migration from ECC to S4
Facilities	Family Court Building	Detail Design & Replacement of HVAC
Land Banking and Housing	Land Banking and Housing	Village on the Green
	Land Banking and Housing	Campus View
	Land Banking and Housing	Verdier/Brentwood & Mt Tolmie
	Land Banking and Housing	Land Acquisition for future development
Royal Theatre	Royal Theatre	Repair Building Envelope
Finance and Technology	Finance	Additional Office Space at IWS Field Office
		Total Projects >\$500k
		Total Projects <\$500k; Potential Parkland Acquisitions
		Total Projects

QUARTER 3					
Q3 Budget	Q3 Forecast	Q3 Actuals	Forecast Variance (over)/under \$	Forecast Variance %	Q3 Variance Explanation
212,500	212,500	4,505	207,995	98%	Delay in procurement of EV Chargers resulting in delay in tender and construction of certain sites. Ongoing project management occurred in Q3, and will continue into Q4 to develop requirements for the project. The overall project is within scope and budget.
206,250	250,000	159,771	90,229	36%	Densification began on 4th floor in Q3 ahead of forecast. The overall project is on time and within scope and budget.
1,040,151	1,177,673	1,531,503	(353,830)	(30%)	Conversion from ECC to S/4Hana is ahead of forecast, with system cutover and penetration test planned for Q4. The new financial model implementation is underway. Project scope and budget was amended in Q2 for critical hardware upgrades and software licences. Overall project is now within scope and on budget.
262,500	0	0	0	0%	Project is dependent on a new lease arrangement for the facility with VIHA, and also requires grant or other funding. The project is on hold, but is within scope and budget.
0	0	0	0	0%	Project is in predevelopment phase and CRD is anticipated to advance funds in Q4 2024. The project is within scope and budget.
0	0	0	0	0%	Project is in predevelopment phase and CRD is anticipated to advance funds in Q4 2024. The overall project is on time and within scope and budget.
325,000	325,000	5,510	319,490	98%	Project is in predevelopment phase and CRD is anticipated to advance funds towards Mt Tolmie and Verdier/Brentwood in Q4 2024. The overall project is on time and within scope and budget.
0	0	0	0	0%	Land acquisition delayed, forecast to occur in Q4 2024. The overall project is on time and within scope and budget.
175,000	350,000	230,774	119,226	34%	2024 repointing work completed in Q3. Planning work for the 2025 phase will continue in Q4. The overall project is on time and within scope and budget.
187,500	0	0	0	0%	Project delayed indefinitely pending assessment of corporate space planning needs.
43,853,336	34,485,880	30,668,250	3,817,630	11%	

TOTAL 2024			
Total 2024 Budget (as per approved budget)	Total 2024 Forecast	Forecast Variance (over)/under \$	Forecast Variance %
792,961	180,334	612,627	77%
825,000	825,000	0	0%
3,975,952	3,752,875	223,077	6%
1,050,000	-	1,050,000	100%
2,000,000	2,000,000	0	0%
2,000,000	2,000,000	0	0%
5,400,000	5,410,927	(10,927)	(0%)
700,000	700,000	0	0%
700,000	283,491	416,509	60%
750,000	-	750,000	100%
196,980,556	114,174,704	82,805,852	42%
69,380,589			
266,361,145			

ANNUAL STATUS OF CAPITAL PROJECT		
Scope	Timing	Budget
	2025 plan revised; Construction Delayed	
2024 amended		2024 amended
	2025 plan revised; Acquisition Delayed	
2025 plan revised	2025 plan revised; Construction Delayed	2025 plan revised

*Amended Budget as at September 11, 2024 (Bylaw #4626)

Capital Regional District
2024 - Quarter 3 - Capital Plan Report
Projects Greater than \$500,000

GOOD	As planned or better than plan
WARNING	Changes to project plan to consider; no revision necessary at this time
RE-EVALUATED	Changes to project plan; 2024 Capital Plan amended and/or 2025 Capital Plan revised
ATTENTION	Changes to project plan; need to amend 2024 Capital Plan

CAPITAL PROJECT		
Department	Service Description	Capital Project Title

QUARTER 3					
Q3 Budget	Q3 Forecast	Q3 Actuals	Forecast Variance (over)/under \$	Forecast Variance %	Q3 Variance Explanation

TOTAL 2024			
Total 2024 Budget (as per approved budget)	Total 2024 Forecast	Forecast Variance (over)/under \$	Forecast Variance %

ANNUAL STATUS OF CAPITAL PROJECT		
Scope	Timing	Budget

CRHD		
Planning & Protective Services	Capital Regional Hospital District	Regional Housing First Program Contribution
		Total Projects >\$500k
		Total Projects <\$500k; Capital Grants
		Total Projects

10,000,000	-	-	-	0%	Contribution to RHFP forecast to occur in Q4 2024.
10,000,000			-	0%	

10,000,000	9,950,000	(50,000)	-1%
10,000,000	9,950,000	(50,000)	-1%
16,373,443			
26,373,443			

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CRHC		
Planning & Protective Services	Regional Housing	Michigan Redevelopment Housing
		Caledonia Redevelopment Housing
		Carey Lane BER
		Campus View Redevelopment
		Village on the Green Redevelopment
		New Redevelopment Projects - including Verdier/Brentwood
		Routine Capital
		Total Projects >\$500k
		Total Projects <\$500K
		Total Projects

-	4,686,122	2,125,809	2,560,313	55%	The Q3 variance is due to the timing of construction draws. A budget amendment has been approved in Q3 to cover the increased costs of construction financing. Tenant occupancy for both buildings began in mid-August. Overall, the project remains within scope and on plan with the amended budget.
7,076,218	8,435,242	6,916,871	1,518,371	18%	The variance in Q3 is due to the timing of trade billing. The overall forecast for 2024 has been reduced to reflect slower trade billings. The project is still on track to be completed by Q2 2025. The overall project is within scope and budget, with the exception of an increase to overall borrowing costs which are currently under discussion and are noted in the report to the Board Meeting to review Major Capital Plans on November 27th.
1,724,361	1,589,102	935,468	653,634	41%	The variance in Q3 is due to project scheduling and billing cycle reporting. Some scheduled items were rearranged due to tenant relocation and seasonal restrictions. Project forecasted for completion in Q3 2025.
517,740	240,000	158,410	81,590	34%	The project is now in the Construction Documents stage with completion of 80% building permit drawings to be submitted to the District of Saanich scheduled for Q4. Critical BC Housing milestones are projected to occur Q4 2024 (BC Builds ExCom) and Q1 2025 (BC Builds HOUS PPA Approval). The Q3 actuals are lower than forecasted due to slower billing cycles from certain consultants on the design team. Project forecasted for completion in Q3 2027. The overall project is within scope and budget.
569,334	195,000	307,591	(112,591)	(58%)	With the purchase of the adjacent lot at 1138 Johnson St., the revised design for the addition of 20 units has progressed and is currently at 50% Construction Documents (CD) completion. Consultant's billing has been received based on the 50% CD milestone. The overall project remains within scope and on schedule, with the amended budget reflecting these updates.
662,592	95,000	47,091	47,909	50%	Consultant procurement was delayed, causing a pause in further design development. Design development has now resumed following the approval to award the remaining consultant contracts. Project forecasted for completion in Q1 2028. The overall project is within scope and budget.
1,205,359	1,205,359	1,355,370	(150,011)	(12%)	The Q3 variance is due to unplanned replacements including two roofing projects, elevator works, and expanded scope on decks and fencing. A budget amendment for the UOA portfolio was approved to cover for these unplanned projects. The overall project remains within scope and on plan with the amended budget.
11,755,604	16,445,826	11,846,610	4,599,216	28%	

9,065,142	8,447,627	617,515	7%
32,000,000	27,783,341	4,216,659	13%
5,005,232	4,886,561	118,671	2%
2,530,000	750,750	1,779,250	70%
4,632,205	3,433,570	1,198,635	26%
3,972,427	1,163,936	2,808,491	71%
4,304,852	4,680,883	(376,031)	-9%
61,509,858	51,146,670	10,363,188	17%
415,002			
61,924,860			

		2024 amended
	2025 plan revised; Completion Delayed	
2024 to be re-evaluated	2025 plan revised; Completion Delayed	2024 to be re-evaluated
	2025 plan revised; Construction Delayed	
	2025 plan revised; Completion Delayed	
	2025 plan revised; Completion Delayed	



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**APPENDIX H
HUMAN RESOURCES TRENDS AND CORPORATE SAFETY
OPEN CAPITAL REGIONAL DISTRICT BOARD
MEETING OF WEDNESDAY, JANUARY 8, 2025**

Capital Regional District (CRD) Administration provides the Board regular updates on the state of Human Resources at the CRD as part of the service planning process. In addition, the Board receives quarterly updates. CRD information is compared to industry averages, as recorded through the *HR Metrics Services™* program, for which the CRD is a member. This report is for the third Quarter of 2024, with some trending information, as metrics details lag given reporting times through the metrics service.

1. Workforce Composition and Turnover

The Chief Administrative Officer submits a Staff Establishment Chart (SEC) annually together with the Financial Plan for consideration of approval by the Board. For 2024, the SEC identifies 786.94 FTE's – 756.94 regular ongoing and 30 regular term positions (with terms ranging from one to five years, with the majority being two years or longer) – and for 2025 the SEC identifies 848.14 FTE's (810.14 regular ongoing and 38 regular term positions). The CRD also has 547 auxiliary staff, with most of these staff working Parks and Recreation where we see a number of seasonal opportunities. In addition, the CRD engages almost 1,500 registered volunteers to assist in the support of many of its services and programs including volunteer fire services and emergency response and support. 89.7% of the CRD's paid workforce is unionized. The average length of service and average workforce age of CRD staff is 8.8 years and 45.3 years respectively, and this has been relatively consistent year over year. Turnover rates for the first quarter are trending consistent with previous years' quarters, with retirements accounting for approximately 30% of all employee turnover. This turnover and retirement trend will be monitored closely over subsequent quarters.

Table 1:

Corporate CRD Human Capital Performance Metric	CRD Current (By Quarter 2024)	CRD Current (Annual 2024)	Industry Average (Annual 2024)	CRD Annual (2023)	Industry Average (2023)
Total Unionized Workforce (all staff)	Q1: 89.6% Q2: 89.7% Q3: 89.9%	89.7%	81.1%	90.1%	78.9%
Average Length of Service (regular staff)	Q1: 8.9 years Q2: 8.8 years Q3: 8.7 years	8.8 years	10.9 years	9.1 years	10.8 years
Average Employee Age (regular staff)	Q1-3: 45.3 yrs	45.3 years	46.6 years	45.5 years	46.7 years

Corporate CRD Human Capital Performance Metric	CRD Current (By Quarter 2024)	CRD Current (Annual 2024)	Industry Average (Annual 2024)	CRD Annual (2023)	Industry Average (2023)
Turnover Rate / Retirement Rate (regular staff)	Q1: 3.1% (1.5% retire.) Q2: 2.0% (0.7% retire.) Q3: 2.3% (0.3% retire.)	7.4% (2.2% retirements)	6.1% (1.6% retirements)	8.3% (1.8% retirements)	8.4% (1.7% retirements)

1. Job Opportunities

To the end of Quarter 3, 2024, 258 job postings for 438 individual job opportunities were posted, with 5,146 applications received, and are figures similar to the previous calendar year (352 job postings and 488 individual job opportunities, with 5,368 applications received at year end 2023). As of writing, there are 33 job postings under active recruitment and listed on the CRD’s website, inclusive of 14 auxiliary job postings. The CRD continues to actively modify its recruitment strategies and approaches as needed to better attract and retain staff especially in the hard-to-fill market positions, and recruitment strategies form a key aspect of the CRD’s People, Safety and Culture Strategic Plan.

Significant workplace onboarding and orientation is undertaken for all new employees. In addition to the workplace orientations and required training programs, all new employees attend the regular twice per month onboarding sessions which are geared to inform and engage new staff early in their CRD careers. Since implementation, 1,183 new employees have been oriented under this program.

Table 2:

Corporate CRD Human Capital Performance Metric	CRD Current (By Quarter 2024)	CRD Current (Annual 2024)	Industry Average (Annual 2024)	CRD Annual (2023)	Industry Average (2023)
Job Opportunities (all staff)	Q1: 126 Q2: 277 Q3: 35	438	N/A	488	N/A

2. Absenteeism and Occupational Health and Safety

As an essential service, the CRD closely monitors the impact of absenteeism and takes appropriate measures to ensure essential operations are maintained. The CRD measures and monitors absenteeism by both its sick leave usage and safety ratings and has commenced a comprehensive disability management program aimed at early intervention and proactive and positive return to work programs. The CRD is continuing its proactive disability management efforts to ensure costs of absenteeism are appropriately managed, and employees are actively engaged early in return-to-work measures to aid in their recovery to work from illness, as well as its proactive healthy workplace program focused on providing employees personal tools to keep them healthy.

Typically, sick leave absenteeism rates will be higher in Quarters 1 and 4 of a year given higher levels of cold-and-flu in the community. In Quarter 2, 2024 we saw a break in that trend; for Quarter 3, sick leave reduced to normal levels. This will be closely monitored as the year progresses.

Table 3:

Corporate CRD Human Capital Performance Metric	CRD Current (By Quarter 2024)	CRD Current (Annual 2024)	Industry Average (Annual 2024)	CRD Annual (2023)	Industry Average (2023)
Absenteeism (Sick Leave) Rate (regular staff)	Q1: 4.6% Q2: 4.6% Q3: 4.1%	4.4%	4.3%	3.6%	4.3%

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

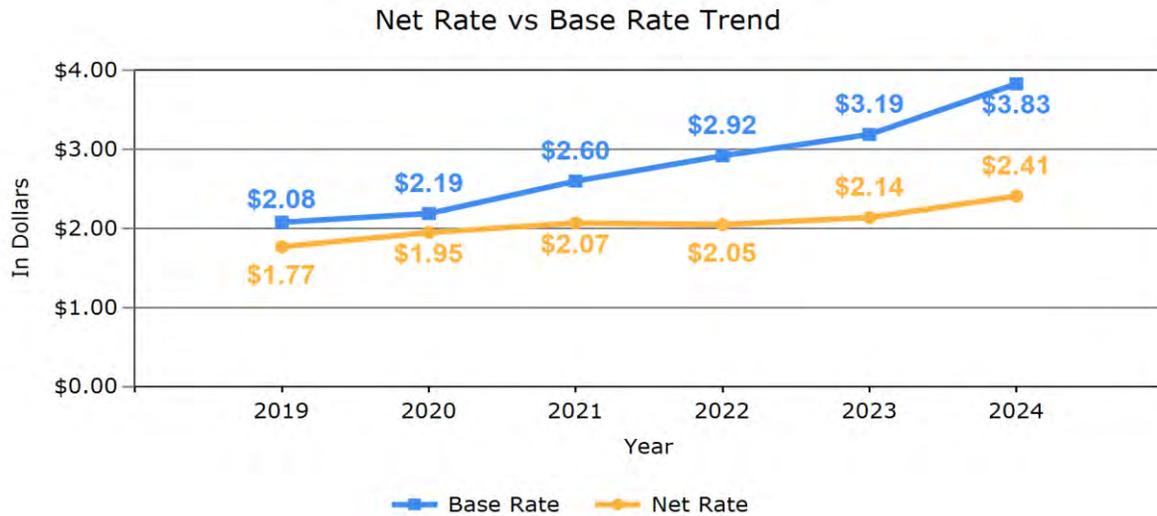
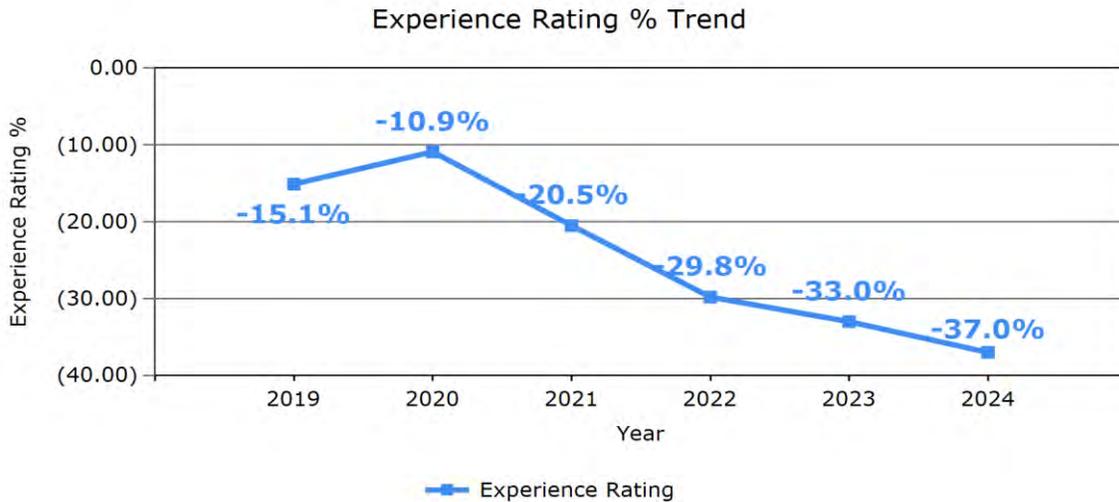
Local government industry WorkSafeBC base rates have increased 81% since 2019 (from 2.08% to 3.76% in 2025). Despite this base trend, the CRD’s Actual ERA (“Net Rate”) remains consistently below the rate for industry as a result of our proactive and diligent safety program. For 2024, the CRD’s total Net Rate with WorkSafeBC – inclusive of our industry leading Certificate of Recognition (CoR) certification - is 47% below the base rate for the industry, which corresponds to a savings to the CRD of over \$1,300,000 in WorkSafeBC premiums for 2024. For 2025 we are seeing a further reduction in rates, to 2.35%, which is 47.6% below the base rate.

