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REPORT TO PLANNING AND PROTECTIVE SERVICES COMMITTEE
MEETING OF WEDNESDAY, MARCH 26, 2025

SUBJECT **Capital Regional District Emergency Hazmat Team Service Review Implementation Plan**

ISSUE SUMMARY

Report to the Planning and Protective Services Committee on the implementation plan in response to the recommendations of the Capital Regional District (CRD) Emergency Hazmat Team (EHT) 2024 Service Review report.

BACKGROUND

The CRD provides for the administration and operation of the regional EHT in partnership with the region's 25 fire departments. Each of these 25 fire departments have a seat on the EHT Advisory Committee that acts as a conduit for information sharing and coordination between the CRD and the member municipal fire services.

The existing EHT service delivery model is unique in Canada whereby 14 fire departments contribute personnel to the team composition. In addition, there are 11 fire departments that do not have members on the team but receive the response services offered by the CRD. The dynamics of the fire service throughout the region and provincially have changed considerably since the EHT inception in 2008, thus requiring a review of the existing model and service delivery approach. CRD undertook a Request for Proposal (RFP) process and retained Emergency Management Group to facilitate the review and report.

In 2008, the CRD entered a contractual relationship with the District of Central Saanich to organize team training, house operational response equipment, and coordinate day-to-day response operations.

In June 2023, the CRD was served notice by Central Saanich of their intention to not renew the service agreement upon its expiry in February 2024. Central Saanich citing that to continue as a service provider the value of the agreement needed to increase by more than 150% for them to maintain interest as a service contractor to the CRD.

In the Fall of 2023, a service review was commissioned by the CRD for a third party to collect, organize, analyze, interpret, and share relevant information to improve the structure and governance of the EHT program. The purpose of the review was to enhance success through the development of insight and intelligence about the program.

In December 2023, the District of Central Saanich agreed to extend the service agreement to the end of 2024 enabling the CRD the opportunity to receive the recommendations from the service review and conduct a competitive procurement process to find a new service provider.

The recommendations provided by the consultant were based upon an extensive consultation process with the EHT stakeholders.

On January 17, 2024 the Planning and Protective Services Committee directed staff to distribute the report and to engage interest holders and to report back to the Committee with an implementation plan.

On May 24, 2024 an RFP was distributed to CRD EHT stakeholders. The RFP closed June 28, 2024 the District of Saanich was the sole respondent submitting an expression of interest.

The CRD has since negotiated a new service agreement with the District of Saanich. Saanich has agreed with the CRD to provide hazardous materials responses to the Service Area based on an improved service delivery model as recommended by the 2023 Service Review.

A nuance to the Saanich agreement is they currently do not have space to store the CRD Hazmat Equipment. This is due to Saanich re-developing their Fire Station #2 at Royal Oak which should be complete by the end of 2026.

In the interim, staff negotiated a separate Memorandum of Understanding (MOU) with Canadian Forces Base (CFB) Esquimalt to house and respond the Hazmat Equipment for a term of two years. The MOU is a no fee “in kind” agreement for service after CFB Esquimalt expressed an interest in learning how they might become a participant in the service. Once the MOU expires at the end of 2026 CFB Esquimalt wishes to continue as a participant in the service.

For purposes of the implementation plan when considering options for the EHT service delivery model, it is critical to weigh the advantages and disadvantages of each option. The sustainability and success of the EHT must be considered in the context that services delivered are effective, efficient, and meet local expectations for emergency Hazmat operations.

Primary consideration has been given toward:

- Ensuring efficacy and efficiency of Hazmat response to incidents regionally.
- Clearly defining and articulating roles and responsibilities of the EHT.
- Scheduled training and curriculum that provides team members with knowledge, skills, and abilities to confidently and safely conduct response operations at the Technician Level.
- Communicating training expectations and requirements, ensuring accountability for required competencies and Job Performance Requirements per NFPA 472.
- Enhancing the roles and responsibilities of regional fire service leaders through the EHT Advisory Committee.
- Open and transparent relationships fostered