Table 4:

Corporate CRD Human Capital Performance Metric	CRD Current (By Quarter 2024)	CRD Current (Annual 2024)	Industry Average (Annual 2024)	CRD Annual (2023)	Industry Average (2023)
WorkSafeBC Employer Rate (all staff)	All 2024 = 2.41% less 10% ¹	2024 = 2.41% less 10% ¹ 2025 = 2.35% less 10% ¹	2024 = 3.83% 2025 = 3.76%	2.14% less 10% ¹	3.19%

¹ CoR certification further reduces the Employer Rate by an additional 10%

Table 5:



3. People, Safety and Culture Strategies

Earlier this year the CRD introduced and implemented a comprehensive People, Safety and Culture Strategic Plan. Aligning with the Corporate Plan and Board Strategic Priorities and over the next four years, significant focus will be placed on enhancing efforts around our people and culture. Included in the Plan are robust strategies and outcomes around: Equity, Diversity, Inclusion and Accessibility; Organizational Capacity; Talent Excellence; Employee Experience and Recognition; Talent Acquisition; and People, Safety and Culture Excellence. Thirty-six (36) of the Plan’s sixty-six (66) actions were identified to commence in 2024, and the CRD remains on track to implement these as scheduled. A copy of the Strategic Plan is [here](#).

CONCLUSION

The CRD continuously monitors human resource organizational health, and proactively modifies and adapts human resource programs and systems where trends may show challenges arising. Overarching to this is the newly implemented People, Safety and Culture Strategic Plan for 2024-

2027. While there continues to be no significantly concerning organizational health trends based on metrics information, the CRD continues to monitor environmental factors affecting the workplace and workforce closely and adapt workplace practices and programs to continue to ensure essential services are maintained.



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**REPORT TO CAPITAL REGIONAL DISTRICT BOARD
MEETING OF WEDNESDAY, JANUARY 08, 2025**

SUBJECT **Capital Regional District 2024 Audit Planning Discussion**

ISSUE SUMMARY

This report provides information to the Capital Regional District (CRD) Board on the 2024 Audit Plan and related work to be completed by KPMG for the 2024 year-end audit of the CRD's financial statements.

BACKGROUND

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

Consistent with the approach from previous years, the auditors circulate the audit plan to the Board for information prior to the start of the audit. KPMG will present to the Board the 2024 annual Audit Planning Report (Appendix A), as a fundamental component of the CRD's annual financial statement audit. This standard audit procedure is similarly undertaken by other local governments in the region.

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

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

KPMG will present to the Board an overview of the audit cycle, timetable and specific areas that the audit will focus on. Government transfers and deferred revenue, and tangible capital assets were identified in the plan as having elevated financial reporting risk, the same as the previous year.

The CRD adopted a new accounting standard, PS 3400 – *Revenue* effective January 1, 2024. This standard enhances existing accounting standards to provide additional guidance and clarity on accounting for revenue streams within its scope. There were no adjustments or changes to opening balances on adoption of the new standard.

KPMG will provide the basis of audit materiality they deem necessary to evaluate any misstatements they identify during the audit.

ALTERNATIVES

Alternative 1

That the Capital Regional District 2024 Audit Plan developed by KPMG be approved.

Alternative 2

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

IMPLICATIONS

Financial Implications

KPMG will continue year-end audit field work on March 3, 2025, which will take approximately four weeks (interim audits are conducted in late fall annually). The auditors will perform sample testing on many areas including invoices, journal entries, accounts receivable and accounts payable. In compliance with Canadian Audit Standards, this testing will validate that all aspects of financial transactions are being recorded and reported in accordance with Public Sector Accounting Standards (PSAS) in the financial statements. The audit team will also conduct interviews with staff to review internal controls and processes. Upon completion of the audit field work, financial statements will be finalized by CRD staff. The finalized financial statements will be presented to the Finance Committee along with the Audit Findings Report and Statements of Financial Information.

CONCLUSION

KPMG’s primary objective of the Financial Statement audit is to present an opinion on the extent to which the CRD’s consolidated financial statements are fairly presented, in accordance with the PSAS. As part of the annual audit, KPMG provides an audit plan to the Board. The auditors will conduct their audit of the 2024 financial statements pursuant to this plan.

RECOMMENDATION

That the Capital Regional District 2024 Audit Plan developed by KPMG be approved.

Submitted by:	Varinia Somosan, CPA, CGA, Sr. Mgr., Financial Services / Deputy CFO
Concurrence:	Nelson Chan, MBA, FCPA, FCMA, Chief Financial Officer, GM Finance & IT
Concurrence:	Ted Robbins, B. Sc., C. Tech., Chief Administrative Officer

ATTACHMENT

Appendix A: KPMG Capital Regional District 2024 Audit Planning Report



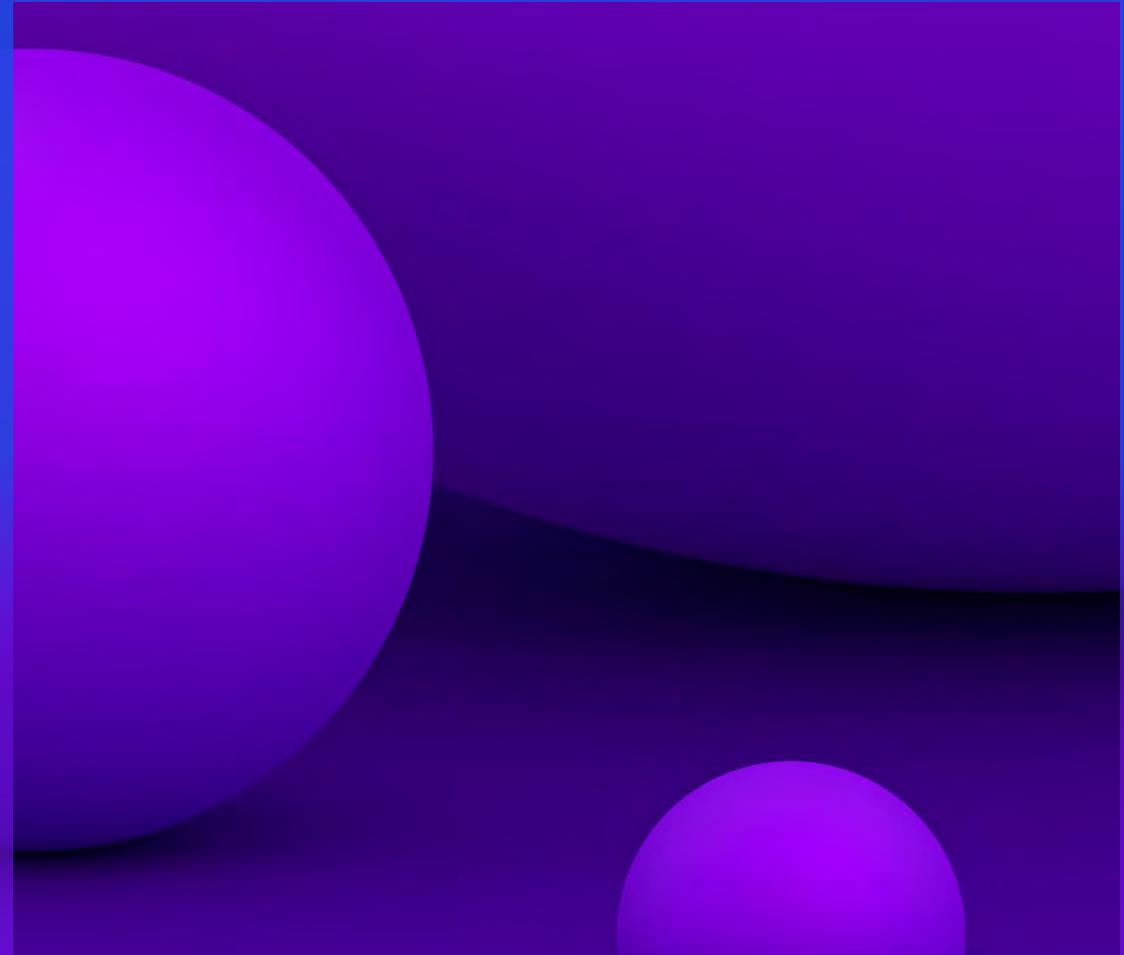
Capital Regional District

Audit Planning Report
for the year ended
December 31, 2024

KPMG LLP

Prepared for the Board of Directors meeting on January 8, 2025

kpmg.ca/audit



KPMG contacts

Key contacts in connection with this engagement

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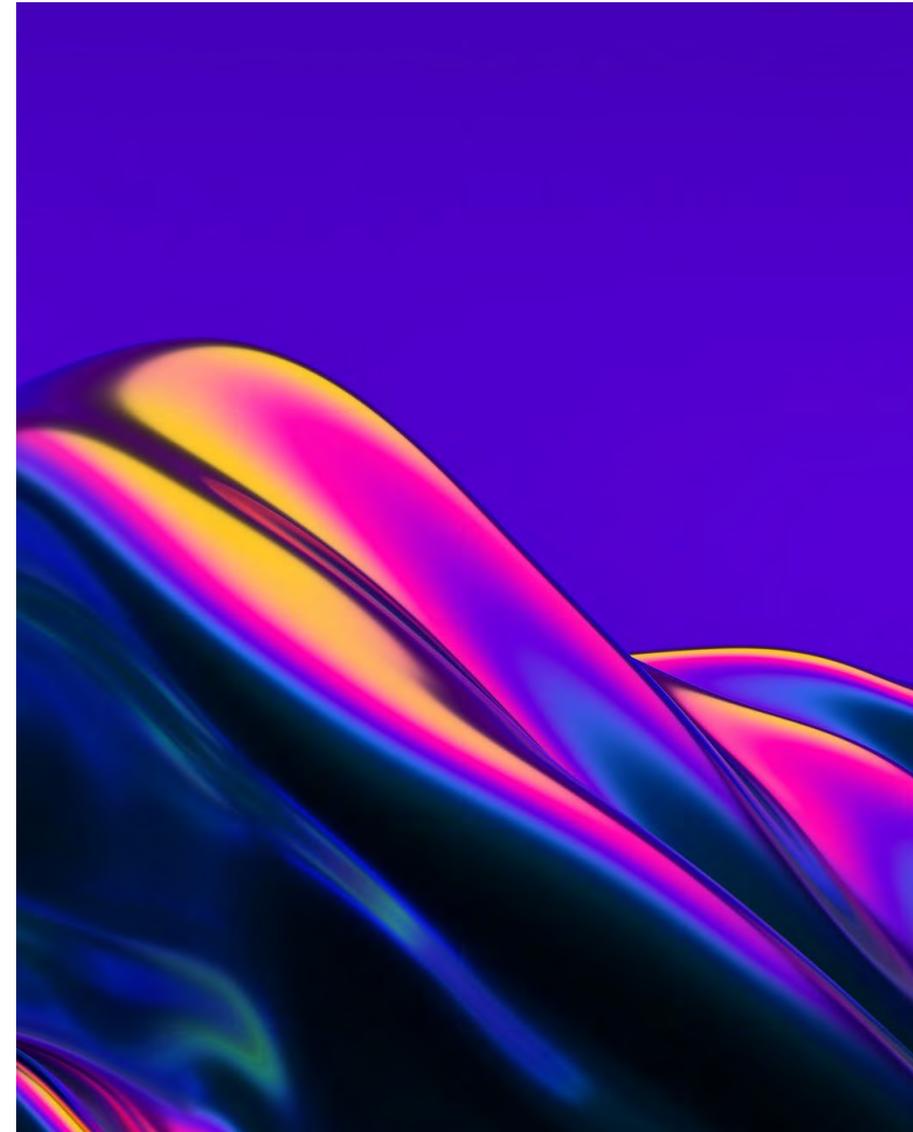


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Digital use information

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

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



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

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Audit strategy –
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Risk assessment

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Key milestones and
deliverables

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Appendices



Audit highlights



No matters to report



Matters to report – see link for details

Scope

Our audit of the consolidated financial statements (“financial statements”) of the Capital Regional District (the “Entity” or “CRD”) as of and for the year ended December 31, 2024, will be performed in accordance with Canadian generally accepted auditing standards.

Audit strategy

Materiality \$6.5 million

Updates to our prior year audit plan

- Implementation of new accounting standards
- Implementation of new auditing standards

Involvement of others

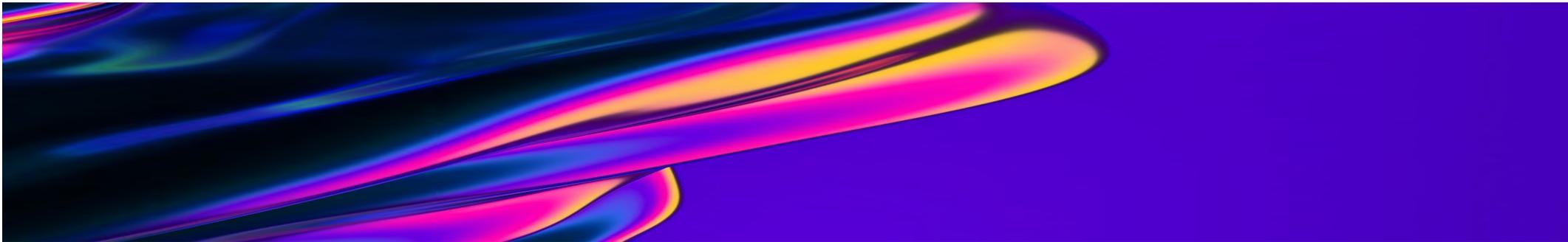
Required communications

Risk assessment

Risk of management override of controls

Other significant risks

Other risks of material misstatement





Updates to our prior year audit plan

New significant risks



No significant risks noted



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

Other significant changes



No significant changes noted



There are no significant changes noted.



Newly effective accounting standards



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

- *PS 3400, Revenues*

See Appendix 4 for further details.

Newly effective accounting standards 



Newly effective auditing standards

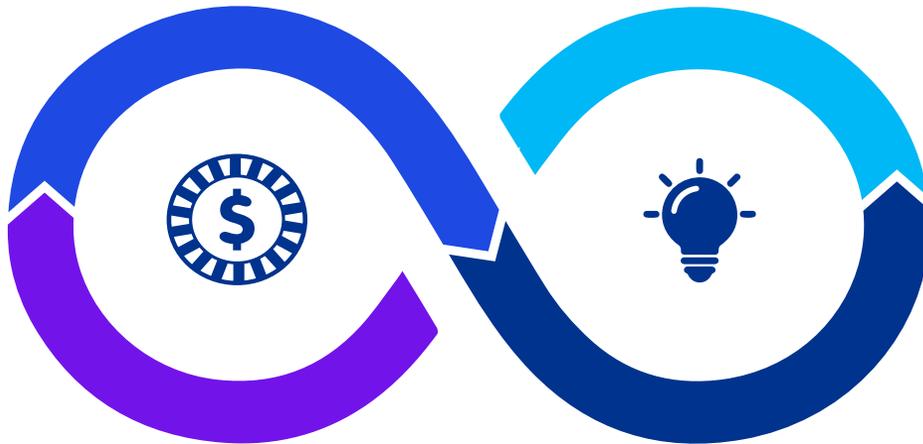


There is one new auditing standards effective for year ended December 31, 2024 related to Group Audits. See Appendix 3 for further details.

Newly effective auditing standards 



Materiality



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

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

Plan and perform the audit

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

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

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

Evaluate the effect of misstatements

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

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



Materiality



Prior year total expenses

\$301.7 million

(2023: \$260.2 million)

% Benchmark

2.2%

(2023: 2.1%)

Audit Misstatement Posting Threshold

\$375,000

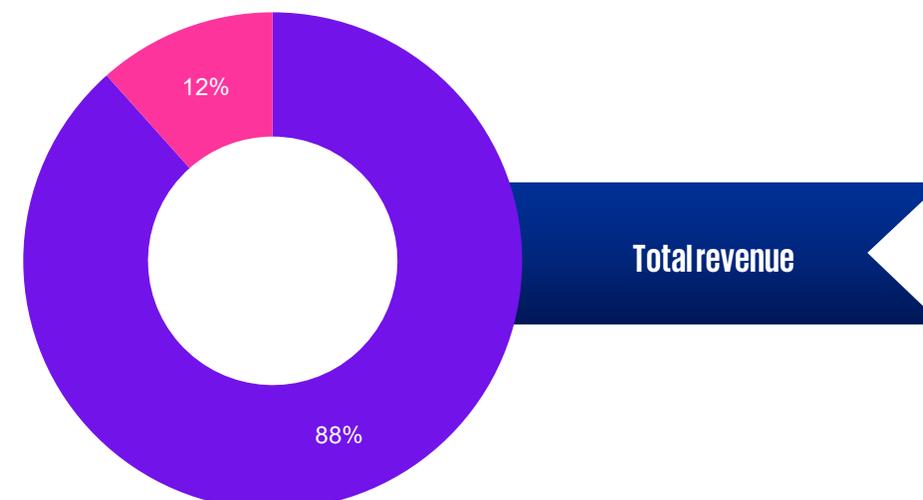
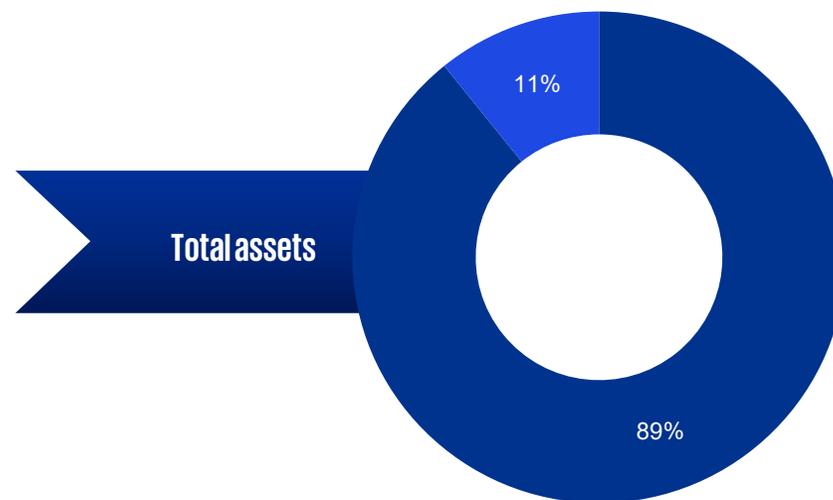
(2023: \$275,000)



Group audit – Scoping

Professional standards require that we obtain an understanding of the Entity's organizational structure, including its components and their environments that is sufficient to identify those components that are financially significant or that contain specific risks that must be addressed during our audit of the Entity. The components included in the Entity over which we plan to perform our audit procedures are as follows:

Component name	Classification	Type of work performed	Total assets	Total revenue
Capital Regional District	Individually financially significant	Component	\$2,416.6M	\$335.5M
Capital Region Housing Corporation	Individually financially significant	Statutory Audit	\$292.8M	\$44.1M
Total			\$ 2,709.4M	\$ 379.6M





Audit approach

Our planning begins with an assessment of risks of material misstatement in your financial statements based on our understanding and risk assessment procedures. In assessing inherent risk, the auditor uses professional judgment in determining the significance of the combination of the likelihood and magnitude of a misstatement along a spectrum. We assess inherent risk at one of three levels: Base, Elevated, or Significant, depending on where it is on the spectrum.

Based on our assessment, we have identified the following areas of audit focus at other than base risk. Risk assessment is iterative in nature rather than something we perform only at the beginning of the audit. As we perform the audit, we will continue to consider our risk assessment throughout the audit.

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

● ELEVATED RISK ● PRESUMED RISK OF MATERIAL MISSTATEMENT



Audit approach

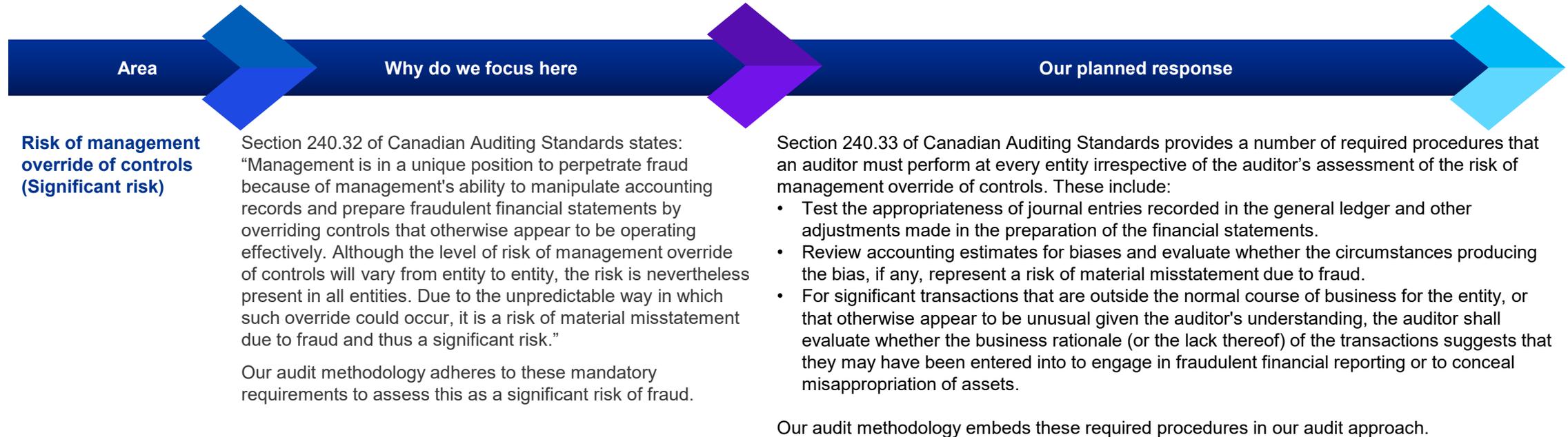
We highlight below examples of audit procedures we will perform to obtain an understanding of the organization and its internal controls to inform our risk assessment and design procedures to address where material errors could occur.

Procedures

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



Significant risks





Significant risks (continued)

The following are inquiries that we are required to make to those charged with governance:



Inquiries regarding risk assessment, including fraud risks

- What is the Board's views about fraud risks, including management override of controls, in the Entities? And have you taken any actions to respond to any identified fraud risks?
- Is the Board aware of, or has the Board identified, any instances of actual, suspected, or alleged fraud, including misconduct or unethical behavior related to financial reporting or misappropriation of assets?
 - If so, have the instances been appropriately addressed and how have they been addressed?
- How does the Board exercise oversight of the Entities' fraud risks and the establishment of controls to address fraud risks?



Inquiries regarding organization processes

- Is the Board aware of tips or complaints regarding the Entities' financial reporting (including those received through the Committee's internal whistleblower program, if such programs exist)? If so, what was the Board's responses to such tips and complaints?

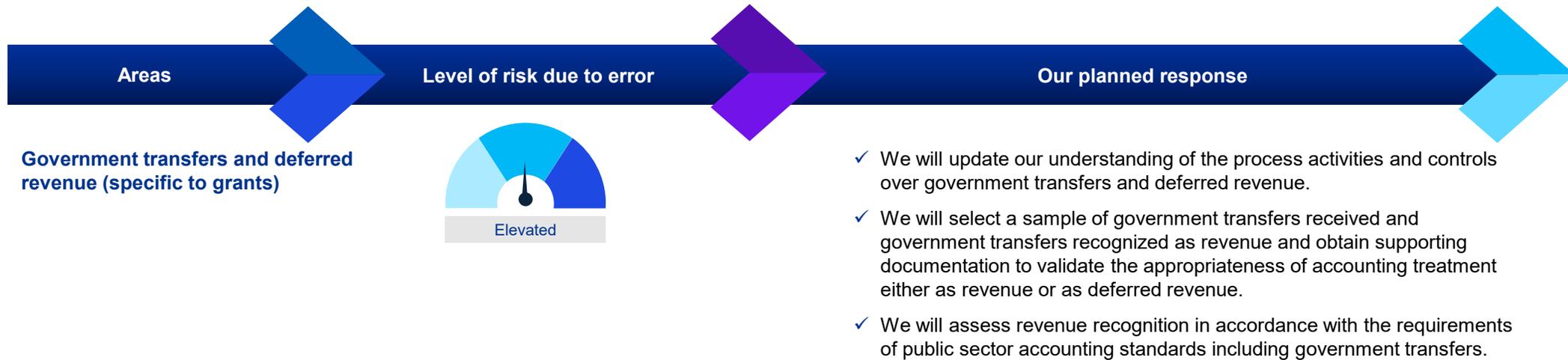


Inquires regarding related parties and significant unusual transactions

- Is the Board aware of any instances where the Entities entered into any significant unusual transactions?
- What is the Board's understanding of the Entity's relationships and transactions with related parties that are significant to the Entity?
- Is the Board concerned about those relationships or transactions with related parties? If so, the substance of those concerns?

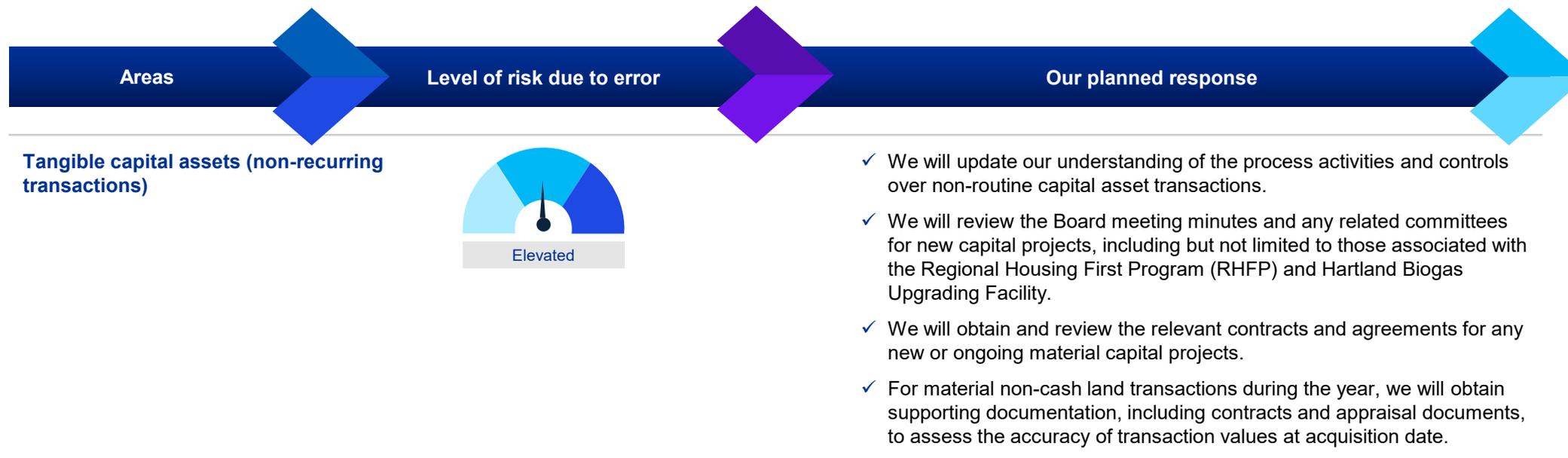


Other risks of material misstatement





Other risks of material misstatement





Other substantive audit procedures

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

Substantive Audit Procedures

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



Concluding and Reporting

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

Concluding and Reporting Procedures

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



Key milestones and deliverables



Appendices

1

Required communications

2

Audit quality

3

New auditing standards

4

New accounting standards

5

Thought leadership and insights





Appendix 1: Required communications



Auditor's report

A copy of our draft auditor's report setting out the conclusion of our audit will be provided at the completion of the audit.

Engagement letter

The objectives of the audit, our responsibilities in carrying out our audit, as well as management's responsibilities, are set out in the engagement letter.



Audit findings report

At the completion of the audit, we will provide our findings report to the Board.

Management representation letter

We will obtain from management certain representations at the completion of the audit. In accordance with professional standards, a copy of the representation letter will be provided to the Board.



Independence

We are independent and have a robust and consistent system of quality control. We provide complete transparency on all services and follow the Board's approved protocols. At the completion of our audit, we will re-confirm our independence to the Board.

Internal control deficiencies

Significant control deficiencies identified during the audit will be communicated to management and the Board.



Appendix 2: How do we deliver audit quality?

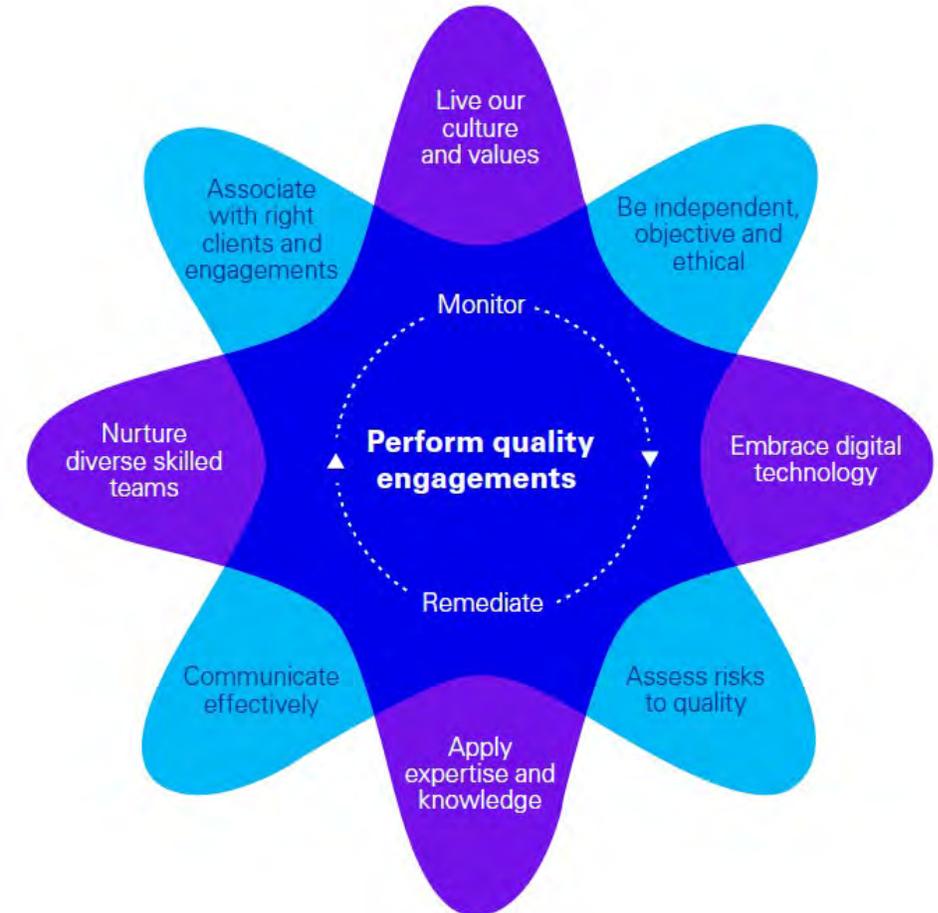
Quality essentially means doing the right thing and remains our highest priority. Our Global Quality Framework outlines how we deliver quality and how every partner and staff member contributes to its delivery.

The drivers outlined in the framework are the ten components of the KPMG System of Quality Management (SoQM). Aligned with ISQM 1/CSQM 1, our SoQM components also meet the requirements of the International Code of Ethics for Professional Accountants (including International Independence Standards) issued by the International Ethics Standards Board for Accountants (IESBA) and the relevant rules of professional conduct / code of ethics applicable to the practice of public accounting in Canada, which apply to professional services firms that perform audits of financial statements. Our Transparency Report includes our firm's Statement on the Effectiveness of our SoQM.

 [KPMG Canada Transparency Report](#)

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

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



Doing the right thing. Always.



Appendix 3: Newly effective and upcoming changes to auditing standards

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

Effective for current year (periods beginning on or after December 15, 2023)

ISA 600/CAS 600

.....
Revised special considerations – Audits of group financial statements

Click here for information about CAS 600 from CPA Canada:
[Revised CAS 600](#)

Effective for next year (periods beginning on or after December 15, 2024)

ISA 260/CAS 260

.....
Communications with those charged with governance

ISA 700/CAS 700

.....
Forming an opinion and reporting on the financial statements

Click here for information about CAS 260 and CAS 700 from CPA Canada:
[Amended CAS 260 and CAS 700](#)



Appendix 4: New accounting standards

Standard	Summary and implications
Revenue	<ul style="list-style-type: none"> The new standard PS 3400 <i>Revenue</i> is effective for fiscal years beginning on or after January 1, 2024. The new standard establishes a single framework to categorize revenue to enhance the consistency of revenue recognition and its measurement. The standard notes that in the case of revenue arising from an exchange transaction, a public sector entity must ensure the recognition of revenue aligns with the satisfaction of related performance obligations. The standard notes that unilateral revenue arises when no performance obligations are present, and recognition occurs when there is authority to record the revenue and an event has happened that gives the public sector entity the right to the revenue.
Purchased Intangibles	<ul style="list-style-type: none"> The new Public Sector Guideline 8 <i>Purchased intangibles</i> is effective for fiscal years beginning on or after January 1, 2024 with earlier adoption permitted. The guideline allows public sector entities to recognize intangibles purchased through an exchange transaction. The definition of an asset, the general recognition criteria and GAAP hierarchy are used to account for purchased intangibles. Narrow scope amendments were made to PS 1000 <i>Financial statement concepts</i> to remove the prohibition to recognize purchased intangibles and to PS 1201 <i>Financial statement presentation</i> to remove the requirement to disclose purchased intangibles not recognized. The guideline can be applied retroactively or prospectively.



Appendix 4: New accounting standards (continued)

Standard	Summary and implications
Concepts Underlying Financial Performance	<ul style="list-style-type: none"> The revised Conceptual Framework is effective for fiscal years beginning on or after January 1, 2027 with early adoption permitted. The framework provides the core concepts and objectives underlying Canadian public sector accounting standards. The ten chapter conceptual framework defines and elaborates on the characteristics of public sector entities and their financial reporting objectives. Additional information is provided about financial statement objectives, qualitative characteristics and elements. General recognition and measurement criteria, and presentation concepts are introduced.
Financial Statement Presentation	<ul style="list-style-type: none"> Section PS 1202 <i>Financial statement presentation</i> will replace the current section PS 1201 <i>Financial statement presentation</i>. PS 1202 <i>Financial statement presentation</i> will apply to fiscal years beginning on or after January 1, 2027 to coincide with the adoption of the revised conceptual framework. Early adoption is permitted. The section includes the following: <ul style="list-style-type: none"> Relocation of the net debt indicator to its own statement called the statement of net financial assets/liabilities, with the calculation of net debt refined to ensure its original meaning is retained. Separating liabilities into financial liabilities and non-financial liabilities. Restructuring the statement of financial position to present total assets followed by total liabilities. Changes to common terminology used in the financial statements, including re-naming accumulated surplus (deficit) to net assets (liabilities). Removal of the statement of remeasurement gains (losses) with the information instead included on a new statement called the statement of changes in net assets (liabilities). This new statement would present the changes in each component of net assets (liabilities), including a new component called “accumulated other”. A new provision whereby an entity can use an amended budget in certain circumstances. Inclusion of disclosures related to risks and uncertainties that could affect the entity’s financial position.



Appendix 4: New accounting standards (continued)

Standard	Summary and implications
Employee Future Benefit Obligations	<ul style="list-style-type: none"> The Public Sector Accounting Board has initiated a review of sections PS 3250 <i>Retirement benefits</i> and PS 3255 <i>Post-employment benefits, compensated absences and termination benefits</i>. The intention is to use principles from International Public Sector Accounting Standard 39 <i>Employee benefits</i> as a starting point to develop the Canadian standard. Given the complexity of issues involved and potential implications of any changes that may arise from the review of the existing guidance, the new standards will be implemented in a multi-release strategy. The first standard will provide foundational guidance. Subsequent standards will provide additional guidance on current and emerging issues. The proposed section PS 3251 <i>Employee benefits</i> will replace the current sections PS 3250 <i>Retirement benefits</i> and PS 3255 <i>Post-employment benefits, compensated absences and termination benefits</i>. An initial exposure draft was issued in 2021, and based on public feedback, a re-exposure draft focused on discount rates will be issued with a due date of January 20, 2025. The proposed changes will apply to fiscal years beginning on or after April 1, 2029. Early adoption will be permitted and guidance applied retroactively. This proposed section would result in public sector entities recognizing the impact of revaluations of the net defined benefit liability (asset) immediately on the statement of financial position. Organizations would also assess the funding status of their post-employment benefit plans to determine the appropriate rate for discounting post-employment benefit obligations.



Appendix 5: Thought leadership and insights

2024 Canadian CEO Outlook

KPMG interviewed more than 800 business owners and C-suite leaders across Canada on a variety of topics ranging from their top-of-mind concerns to their acquisition plans, the risks and rewards of artificial intelligence (AI), productivity, the omnipresent threat of cybercrime, and the impact of aging demographics on the workforce.

[Click here](#) to access KPMG's portal.

Future of Risk

Enterprises are facing an array of reputational, environmental, regulatory and societal forces. To navigate this complex landscape, the C-suite should seek to embrace risk as an enabler of value and fundamentally transform their approach. KPMG's global survey of 400 executives reveals that their top priorities for the next few years are adapting to new risk types and adopting advanced analytics and AI. As organizations align risk management with strategic objectives, closer collaboration across the enterprise will be essential.

[Click here](#) to access KPMG's portal.

Resilience Amid Complexity

In today's rapidly evolving and interconnected business landscape, organizations face unprecedented challenges and an increasingly complex and volatile risk landscape that can threaten their competitiveness and future survival. We share revealing real-world examples of how companies have overcome their challenges and emerged stronger as the rapid pace of change accelerates and look at the key components of KPMG's enterprise resilience framework and how it is helping these businesses build resilience and achieve their strategic objectives in an increasingly uncertain world.

[Click here](#) to access KPMG's portal.

Future of Procurement

Procurement is at an exciting point where leaders have the opportunity to recast their functions as strategic powerhouses. In this global report we examine how these forces may affect procurement teams and discuss how procurement leaders can respond – and the capabilities they will need to thrive. Our insights are augmented by findings from the KPMG 2023 Global Procurement Survey, which captured the perspectives of 400 senior procurement professionals around the globe, representing a range of industries.

[Click here](#) to access KPMG's portal.



Appendix 5: Thought leadership and insights

Artificial Intelligence in Financial Reporting and Audit

Artificial intelligence (AI) is transforming the financial reporting and auditing landscape, and is set to dramatically grow across organizations and industries. In our new report, KPMG surveyed 1,800 senior executives across 10 countries, including Canada, confirming the importance of AI in financial reporting and auditing. This report highlights how organizations expect their auditors to lead the AI transformation and drive the transformation of financial reporting. They see a key role for auditors in supporting the safe and responsible rollout of AI, including assurance and attestation over the governance and controls in place to mitigate risks.

[Click here](#) to access KPMG's portal.

Control System Cybersecurity Annual Report 2024

Based on a survey of more than 630 industry members (13% from government organizations), this report reveals that while the increase in cyberattacks is concerning, organizations have become more proactive in their cybersecurity budgets, focused on prevention, and acknowledging the threat of supply chain attacks. Furthermore, the report highlights a pressing need for skilled cybersecurity professionals in the face of escalating cyber threats. Explore the full report to help gain a clearer understanding of the growing cyber threat landscape and learn how to overcome the roadblocks to progress.

[Click here](#) to access KPMG's portal.

Cybersecurity Considerations 2024: Government and Public Sector

In every industry, cybersecurity stands as a paramount concern for leaders. Yet, for government and public sector organizations, the game of digital defense takes on a whole new level of intensity. The reason? The sheer volume and sensitivity of data they manage, which can amplify the potential fallout from any breach. These agencies are the custodians of a vast array of personal and critical data, spanning from citizen welfare to public safety and national security. This article delves into the pivotal cybersecurity considerations for the government and public sector. It offers valuable perspectives on critical focus areas and provides actionable strategies for leaders and their security teams to fortify resilience, drive innovation, and uphold trust in an ever-changing environment.

[Click here](#) to access KPMG's portal.



Appendix 5: Thought leadership and insights

Why the Public Sector Must Take the Lead in Sustainability Reporting

As the world prepares for the implementation of sustainability reporting standards from the International Sustainability Board (ISSB), the need for public sector leadership is pronounced. While governments around the world have collaborated on vital policy and regulatory solutions, they have yet to provide sustainability reporting for their own government reporting entities. This presents a major obstacle to global sustainability ambitions, particularly considering the vast physical infrastructure, non-renewable resources, rare earth elements, water and natural assets controlled by governments around the world. .

[Click here](#) to access KPMG's portal.

Fighting Modern Slavery in Canadian Supply Chain

The deadline for the first year of reporting under Canada's Fighting Forced Labour and Child Labour in Supply Chains Act (the Act) was May 31, 2024. Under the Act, eligible entities are required to publicly report on steps taken to reduce the risk of forced labour and child labour in their business and supply chain. KPMG in Canada reviewed 5,794 report submissions for the act to identify key takeaways.

[Click here](#) to access KPMG's portal.

ESG for Cities Webinar Series

Cities and municipalities play a crucial role to drive climate action and resilience measures, acting as stewards for the communities they serve – including their constituents, and public, private and non-profit organizations. With the physical impacts of climate changes – including floods, wildfires and droughts – accelerating in terms of both increased frequency and severity, city and municipal leaders are increasingly considering how they can tackle the multifaceted challenge of achieving net zero greenhouse gas (GHG) emissions by 2050. KPMG in Canada's Public Sector and ESG practices completed a three-part national webinar series focusing on the journey to net zero – from strategic planning and stakeholder engagement to the implementation at the asset and operational level, and subsequent reporting obligations.

[Click here](#) to access KPMG's portal.



Appendix 5: Thought leadership and insights

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

KPMG Audit & Assurance Insights

Curated research and insights for audit committees and boards.

Board Leadership Centre

Leading insights to help board members maximize boardroom opportunities

Current Developments

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

Audit Committee Guide – Canadian Edition

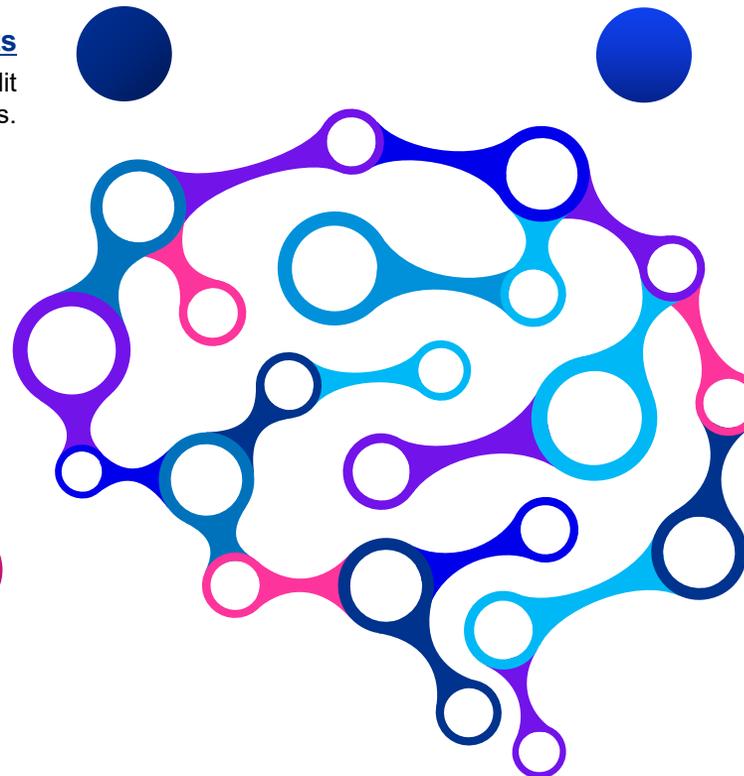
A practical guide providing insight into current challenges and leading practices shaping audit committee effectiveness in Canada.

Sustainability Reporting

Resource centre on implementing the new Canadian reporting standards

IFRS Breaking News

A monthly Canadian newsletter that provides the latest insights on accounting, financial reporting and sustainability reporting.





Appendix 5: Thought leadership and insights



KPMG research shows that:

Eighty-seven percent of IT decision makers believe that technologies powered by AI should be subject to regulation.

- Of that group, 32 percent believe that regulation should come from a combination of both government and industry.
- Twenty-five percent believe that regulation should be the responsibility of an independent industry consortium.

Ninety-four percent of IT decision makers feel that firms need to focus more on corporate responsibility and ethics while developing AI solutions.

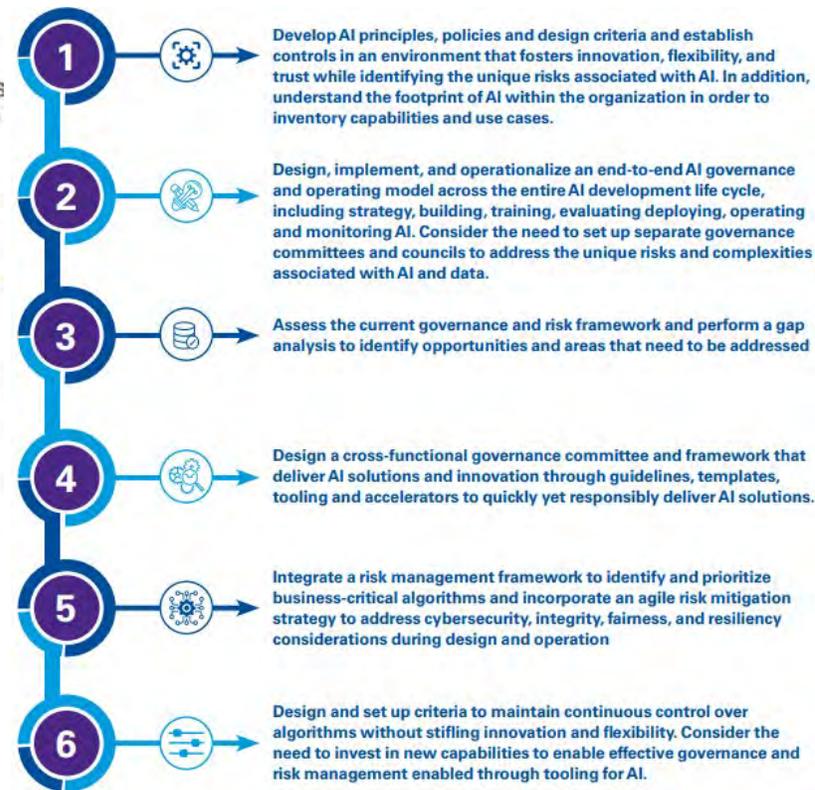
Source:

Per a study of 300 ITDMs from the UK and the US, conducted by Vanson Bourne on behalf of SnapLogic:

<https://www.businesswire.com/news/home/20190326005362/en/AI-Ethics-Deficit-%E2%80%94-94-Leaders-Call>

For AI solutions to be transformative, trust is imperative. This trust rests on four main anchors: integrity, explainability, fairness, and resilience. These four principles (enabled through governance) will help organizations drive greater trust, transparency, and accountability.

- 1. Integrity** — algorithm integrity and data validity including lineage and appropriateness of how data is used
- 2. Explainability** — transparency through understanding the algorithmic decision-making process in simple terms
- 3. Fairness** — ensuring AI systems are ethical, free from bias, free from prejudice and that protected attributes are not being used
- 4. Resilience** — technical robustness and compliance of your AI and its agility across platforms and resistance against bad actors



home.kpmg/ShapeofAIGovernance



Appendix 5: Thought leadership and insights

Current trends in internal audit

Organizations continually face a wide spectrum of risks beyond the already complex financial and regulatory compliance risks. Many organizations are recognizing the impact and benefit of internal audit activity that is agile, properly resourced, effectively managed, and aligned with strategic priorities, which can improve risk management and control processes and drive better efficiencies.

Examples of internal audits are noted below.

Cost reduction / efficiency planning

Review the governance arrangements for the monitoring and efficiency delivery of programs / services as required. This includes considering how efficiency requirements have been apportioned and communicated to support planning.

Fraud risk management

Internal Audit assesses whether a fraud risk management framework exists and whether fraud risk assessment is performed at these levels. Internal Audit reviews the overall governance surrounding this process and review the communication and reporting protocols in place.

Staff inclusion and diversity

Assess the strategy and plan in place for inclusion and diversity amongst staff, the governance of them and the measures in place to measure achievement of the goals. Training and awareness programs are offered to staff and faculty to provide understanding of roles and responsibilities and material is updated on a regular basis.

Asset management / maintenance

Review the processes and controls in place to ensure assets are adequately managed based on an appropriate schedule.

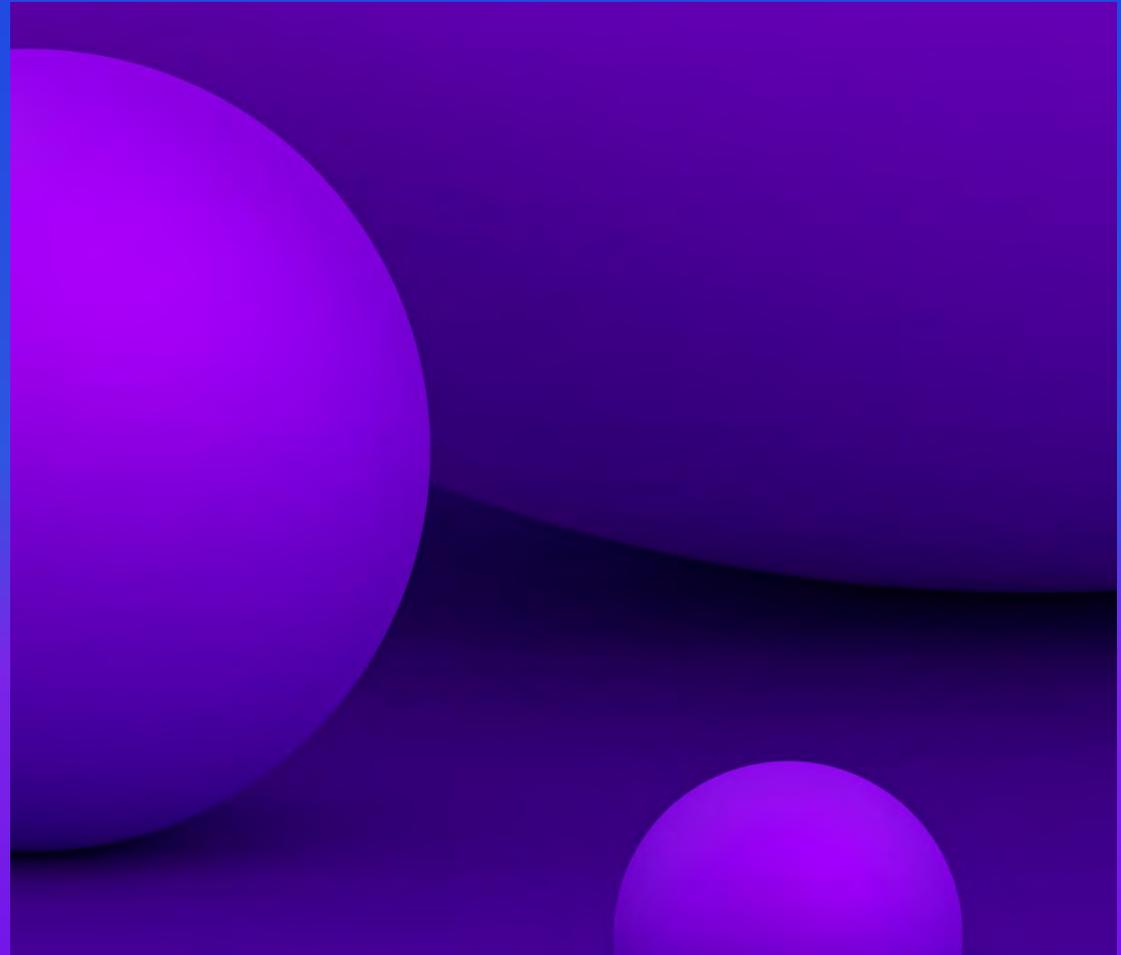
Well being (staff)

Review processes in place to develop and promote employee wellness programs and mental health strategies for staff. Areas of focus include overall program framework, communication to faculty and staff, feedback mechanisms and management's approach to assessing the suitability of the current wellness offerings version faculty and staff needs.



[kpmg.ca](https://www.kpmg.ca)

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REPORT TO CAPITAL REGIONAL DISTRICT BOARD MEETING OF WEDNESDAY, JANUARY 08, 2025

SUBJECT **Short-term Biosolids Management Plan – January Update**

To provide a monthly update to the Capital Regional District (CRD) Board on the status of short-term options for biosolids management and the implementation of the Long-term Biosolids Management Strategy.

BACKGROUND

The CRD has been responsible for the beneficial use of Class A biosolids produced at the Residuals Treatment Facility since the commissioning of the core area wastewater treatment project in 2020. Currently, the CRD is operating under the Short-term Biosolids Management Plan (2020-2025), with the primary beneficial use options being incineration as an alternative fuel in a cement manufacturing plant in Richmond, BC, and integration with landfill cover systems as contingencies. When neither of these options are available, landfilling biosolids at Hartland Landfill was the only alternative. In 2011, the CRD Board passed a resolution to ban the land application of biosolids from CRD facilities; however, in 2023, given the operational and logistical challenges with the short-term plan, the CRD Board amended its position to allow limited non-agricultural land application of biosolids as a contingency option. The CRD has secured the use of biosolids for industrial land reclamation at a quarry near Cassidy, BC.

Short-term Biosolids Management Plan Implementation

Cement Kiln in Richmond, BC: No biosolids were shipped to the facility in December, as the facility was down for planned maintenance. The facility is expected to reopen in early January 2025.

Land Reclamation in Cassidy, BC: All biosolids produced in December were mixed with sand at Hartland Landfill and shipped to the Cassidy quarry. A covered structure has been constructed, which will allow for biosolids shipments regardless of the weather. Staff continue to explore other possible solutions and contingency options in accordance with Tier 2 of the long-term strategy.

Landfilling at Hartland Landfill: There was no landfilling of biosolids in December. Landfilling is not a beneficial use, as per provincial regulations and consumes valuable airspace at the landfill.

Long-term Biosolids Management Strategy Implementation

The draft long-term strategy was submitted to the Province on June 18, 2024 for regulatory review; the CRD has not yet received a formal response.

Tier 1: A Request for Proposals (RFP) for an advanced thermal demonstration plant closed on September 11, 2024. Of the six proponents short-listed after the Request for Expressions of Interest, only three submitted detailed proposals. Staff have reviewed the submissions and are continuing to work towards a recommendation for Board consideration. In late November 2024, staff met with the Ministry of Environment and Parks to discuss the regulatory permitting process for a demonstration facility and received detailed application instructions to guide the next phase of work in obtaining a provincial permit.

Tier 2: Staff issued an RFP in August 2024 seeking biosolids management options consistent with Tier 2 of the long-term strategy. One option was identified and staff have initiated contract discussions with the proponent. This option is anticipated to become available in February 2025, with an initial capacity of 25 tonnes/month but, if successful, could be scaled up to 100 tonnes/month later in 2025.

Staff have initiated another procurement for Tier 2 options, which will be open for a longer time period. Proposals will be reviewed as they are received.

CONCLUSION

The Capital Regional District continues to implement the Short-term Biosolids Management Plan while operationalizing a Long-term Biosolids Management Strategy. The short-term program saw some improvement in reliability and consistency in 2024; however, additional options are required to ensure the continued beneficial use of biosolids in 2025. Staff have identified an additional small-scale contingency option and will continue to identify and procure Tier 2 contingency options in accordance with the long-term strategy with the goal of ensuring reliable regulatory compliance in the coming years.

RECOMMENDATION

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

Submitted by:	Peter Kickham, M.E.T., R.P.Bio., Acting Senior Manager, Environmental Innovation & Strategy
Concurrence:	Glenn Harris, Ph.D., R.P.Bio., Acting General Manager, Parks, Recreation & Environmental Services
Concurrence:	Ted Robbins, B. Sc., C. Tech., Chief Administrative Officer



Making a difference...together

**REPORT TO CAPITAL REGIONAL DISTRICT BOARD
MEETING OF WEDNESDAY, JANUARY 08, 2025**

SUBJECT Bylaw No. 4664: Regional Water Watershed Land Acquisition Loan Authorization Bylaw No. 1, 2025

ISSUE SUMMARY

At the direction of the Capital Regional District (CRD) Board, this report brings forward a loan authorization bylaw for the purpose of financing a Regional Water Supply land acquisition at the south end of the Sooke Lake watershed.

BACKGROUND

In 2024, the Regional Board approved a recommendation from the Regional Water Supply Commission (RWSC) that a loan authorization bylaw be prepared to provide financing for a watershed land acquisition. This land acquisition has been included in the 2025 capital plan. Following the CRD Board approval of the provisional 2025 budget on October 30, 2024, loan authorization and security issuing bylaws were prepared by staff.

Loan authorization bylaws specify the maximum amount, restricted use and debt repayment amortization period. Since these bylaws expire after five years, they are drafted to cover the five-year financial plan for services requiring borrowing to fund capital.

The watershed land acquisition requires borrowing of \$32.3 million from the Municipal Finance Authority of British Columbia (MFABC). Requests for funds to be drawn against the loan authorization bylaw will only be authorized upon Board approval of a subsequent temporary borrowing and/or security issuing bylaw.

The following bylaw is proposed:

Service Area	Action	Purpose	Bylaw
Regional Water Supply	Loan Authorization Bylaw	To create a loan authorization bylaw to permit long-term borrowing related to the acquisition of land for this service.	4664

ALTERNATIVES

Alternative 1

1. That Bylaw No. 4664, "Regional Water Watershed Land Acquisition Loan Authorization Bylaw No. 1, 2025", be introduced and read a first, second, and third time;
2. That participating area approval be obtained by alternative approval process for the entire service area; and
3. That Bylaw No. 4664 be forwarded to the Inspector of Municipalities for approval.

Alternative 2

That the proposed bylaw be referred back to staff for further information.

IMPLICATIONS

Legislative and Financial Implications

Before adoption by the Board, a loan authorization bylaw requires three readings, elector approval, and approval by the Inspector of Municipalities. Upon final approval, borrowings of \$32.3 million will be authorized and will support the planned five-year capital plan expenditures commencing in January 2025. The estimated debt servicing costs for borrowing are included in the approved 2024 CRD final financial plan.

With MFABC's current indicative interest rate of 4.37% as of December 16, 2024, the estimated annual debt servicing payments are \$2 million with a 30-year amortization term. The total debt servicing payments are expected to be \$59.9 million. Debt servicing payments within the plan are funded from the sale of bulk water through the Regional Water Supply service. Actual borrowings in each of the next five years will be based on the cash flow requirements for the year.

As part of the loan authorization approval process, the bylaw requires elector approval. Elector approval can be obtained through a referendum, by an alternative approval process (AAP) for the entire service area, or by consent on behalf of municipal participant and electoral area specific AAP in the electoral participating area. It is recommended to obtain consent for the entire service area by way of AAP.

To ensure optimization of interest and timing of long-term debt, issuance of a temporary borrowing bylaw will be proposed if Ministerial approval is obtained, and the AAP proves successful. The timing of the debt issuance will be based on the timing of expenditures and will be dependent on prevailing interest rates at the time. Before long term debt issuance can be exercised, a security issuing bylaw will be brought forward for approval. The term of debt issuance under the loan authorization will be 30 years.

CONCLUSION

The RWSC recommended to the CRD Board that a loan authorization bylaw be prepared to provide the financing of a watershed land acquisition. Bylaw No. 4664, "Regional Water Watershed Land Acquisition Loan Authorization Bylaw No. 1, 2025", is presented now in preparation for future borrowing to enable the watershed land acquisition included in the service's five-year (2025-2029) capital plan.

RECOMMENDATION

1. That Bylaw No. 4664, "Regional Water Watershed Land Acquisition Loan Authorization Bylaw No. 1, 2025", be introduced and read a first, second, and third time;
2. That participating area approval be obtained by alternative approval process for the entire service area; and
3. That Bylaw No. 4664 be forwarded to the Inspector of Municipalities for approval.

Submitted by:	Varinia Somosan, CPA, CGA, Sr. Mgr., Financial Services / Deputy CFO
Concurrence:	Nelson Chan, MBA, FCPA, FCMA, Chief Financial Officer, GM Finance & IT
Concurrence:	Jason Dales, Acting General Manager, Integrated Water Services
Concurrence:	Steven Carey, B.Sc., J.D., Acting General Manager, Corporate Services
Concurrence:	Ted Robbins, B. Sc., C. Tech., Chief Administrative Officer

ATTACHMENT

Appendix A: Bylaw No. 4664, "Regional Water Watershed Land Acquisition Loan Authorization Bylaw No. 1, 2025"

CAPITAL REGIONAL DISTRICT

BYLAW NO. 4664

A BYLAW TO AUTHORIZE PLANNED BORROWING OF THIRTY-TWO MILLION AND THREE HUNDRED THOUSAND DOLLARS (\$32,300,000) FOR LAND ACQUISITION IN THE REGIONAL WATER SUPPLY SERVICE

WHEREAS:

- A. Under Bylaw No. 2537, "Water Supply Local Service Area Establishment Bylaw No. 1, 1997", and as amended by subsequent bylaws, the Board of the Regional District established a local service area for the purpose of supplying water in the Regional District;
B. The Board of the Capital Regional District may, by bylaw, borrow money for capital purposes in acquisition of water supply lands in the Regional District;
C. The estimated cost of the acquisition of water supply lands, including expenses incidental thereto to be funded by debt servicing, is the sum of Thirty-Two Million and Three Hundred Thousand Dollars (\$32,300,000); which is the amount of debt intended to be authorized by this bylaw;
D. Pursuant to s. 407 of the Local Government Act, participating area approval is required for this borrowing and shall be obtained by alternative approval process for the entire service area under section 345 of the Local Government Act;
E. The approval of the Inspector of Municipalities is required under Section 403 of the Local Government Act; and
F. Financing is proposed to be undertaken by the Municipal Finance Authority of British Columbia pursuant to agreements between it and the Capital Regional District.

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

- 1. For the purposes of the Regional Water Supply Service, the Board is hereby empowered and authorized to undertake and carry out or cause to be carried out to acquire all such real property, easements, rights-of-way, leases, licenses, rights or authorities as may be requisite or desirable for or in connection with the acquisition of land deemed necessary in connection with land acquisition in the regional water supply services; and to do all things necessary in connection therewith and without limiting the generality of the foregoing:
(a) to borrow upon the credit of the Capital Regional District a sum not exceeding Thirty-Two Million and Three Hundred Thousand Dollars (\$32,300,000); and
(b) to acquire all such real property, easements, rights-of-way, licenses, rights or authorities as may be requisite or desirable for or in connection with land acquisition.

APPENDIX A

2. The maximum term for which debentures may be issued to secure the debt intended to be created by this bylaw is 30 years.
3. This Bylaw may be cited as "Regional Water Watershed Land Acquisition Loan Authorization Bylaw No. 1, 2025".

READ A FIRST TIME THIS	day of	20__
READ A SECOND TIME THIS	day of	20__
READ A THIRD TIME THIS	day of	20__
APPROVED BY THE INSPECTOR OF MUNICIPALITIES THIS	day of	20__
APPROVED BY ALTERNATIVE APPROVAL PROCESS PER s.345 OF THE <i>LOCAL GOVERNMENT ACT</i>	day of	20__
ADOPTED THIS	day of	20__

CHAIR

CORPORATE OFFICER



Making a difference...together

**TO REPORT TO CAPITAL REGIONAL DISTRICT BOARD
MEETING OF WEDNESDAY, JANUARY 08, 2025**

SUBJECT Municipal Finance Authority 2025 Spring Issue – Capital Regional District Security Issuing Bylaw Nos. 4659, 4660, 4661, 4662 and 4663

ISSUE SUMMARY

Approval of the Security Issuing Bylaw Nos. 4659, 4660, 4661, 4662 and 4663 for borrowings by the Capital Regional District (CRD) and for borrowings by the City of Colwood, the District of Central Saanich, the City of Victoria and the District of Saanich.

BACKGROUND

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

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

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

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

Security Issuing Bylaw No.	Service	LOAN AUTHORIZATION				Term of issue	Issue amount (\$M)	Notes
		Bylaw No.	Authorized (\$M)	Borrowed (\$M)	Remaining (\$M)			
4659	Land Banking and Housing	3715	\$25.000	\$18.488	\$6.512	15	\$6.425	2025 Capital Plan Projects
	Land Banking and Housing	4327	\$10.000	\$0.000	\$10.000	15	\$10.000	2025 Capital Plan Projects
	Environmental Resource Management	4515	\$36.000	\$17.250	\$18.750	15	\$4.900	2025 Capital Plan Projects
	Core Area Wastewater	4375	\$34.300	\$0.000	\$34.300	15	\$10.000	2025 Capital Plan Projects
	TOTAL		\$105.300	\$35.738	\$69.562		\$31.325	

Pursuant to Section 182 of the *Community Charter*, municipality borrowing under a loan authorization bylaw must be undertaken by the applicable regional district on behalf of the municipality. Pursuant to Section 410 of the *Local Government Act*, the regional district will finance the municipalities loan authorization bylaw approved under the *Community Charter*. For municipalities, the requisite loan authorization bylaws, provincial certificates of approval and municipal resolutions for the proposed security issuing bylaws are in place.

Municipal requests for the Spring 2025 MFA issue have been submitted by the City of Colwood, the District of Central Saanich, the City of Victoria and the District of Saanich.

The requests are outlined in Tables 2 to 5 below.

TABLE 2: Municipal Borrowings – City of Colwood (\$ Millions)

Security Issuing Bylaw No.	Municipality	LOAN AUTHORIZATION				Term of issue	Issue amount (\$M)	Notes
		Bylaw No.	Authorized (\$M)	Borrowed (\$M)	Remaining (\$M)			
4660	City of Colwood	2020	\$8.397	\$0.000	\$8.397	30	\$8.397	Public Works Operations Facility
	TOTAL		\$8.397	\$0.000	\$8.397		\$8.397	

TABLE 3: Municipal Borrowings – District of Central Saanich (\$ Millions)

Security Issuing Bylaw No.	Municipality	LOAN AUTHORIZATION				Term of issue	Issue amount (\$M)	Notes
		Bylaw No.	Authorized (\$M)	Borrowed (\$M)	Remaining (\$M)			
4661	District of Central Saanich	2198	\$3.000	\$0.000	\$3.000	15	\$3.000	Brentwood Bay Sewer Project
		2199	\$1.070	\$0.000	\$1.070	15	\$1.070	Wallace Drive Bike Lane
		2200	\$2.500	\$0.000	\$2.500	15	\$2.500	Keating Cross Roadway
	TOTAL		\$6.570	\$0.000	\$6.570		\$6.570	

TABLE 4: Municipal Borrowings – City of Victoria (\$ Millions)

Security Issuing Bylaw No.	Municipality	LOAN AUTHORIZATION				Term of issue	Issue amount (\$M)	Notes
		Bylaw No.	Authorized (\$M)	Borrowed (\$M)	Remaining (\$M)			
4662	City of Victoria	24-018	\$32.000	\$0.000	\$32.000	20	\$32.000	Transportation Improvements
		24-019	\$3.000	\$0.000	\$3.000	20	\$3.000	Public Washroom Improvements
		24-020	\$18.000	\$0.000	\$18.000	20	\$18.000	Parks Redevelopment
	TOTAL		\$53.000	\$0.000	\$53.000		\$53.000	

TABLE 5: Municipal Borrowings – District of Saanich (\$ Millions)

Security Issuing Bylaw No.	Municipality	LOAN AUTHORIZATION				Term of issue	Issue amount (\$M)	Notes
		Bylaw No.	Authorized (\$M)	Borrowed (\$M)	Remaining (\$M)			
4663	District of Saanich	9708	\$1.100	\$0.700	\$0.400	15	\$0.400	Sewer Capital Program
		9767	\$0.800	\$0.000	\$0.800	15	\$0.800	Sewer Capital Program
		9768	\$2.100	\$0.800	\$1.300	15	\$1.300	Drainage Capital Program
		9770	\$0.900	\$0.200	\$0.700	15	\$0.700	Parks Capital Program
		9899	\$0.600	\$0.000	\$0.600	15	\$0.600	Sewer Capital Program
		9900	\$2.000	\$0.000	\$2.000	15	\$2.000	Drainage Capital Program
		9901	\$3.400	\$0.000	\$3.400	15	\$3.400	Transportation Capital Program
	9791	\$25.000	\$0.000	\$25.000	30	\$25.000	Property Acquisition	
TOTAL		\$35.900	\$1.700	\$34.200		\$34.200		

Proposed Arrangement Between the City of Victoria and the Municipal Finance Authority

The MFA has proposed an exception to its standard borrowing process to accommodate the City of Victoria's phased borrowing approach for the spring 2025 borrowing cohort. While the MFA implemented changes approximately seven years ago to align borrowing strictly with Council-approved Municipal Security Issuing Resolutions (MSIRs), this exception will allow the city to stagger the drawdown of funds approved under three existing bylaws (\$32 million, \$3 million and \$18 million).

The MFA has clarified that this exception is being granted as a one-time measure, given the City of Victoria's historical borrowing practices prior to the process change. MFA leadership has emphasized that moving forward, all local governments must adhere to the standard process, ensuring that the exact amounts approved in MSIRs are drawn without deviation.

The MFA and the City of Victoria retain responsibility for managing MSIRs and reconciling any discrepancies between council resolutions and the timing of fund draws. The CRD is limited to a facilitative role, transferring funds from the MFA to the City of Victoria in accordance with council resolutions. The CRD does not provide input on or approve MSIRs and will continue to draft security issuing bylaws strictly based on the council-approved resolutions as delivered.

This proposed arrangement reflects the MFA's acknowledgment of phased borrowing as a governance concern while ensuring that total borrowing does not exceed council-approved amounts. As a final step, the City of Victoria must submit a written Letter of Direction to the MFA by February 13, 2025, specifying the amount needed for the spring 2025 borrowing.

This one-time exception provides clarity for all parties involved and reaffirms the need for consistent governance practices in future borrowing processes.

ALTERNATIVES

Alternative 1

1. That Bylaw No. 4659, "Security Issuing Bylaw No. 1, 2025", be introduced and read a first, second, and third time; and
2. That Bylaw No. 4659 be adopted.
3. That Bylaw No. 4660, "Security Issuing Bylaw No. 2, 2025", be introduced and read a first, second, and third time; and
4. That Bylaw No. 4660 be adopted.
5. That Bylaw No. 4661, "Security Issuing Bylaw No. 3, 2025", be introduced and read a first, second, and third time; and
6. That Bylaw No. 4661 be adopted.
7. That Bylaw No. 4662, "Security Issuing Bylaw No. 4, 2025", be introduced and read a first, second, and third time; and
8. That Bylaw No. 4662 be adopted.
9. That Bylaw No. 4663, "Security Issuing Bylaw No. 5, 2025", be introduced and read a first, second, and third time; and
10. That Bylaw No. 4663 be adopted.

Alternative 2

That adoption of Bylaw No. 4659, 4660, 4661, 4662 and 4663 be referred back to staff for amendments.

IMPLICATIONS

Financial Implications

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

The Land Banking and Housing Service will borrow funds to fulfill the remaining portion of the CRD's \$40 million commitment to the Regional Housing First Program. This includes \$10.675 million for the Village on the Green redevelopment project and \$5.8 million for the Campus View redevelopment project.

The Environmental Resource Management service is borrowing funds for three capital plan items. The first is \$3.5 million for the landfill Cell 5 Liner Construction, with a total project borrowing of \$4.9 million, including \$1.4 million anticipated in Fall 2025. The second borrowing, \$1 million, is for construction related to the transition liner for Cells 1, 2, and 3. The third borrowing, \$0.4 million, will fund construction for the northeast and northwest aggregate stockpile cover project.

The Core Area service is borrowing funds primarily to complete Bowker Sewer Rehabilitation Phase 2, a project valued at \$8 million. An additional \$2 million will be allocated to support a range of system upgrade initiatives.

Borrowing Terms

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

The MFA provides current indicative market interest rates as an estimate of potential rates for the upcoming issue. The indicative rates as of December 11, 2024, are:

Loan Amortization	MFABC – Indicative Rates
5 years	3.26%
10 years	3.83%
15 years	4.17%
20 years	4.26%
25 years	4.26%
30 years	4.26%

CONCLUSION

The CRD, through security issuing bylaws, is authorized to borrow from the MFA for both regional district and municipal borrowings. Borrowing costs are covered by the requesting CRD service or municipality.

For the Spring 2025 MFA debt issuance, the CRD has submitted one security issuing bylaw request, and four municipalities have submitted their respective requests. Approval of these bylaws is recommended to facilitate participation in the Spring 2025 MFA debt issuance.

RECOMMENDATION

1. That Bylaw No. 4659, “Security Issuing Bylaw No. 1, 2025”, be introduced and read a first, second, and third time; and
2. That Bylaw No. 4659 be adopted.
3. That Bylaw No. 4660, “Security Issuing Bylaw No. 2, 2025”, be introduced and read a first, second, and third time; and
4. That Bylaw No. 4660 be adopted.
5. That Bylaw No. 4661, “Security Issuing Bylaw No. 3, 2025”, be introduced and read a first, second, and third time; and
6. That Bylaw No. 4661 be adopted.
7. That Bylaw No. 4662, “Security Issuing Bylaw No. 4, 2025”, be introduced and read a first, second, and third time; and
8. That Bylaw No. 4662 be adopted.
9. That Bylaw No. 4663, “Security Issuing Bylaw No. 5, 2025”, be introduced and read a first, second, and third time; and
10. That Bylaw No. 4663 be adopted.

Submitted by:	Varinia Somosan, CPA, CGA, Sr. Mgr., Financial Services / Deputy CFO
Concurrence:	Nelson Chan, MBA, FCPA, FCMA, Chief Financial Officer, GM Finance & IT
Concurrence:	Steven Carey, B.Sc, J.D., Acting General Manager, Corporate Services
Concurrence:	Ted Robbins, B. Sc., C. Tech., Chief Administrative Officer

ATTACHMENT

- Appendix A: Bylaw No. 4659, “Security Issuing Bylaw No. 1, 2025”
- Appendix B: Bylaw No. 4660, “Security Issuing Bylaw No. 2, 2025”
- Appendix C: Bylaw No. 4661, “Security Issuing Bylaw No. 3, 2025”
- Appendix D: Bylaw No. 4662, “Security Issuing Bylaw No. 4, 2025”
- Appendix E: Bylaw No. 4663, “Security Issuing Bylaw No. 5, 2025”

CAPITAL REGIONAL DISTRICT

BYLAW NO. 4659

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

WHEREAS:

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

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

- 1. The Authority is hereby requested and authorized to finance from time to time the undertakings, as further described in the Loan Authorization Table below, at the sole cost and on behalf of the Regional District up to, but not exceeding Thirty One Million, Three Hundred and Twenty Five Thousand Dollars (\$31,325,000) in lawful money of Canada (provided that the Regional District may borrow all or part of such amount in such currency as the Trustees of the Authority shall determine but the aggregate amount in lawful money of Canada and in Canadian Dollar equivalents so borrowed shall not exceed \$31,325,000 in Canadian Dollars) at such interest and with such discounts or premiums and expenses as the Authority may deem appropriate in consideration of the market and economic conditions pertaining.

Security Issuing Bylaw No.	Service	LOAN AUTHORIZATION				Term of issue	Issue amount (\$M)	Notes
		Bylaw No.	Authorized (\$M)	Borrowed (\$M)	Remaining (\$M)			
4659	Land Banking and Housing	3715	\$25.000	\$18.488	\$6.512	15	\$6.425	2025 Capital Plan Projects
	Land Banking and Housing	4327	\$10.000	\$0.000	\$10.000	15	\$10.000	2025 Capital Plan Projects
	Environmental Resource Management	4515	\$36.000	\$17.250	\$18.750	15	\$4.900	2025 Capital Plan Projects
	Core Area Wastewater	4375	\$34.300	\$0.000	\$34.300	15	\$10.000	2025 Capital Plan Projects
	TOTAL		\$105.300	\$35.738	\$69.562		\$31.325	

2. Upon completion by the Authority of financing undertaken pursuant hereto, the Chair and officer assigned the responsibility of financial administration of the Regional District, on behalf of the Regional District and under its seal shall, at such time or times as the Trustees of the Authority may request, enter into and deliver to the Authority one or more agreements, which said agreement or agreements shall be substantially in the form annexed hereto as Schedule "A" and made part of this bylaw (such Agreement or Agreements as may be entered into, delivered or substituted hereinafter referred to as the "Agreement") providing for payment by the Regional District to the Authority of the amounts required to meet the obligations of the Authority with respect to its borrowings undertaken pursuant hereto, which Agreement shall rank as debenture debt of the Regional District.
3. The Agreement in the form of Schedule "A" shall be dated and payable in the principal amount or amounts of monies and in Canadian dollars or as the Authority shall determine and subject to the *Local Government Act*, in such currency or currencies as shall be borrowed by the Authority under Section 1 and shall set out the schedule of repayment of the principal amount together with interest on unpaid amounts as shall be determined by the Treasurer of the Authority.
4. The obligation incurred under the said Agreement shall bear interest from a date specified therein, which date shall be determined by the Treasurer of the Authority, and shall bear interest at a rate to be determined by the Treasurer of the Authority.

5. The Agreement shall be sealed with the seal of the Regional District and shall bear the signature of the Chair and the officer assigned the responsibility of financial administration of the Regional District.
6. The obligations incurred under the said Agreement as to both principal and interest shall be payable at the Head Office of the Authority in Saanich and at such time or times as shall be determined by the Treasurer of the Authority.
7. During the currency of the obligations incurred under the said Agreement to secure borrowings in respect of the Regional District Loan Authorization Bylaw No. 3715, 4327, 4515 and 4375 if the anticipated revenues accruing to the Regional District from the operation of the "Land Assembly, Housing and Land Banking Service Establishment Bylaw No. 1, 2010", "Solid Waste Disposal Local Service Establishment Bylaw No. 1, 1991" and "Liquid Waste Management Core Area and Western Communities Service Establishment Bylaw No. 1, 1995" services is at any time insufficient to meet the annual payment of interest and the repayment of principal in any year, there shall be requisitioned an amount sufficient to meet such insufficiency.
8. The Regional District shall provide and pay over to the Authority such sums as are required to discharge its obligations in accordance with the terms of the Agreement, provided, however, that if the sums provided for in the Agreement are not sufficient to meet the obligations of the Authority, any deficiency in meeting such obligations shall be a liability of the Regional District to the Authority and the Regional Board of the Regional District shall make due provision to discharge such liability.
9. The Regional District shall pay over to the Authority at such time or times as the Treasurer of the Authority so directs such sums as are required pursuant to section 15 of the *Municipal Finance Authority Act* to be paid into the Debt Reserve Fund established by the Authority in connection with the financing undertaken by the Authority on behalf of the Regional District pursuant to the Agreement.
10. This bylaw may be cited as "Security Issuing Bylaw No. 1, 2025".

READ A FIRST TIME THIS	day of	20__
READ A SECOND TIME THIS	day of	20__
READ A THIRD TIME THIS	day of	20__
ADOPTED THIS	day of	20__

CHAIR

CORPORATE OFFICE

Schedule "A" to Bylaw # _____

CANADA

PROVINCE OF BRITISH COLUMBIA

AGREEMENT

Regional District of _____

The Regional District of _____ (the "Regional District") he promises to pay to the Municipal Finance Authority of British Columbia (the "Authority") at its Head Office in Saanich, British Columbia, the sum of _____ DOLLARS (\$ _____) in lawful money of Canada, together with interest thereon from the ____ day of _____ 20__, at varying rates of interest, calculated semi-annually, in each and every year during the currency of this Agreement; and payments of principal and interest shall be as specified in the schedule attached commencing on the ____ day of _____ 20__, provided that in the event the payments of principal and interest hereunder are insufficient to satisfy the obligations of the Authority undertaken on behalf of the Regional District, the Regional District shall pay over to the Authority such further sums as are sufficient to discharge the obligations of the Regional District to the Authority.

DATED at _____, British Columbia, this ____ day of _____, 20____.

IN TESTIMONY WHEREOF and under the authority of Bylaw # _____ cited as " _____",

_____ this Agreement is sealed with the Corporate Seal of the Regional District of _____ and signed by the Chair and Treasurer thereof.

Chair

Treasurer

Pursuant to the *Local Government Act*, I certify that the within Agreement has been lawfully and validly made and issued and that its validity is not open to question on any ground whatsoever in any court of the Province of British Columbia.

Deputy Inspector of Municipalities of British Columbia

PRINCIPAL AND/OR SINKING FUND DEPOSIT AND INTEREST PAYMENTS

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

CAPITAL REGIONAL DISTRICT

BYLAW NO. 4660

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

WHEREAS

- A. The Municipal Finance Authority of British Columbia (the "Authority") may provide financing of capital requirements for regional districts or for their member municipalities by the issue of debentures or other evidence of indebtedness of the Authority and lending the proceeds therefrom to the regional district on whose request the financing is undertaken;
- B. The City of Colwood is a member municipality of the Capital Regional District (the "Regional District");
- C. The Regional District will finance from time to time on behalf of and at the sole cost of its member municipalities, under the provisions of Section 410 of the *Local Government Act*, the works financed pursuant to the herein mentioned loan authorization bylaws;
- D. Under the provisions of Section 411 of the *Local Government Act*, the amount of borrowing authorized by each of the following loan authorization bylaws, the amount already borrowed under the authority thereof, the amount of authorization to borrow remaining thereunder, the amount being issued under the authority thereof by this bylaw, and the term of the debt are included in this bylaw;
- E. The tables contained in this bylaw are to provide clarity and information for the purposes of this bylaw; and
- F. The Regional Board, by this bylaw, hereby requests such financing shall be undertaken through the Authority.

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

- 1. The Regional Board hereby consents to financing the debt of City of Colwood and further described in the Municipal Loan Authorization Bylaws table, in the amount of Eight Million, Three Hundred and Ninety-Seven Thousand Dollars (\$8,397,000) in accordance with the following terms.

Security Issuing Bylaw No.	Municipality	LOAN AUTHORIZATION				Term of issue	Issue amount (\$M)	Notes
		Bylaw No.	Authorized (\$M)	Borrowed (\$M)	Remaining (\$M)			
4660	City of Colwood	2020	\$8.397	\$0.000	\$8.397	30	\$8.397	Public Works Operations Facility
	TOTAL		\$8.397	\$0.000	\$8.397		\$8.397	

2. The Authority is hereby requested and authorized to finance from time to time the above noted undertakings, and further described in the Municipal Loan Authorization Bylaws table, at the sole cost and on behalf of the City of Colwood up to, but not exceeding Eight Million, Three Hundred and Ninety Seven Thousand Dollars (\$8,397,000) in lawful money of Canada (provided that the Regional District may borrow all or part of such amount in such currency as the Trustees of the Authority shall determine but the aggregate amount in lawful money of Canada and in Canadian Dollar equivalents so borrowed shall not exceed \$8,397,000 in Canadian Dollars) at such interest and with such discounts or premiums and expenses as the Authority may deem appropriate in consideration of the market and economic conditions pertaining.
3. Upon completion by the Authority of financing undertaken pursuant hereto, the Chair and officer assigned the responsibility of financial administration of the Regional District, on behalf of the Regional District and under its seal shall, at such time or times as the Trustees of the Authority may request, enter into and deliver to the Authority one or more agreements, which said agreement or agreements shall be substantially in the form annexed hereto as Schedule "A" and made part of this bylaw (such Agreement or Agreements as may be entered into, delivered or substituted hereinafter referred to as the "Agreement") providing for payment by the Regional District to the Authority of the amounts required to meet the obligations of the Authority with respect to its borrowings undertaken pursuant hereto, which Agreement shall rank as debenture debt of the Regional District.
4. The Agreement in the form of Schedule "A" shall be dated and payable in the principal amount or amounts of monies and in Canadian dollars or as the Authority shall determine and subject to the *Local Government Act*, in such currency or currencies as shall be borrowed by the Authority under section 1 and shall set out the schedule of repayment of the principal amount together with interest on unpaid amounts as shall be determined by the Treasurer of the Authority.
5. The obligation incurred under the said Agreement shall bear interest from a date specified therein which date shall be determined by the Treasurer of the Authority and shall bear interest at a rate to be determined by the Treasurer of the Authority.

- 6. The Agreement shall be sealed with the seal of the Regional District and shall bear the signature of the Chair and the officer assigned the responsibility of financial administration of the Regional District.
- 7. The obligations incurred under the said Agreement as to both principal and interest shall be payable at the Head Office of the Authority in Saanich and at such time or times as shall be determined by the Treasurer of the Authority.
- 8. During the currency of the obligations incurred under the said Agreement to secure borrowings in respect of the City of Colwood Loan Authorization Bylaw # 2020 there shall be requisitioned annually an amount sufficient to meet the annual payment of interest and the repayment of principal.
- 9. The Regional District shall provide and pay over to the Authority such sums as are required to discharge its obligations in accordance with the terms of the Agreement, provided, however, that if the sums provided for in the Agreement are not sufficient to meet the obligations of the Authority, any deficiency in meeting such obligations shall be a liability of the Regional District to the Authority and the Regional Board of the Regional District shall make due provision to discharge such liability.
- 10. The Regional District shall pay over to the Authority at such time or times as the Treasurer of the Authority so directs such sums as are required pursuant to Section 15 of the *Municipal Finance Authority Act* to be paid into the Debt Reserve Fund established by the Authority in connection with the financing undertaken by the Authority on behalf of the Regional District pursuant to the Agreement.
- 11. This bylaw may be cited as "Security Issuing Bylaw No. 2, 2025".

READ A FIRST TIME THIS	day of	20__
READ A SECOND TIME THIS	day of	20__
READ A THIRD TIME THIS	day of	20__
ADOPTED THIS	day of	20__

CHAIR

CORPORATE OFFICER

Schedule "A" to Bylaw # _____

CANADA

PROVINCE OF BRITISH COLUMBIA

AGREEMENT

Regional District of _____

The Regional District of _____ (the "Regional District") hereby promises to pay to the Municipal Finance Authority of British Columbia (the "Authority") at its Head Office in Saanich, British Columbia, the sum of _____ DOLLARS (\$_____) in lawful money of Canada, together with interest thereon from the ____ day of _____ 20__, at varying rates of interest, calculated semi-annually, in each and every year during the currency of this Agreement; and payments of principal and interest shall be as specified in the schedule attached commencing on the ____ day of _____ 20__, provided that in the event the payments of principal and interest hereunder are insufficient to satisfy the obligations of the Authority undertaken on behalf of the Regional District, the Regional District shall pay over to the Authority such further sums as are sufficient to discharge the obligations of the Regional District to the Authority.

DATED at _____, British Columbia, this ____ day of _____, 20_____.

IN TESTIMONY WHEREOF and under the authority of Bylaw # _____ cited as "_____", this Agreement is sealed with the Corporate Seal of the Regional District of _____ and signed by the Chair and Treasurer thereof.

Chair

Treasurer

Pursuant to the *Local Government Act*, I certify that the within Agreement has been lawfully and validly made and issued and that its validity is not open to question on any ground whatsoever in any court of the Province of British Columbia.

Deputy Inspector of Municipalities of British Columbia

PRINCIPAL AND/OR SINKING FUND DEPOSIT AND INTEREST PAYMENTS

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

CAPITAL REGIONAL DISTRICT

BYLAW NO. 4661

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

WHEREAS

- A. The Municipal Finance Authority of British Columbia (the "Authority") may provide financing of capital requirements for regional districts or for their member municipalities by the issue of debentures or other evidence of indebtedness of the Authority and lending the proceeds therefrom to the regional district on whose request the financing is undertaken;
- B. The District of Central Saanich is a member municipality of the Capital Regional District (the "Regional District");
- C. The Regional District will finance from time to time on behalf of and at the sole cost of its member municipalities, under the provisions of Section 410 of the *Local Government Act*, the works financed pursuant to the herein mentioned loan authorization bylaws;
- D. Under the provisions of Section 411 of the *Local Government Act*, the amount of borrowing authorized by each of the following loan authorization bylaws, the amount already borrowed under the authority thereof, the amount of authorization to borrow remaining thereunder, the amount being issued under the authority thereof by this bylaw, and the term of the debt are included in this bylaw;
- E. The tables contained in this bylaw are to provide clarity and information for the purposes of this bylaw; and
- F. The Regional Board, by this bylaw, hereby requests such financing shall be undertaken through the Authority.

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

- 1. The Regional Board hereby consents to financing the debt of District of Central Saanich and further described in the Municipal Loan Authorization Bylaws table, in the amount of Six Million, Five Hundred and Seventy Thousand Dollars (\$6,570,000) in accordance with the following terms.

Security Issuing Bylaw No.	Municipality	LOAN AUTHORIZATION				Term of issue	Issue amount (\$M)	Notes
		Bylaw No.	Authorized (\$M)	Borrowed (\$M)	Remaining (\$M)			
4661	District of Central Saanich	2198	\$3.000	\$0.000	\$3.000	15	\$3.000	Brentwood Bay Sewer Project
		2199	\$1.070	\$0.000	\$1.070	15	\$1.070	Wallace Drive Bike Lane
		2200	\$2.500	\$0.000	\$2.500	15	\$2.500	Keating Cross Roadway
	TOTAL		\$6.570	\$0.000	\$6.570		\$6.570	

2. The Authority is hereby requested and authorized to finance from time to time the above noted undertakings, and further described in the Municipal Loan Authorization Bylaws table, at the sole cost and on behalf of the District of Central Saanich up to, but not exceeding Six Million, Five Hundred and Seventy Thousand Dollars (\$6,570,000) in lawful money of Canada (provided that the Regional District may borrow all or part of such amount in such currency as the Trustees of the Authority shall determine but the aggregate amount in lawful money of Canada and in Canadian Dollar equivalents so borrowed shall not exceed \$6,570,000 in Canadian Dollars) at such interest and with such discounts or premiums and expenses as the Authority may deem appropriate in consideration of the market and economic conditions pertaining.

3. Upon completion by the Authority of financing undertaken pursuant hereto, the Chair and officer assigned the responsibility of financial administration of the Regional District, on behalf of the Regional District and under its seal shall, at such time or times as the Trustees of the Authority may request, enter into and deliver to the Authority one or more agreements, which said agreement or agreements shall be substantially in the form annexed hereto as Schedule "A" and made part of this bylaw (such Agreement or Agreements as may be entered into, delivered or substituted hereinafter referred to as the "Agreement") providing for payment by the Regional District to the Authority of the amounts required to meet the obligations of the Authority with respect to its borrowings undertaken pursuant hereto, which Agreement shall rank as debenture debt of the Regional District.

4. The Agreement in the form of Schedule "A" shall be dated and payable in the principal amount or amounts of monies and in Canadian dollars or as the Authority shall determine and subject to the *Local Government Act*, in such currency or currencies as shall be borrowed by the Authority under section 1 and shall set out the schedule of repayment of the principal amount together with interest on unpaid amounts as shall be determined by the Treasurer of the Authority.
5. The obligation incurred under the said Agreement shall bear interest from a date specified therein which date shall be determined by the Treasurer of the Authority and shall bear interest at a rate to be determined by the Treasurer of the Authority.
6. The Agreement shall be sealed with the seal of the Regional District and shall bear the signature of the Chair and the officer assigned the responsibility of financial administration of the Regional District.
7. The obligations incurred under the said Agreement as to both principal and interest shall be payable at the Head Office of the Authority in Saanich and at such time or times as shall be determined by the Treasurer of the Authority.
8. During the currency of the obligations incurred under the said Agreement to secure borrowings in respect of the District of Central Saanich Loan Authorization Bylaws # 2198, 2199 and 2200 there shall be requisitioned annually an amount sufficient to meet the annual payment of interest and the repayment of principal.
9. The Regional District shall provide and pay over to the Authority such sums as are required to discharge its obligations in accordance with the terms of the Agreement, provided, however, that if the sums provided for in the Agreement are not sufficient to meet the obligations of the Authority, any deficiency in meeting such obligations shall be a liability of the Regional District to the Authority and the Regional Board of the Regional District shall make due provision to discharge such liability.
10. The Regional District shall pay over to the Authority at such time or times as the Treasurer of the Authority so directs such sums as are required pursuant to Section 15 of the *Municipal Finance Authority Act* to be paid into the Debt Reserve Fund established by the Authority in connection with the financing undertaken by the Authority on behalf of the Regional District pursuant to the Agreement.
11. This bylaw may be cited as "Security Issuing Bylaw No. 3, 2025".

READ A FIRST TIME THIS	day of	20__
READ A SECOND TIME THIS	day of	20__
READ A THIRD TIME THIS	day of	20__
ADOPTED THIS	day of	20__

CHAIR

CORPORATE OFFICER

Schedule "A" to Bylaw # _____

CANADA

PROVINCE OF BRITISH COLUMBIA

AGREEMENT

Regional District of _____

The Regional District of _____ (the "Regional District") hereby promises to pay to the Municipal Finance Authority of British Columbia (the "Authority") at its Head Office in Saanich, British Columbia, the sum of _____ DOLLARS (\$_____) in lawful money of Canada, together with interest thereon from the ____ day of _____ 20__, at varying rates of interest, calculated semi-annually, in each and every year during the currency of this Agreement; and payments of principal and interest shall be as specified in the schedule attached commencing on the ____ day of _____ 20__, provided that in the event the payments of principal and interest hereunder are insufficient to satisfy the obligations of the Authority undertaken on behalf of the Regional District, the Regional District shall pay over to the Authority such further sums as are sufficient to discharge the obligations of the Regional District to the Authority.

DATED at _____, British Columbia, this ____ day of _____, 20_____.

IN TESTIMONY WHEREOF and under the authority of Bylaw # _____ cited as "_____", this Agreement is sealed with the Corporate Seal of the Regional District of _____ and signed by the Chair and Treasurer thereof.

Chair

Treasurer

Pursuant to the *Local Government Act*, I certify that the within Agreement has been lawfully and validly made and issued and that its validity is not open to question on any ground whatsoever in any court of the Province of British Columbia.

Deputy Inspector of Municipalities of British Columbia

PRINCIPAL AND/OR SINKING FUND DEPOSIT AND INTEREST PAYMENTS

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

CAPITAL REGIONAL DISTRICT

BYLAW NO. 4662

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

WHEREAS

- A. The Municipal Finance Authority of British Columbia (the "Authority") may provide financing of capital requirements for regional districts or for their member municipalities by the issue of debentures or other evidence of indebtedness of the Authority and lending the proceeds therefrom to the regional district on whose request the financing is undertaken;
- B. The City of Victoria is a member municipality of the Capital Regional District (the "Regional District");
- C. The Regional District will finance from time to time on behalf of and at the sole cost of its member municipalities, under the provisions of Section 410 of the *Local Government Act*, the works financed pursuant to the herein mentioned loan authorization bylaws;
- D. Under the provisions of Section 411 of the *Local Government Act*, the amount of borrowing authorized by each of the following loan authorization bylaws, the amount already borrowed under the authority thereof, the amount of authorization to borrow remaining thereunder, the amount being issued under the authority thereof by this bylaw, and the term of the debt are included in this bylaw;
- E. The tables contained in this bylaw are to provide clarity and information for the purposes of this bylaw; and
- F. The Regional Board, by this bylaw, hereby requests such financing shall be undertaken through the Authority.

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

- 1. The Regional Board hereby consents to financing the debt of City of Victoria and further described in the Municipal Loan Authorization Bylaws table, in the amount of Fifty-Three Million Dollars (\$53,000,000) in accordance with the following terms.

Security Issuing Bylaw No.	Municipality	LOAN AUTHORIZATION				Term of issue	Issue amount (\$M)	Notes
		Bylaw No.	Authorized (\$M)	Borrowed (\$M)	Remaining (\$M)			
4662	City of Victoria	24-018	\$32.000	\$0.000	\$32.000	20	\$32.000	Transportation Improvements
		24-019	\$3.000	\$0.000	\$3.000	20	\$3.000	Public Washroom Improvements
		24-020	\$18.000	\$0.000	\$18.000	20	\$18.000	Parks Redevelopment
	TOTAL		\$53.000	\$0.000	\$53.000		\$53.000	

2. The Authority is hereby requested and authorized to finance from time to time the above noted undertakings, and further described in the Municipal Loan Authorization Bylaws table, at the sole cost and on behalf of the City of Victoria up to, but not exceeding Fifty-Three Million Dollars (\$53,000,000) in lawful money of Canada (provided that the Regional District may borrow all or part of such amount in such currency as the Trustees of the Authority shall determine but the aggregate amount in lawful money of Canada and in Canadian Dollar equivalents so borrowed shall not exceed \$53,000,000 in Canadian Dollars) at such interest and with such discounts or premiums and expenses as the Authority may deem appropriate in consideration of the market and economic conditions pertaining.

3. Upon completion by the Authority of financing undertaken pursuant hereto, the Chair and officer assigned the responsibility of financial administration of the Regional District, on behalf of the Regional District and under its seal shall, at such time or times as the Trustees of the Authority may request, enter into and deliver to the Authority one or more agreements, which said agreement or agreements shall be substantially in the form annexed hereto as Schedule "A" and made part of this bylaw (such Agreement or Agreements as may be entered into, delivered or substituted hereinafter referred to as the "Agreement") providing for payment by the Regional District to the Authority of the amounts required to meet the obligations of the Authority with respect to its borrowings undertaken pursuant hereto, which Agreement shall rank as debenture debt of the Regional District.

4. The Agreement in the form of Schedule "A" shall be dated and payable in the principal amount or amounts of monies and in Canadian dollars or as the Authority shall determine and subject to the *Local Government Act*, in such currency or currencies as shall be borrowed by the Authority under section 1 and shall set out the schedule of repayment of the principal amount together with interest on unpaid amounts as shall be determined by the Treasurer of the Authority.
5. The obligation incurred under the said Agreement shall bear interest from a date specified therein which date shall be determined by the Treasurer of the Authority and shall bear interest at a rate to be determined by the Treasurer of the Authority.
6. The Agreement shall be sealed with the seal of the Regional District and shall bear the signature of the Chair and the officer assigned the responsibility of financial administration of the Regional District.
7. The obligations incurred under the said Agreement as to both principal and interest shall be payable at the Head Office of the Authority in Saanich and at such time or times as shall be determined by the Treasurer of the Authority.
8. During the currency of the obligations incurred under the said Agreement to secure borrowings in respect of the City of Victoria Loan Authorization Bylaws # 24-018, 24-019 and 24-020 there shall be requisitioned annually an amount sufficient to meet the annual payment of interest and the repayment of principal.
9. The Regional District shall provide and pay over to the Authority such sums as are required to discharge its obligations in accordance with the terms of the Agreement, provided, however, that if the sums provided for in the Agreement are not sufficient to meet the obligations of the Authority, any deficiency in meeting such obligations shall be a liability of the Regional District to the Authority and the Regional Board of the Regional District shall make due provision to discharge such liability.
10. The Regional District shall pay over to the Authority at such time or times as the Treasurer of the Authority so directs such sums as are required pursuant to Section 15 of the *Municipal Finance Authority Act* to be paid into the Debt Reserve Fund established by the Authority in connection with the financing undertaken by the Authority on behalf of the Regional District pursuant to the Agreement.
11. This bylaw may be cited as "Security Issuing Bylaw No. 4, 2025".

READ A FIRST TIME THIS day of 20__

READ A SECOND TIME THIS day of 20__

READ A THIRD TIME THIS day of 20__

ADOPTED THIS day of 20__

CHAIR

CORPORATE OFFICER

Schedule "A" to Bylaw # _____

CANADA

PROVINCE OF BRITISH COLUMBIA

AGREEMENT

Regional District of _____

The Regional District of _____ (the "Regional District") hereby promises to pay to the Municipal Finance Authority of British Columbia (the "Authority") at its Head Office in Saanich, British Columbia, the sum of _____ DOLLARS (\$_____) in lawful money of Canada, together with interest thereon from the ____ day of _____ 20__, at varying rates of interest, calculated semi-annually, in each and every year during the currency of this Agreement; and payments of principal and interest shall be as specified in the schedule attached commencing on the ____ day of _____ 20__, provided that in the event the payments of principal and interest hereunder are insufficient to satisfy the obligations of the Authority undertaken on behalf of the Regional District, the Regional District shall pay over to the Authority such further sums as are sufficient to discharge the obligations of the Regional District to the Authority.

DATED at _____, British Columbia, this ____ day of _____, 20_____.

IN TESTIMONY WHEREOF and under the authority of Bylaw # _____ cited as "_____", this Agreement is sealed with the Corporate Seal of the Regional District of _____ and signed by the Chair and Treasurer thereof.

Chair

Treasurer

Pursuant to the *Local Government Act*, I certify that the within Agreement has been lawfully and validly made and issued and that its validity is not open to question on any ground whatsoever in any court of the Province of British Columbia.

Deputy Inspector of Municipalities of British Columbia

PRINCIPAL AND/OR SINKING FUND DEPOSIT AND INTEREST PAYMENTS

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

CAPITAL REGIONAL DISTRICT

BYLAW NO. 4663

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

WHEREAS

- A. The Municipal Finance Authority of British Columbia (the “Authority”) may provide financing of capital requirements for regional districts or for their member municipalities by the issue of debentures or other evidence of indebtedness of the Authority and lending the proceeds therefrom to the regional district on whose request the financing is undertaken;
- B. The District of Saanich is a member municipality of the Capital Regional District (the “Regional District”);
- C. The Regional District will finance from time to time on behalf of and at the sole cost of its member municipalities, under the provisions of Section 410 of the *Local Government Act*, the works financed pursuant to the herein mentioned loan authorization bylaws;
- D. Under the provisions of Section 411 of the *Local Government Act*, the amount of borrowing authorized by each of the following loan authorization bylaws, the amount already borrowed under the authority thereof, the amount of authorization to borrow remaining thereunder, the amount being issued under the authority thereof by this bylaw, and the term of the debt are included in this bylaw;
- E. The tables contained in this bylaw are to provide clarity and information for the purposes of this bylaw; and
- F. The Regional Board, by this bylaw, hereby requests such financing shall be undertaken through the Authority.

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

- 1. The Regional Board hereby consents to financing the debt of District of Saanich and further described in the Municipal Loan Authorization Bylaws table, in the amount of Thirty-Four Million and Two Hundred Thousand Dollars (\$34,200,000) in accordance with the following terms.

Security Issuing Bylaw No.	Municipality	LOAN AUTHORIZATION				Term of issue	Issue amount (\$M)	Notes
		Bylaw No.	Authorized (\$M)	Borrowed (\$M)	Remaining (\$M)			
4663	District of Saanich	9708	\$1.100	\$0.700	\$0.400	15	\$0.400	Sewer Capital Program
		9767	\$0.800	\$0.000	\$0.800	15	\$0.800	Sewer Capital Program
		9768	\$2.100	\$0.800	\$1.300	15	\$1.300	Drainage Capital Program
		9770	\$0.900	\$0.200	\$0.700	15	\$0.700	Parks Capital Program
		9899	\$0.600	\$0.000	\$0.600	15	\$0.600	Sewer Capital Program
		9900	\$2.000	\$0.000	\$2.000	15	\$2.000	Drainage Capital Program
		9901	\$3.400	\$0.000	\$3.400	15	\$3.400	Transportation Capital Program
		9791	\$25.000	\$0.000	\$25.000	30	\$25.000	Property Acquisition
	TOTAL		\$35.900	\$1.700	\$34.200		\$34.200	

2. The Authority is hereby requested and authorized to finance from time to time the above noted undertakings, and further described in the Municipal Loan Authorization Bylaws table, at the sole cost and on behalf of the District of Saanich up to, but not exceeding of Thirty-Four Million and Two Hundred Thousand Dollars (\$34,200,000) in lawful money of Canada (provided that the Regional District may borrow all or part of such amount in such currency as the Trustees of the Authority shall determine but the aggregate amount in lawful money of Canada and in Canadian Dollar equivalents so borrowed shall not exceed \$34,200,000 in Canadian Dollars) at such interest and with such discounts or premiums and expenses as the Authority may deem appropriate in consideration of the market and economic conditions pertaining.

3. Upon completion by the Authority of financing undertaken pursuant hereto, the Chair and officer assigned the responsibility of financial administration of the Regional District, on behalf of the Regional District and under its seal shall, at such time or times as the Trustees of the Authority may request, enter into and deliver to the Authority one or more agreements, which said agreement or agreements shall be substantially in the form annexed hereto as Schedule "A" and made part of this bylaw (such Agreement or Agreements as may be entered into, delivered or substituted hereinafter referred to as the "Agreement") providing for payment by the Regional District to the Authority of the amounts required to meet the obligations of the Authority with respect to its borrowings undertaken pursuant hereto, which Agreement shall rank as debenture debt of the Regional District.
4. The Agreement in the form of Schedule "A" shall be dated and payable in the principal amount or amounts of monies and in Canadian dollars or as the Authority shall determine and subject to the *Local Government Act*, in such currency or currencies as shall be borrowed by the Authority under section 1 and shall set out the schedule of repayment of the principal amount together with interest on unpaid amounts as shall be determined by the Treasurer of the Authority.
5. The obligation incurred under the said Agreement shall bear interest from a date specified therein which date shall be determined by the Treasurer of the Authority and shall bear interest at a rate to be determined by the Treasurer of the Authority.
6. The Agreement shall be sealed with the seal of the Regional District and shall bear the signature of the Chair and the officer assigned the responsibility of financial administration of the Regional District.
7. The obligations incurred under the said Agreement as to both principal and interest shall be payable at the Head Office of the Authority in Saanich and at such time or times as shall be determined by the Treasurer of the Authority.
8. During the currency of the obligations incurred under the said Agreement to secure borrowings in respect of the District of Saanich Loan Authorization Bylaws # 9708, 9767, 9768, 9770, 9899, 9900, 9901 and 9791 there shall be requisitioned annually an amount sufficient to meet the annual payment of interest and the repayment of principal.
9. The Regional District shall provide and pay over to the Authority such sums as are required to discharge its obligations in accordance with the terms of the Agreement, provided, however, that if the sums provided for in the Agreement are not sufficient to meet the obligations of the Authority, any deficiency in meeting such obligations shall be a liability of the Regional District to the Authority and the Regional Board of the Regional District shall make due provision to discharge such liability.

- 10. The Regional District shall pay over to the Authority at such time or times as the Treasurer of the Authority so directs such sums as are required pursuant to Section 15 of the *Municipal Finance Authority Act* to be paid into the Debt Reserve Fund established by the Authority in connection with the financing undertaken by the Authority on behalf of the Regional District pursuant to the Agreement.
- 11. This bylaw may be cited as "Security Issuing Bylaw No. 5, 2025".

READ A FIRST TIME THIS	day of	20__
READ A SECOND TIME THIS	day of	20__
READ A THIRD TIME THIS	day of	20__
ADOPTED THIS	day of	20__

CHAIR

CORPORATE OFFICER

Schedule "A" to Bylaw # _____

CANADA

PROVINCE OF BRITISH COLUMBIA

AGREEMENT

Regional District of _____

The Regional District of _____ (the "Regional District") hereby promises to pay to the Municipal Finance Authority of British Columbia (the "Authority") at its Head Office in Saanich, British Columbia, the sum of _____ DOLLARS (\$_____) in lawful money of Canada, together with interest thereon from the ____ day of _____ 20__, at varying rates of interest, calculated semi-annually, in each and every year during the currency of this Agreement; and payments of principal and interest shall be as specified in the schedule attached commencing on the ____ day of _____ 20__, provided that in the event the payments of principal and interest hereunder are insufficient to satisfy the obligations of the Authority undertaken on behalf of the Regional District, the Regional District shall pay over to the Authority such further sums as are sufficient to discharge the obligations of the Regional District to the Authority.

DATED at _____, British Columbia, this ____ day of _____, 20_____.

IN TESTIMONY WHEREOF and under the authority of Bylaw # _____ cited as "_____", this Agreement is sealed with the Corporate Seal of the Regional District of _____ and signed by the Chair and Treasurer thereof.

Chair

Treasurer

Pursuant to the *Local Government Act*, I certify that the within Agreement has been lawfully and validly made and issued and that its validity is not open to question on any ground whatsoever in any court of the Province of British Columbia.

Deputy Inspector of Municipalities of British Columbia

PRINCIPAL AND/OR SINKING FUND DEPOSIT AND INTEREST PAYMENTS

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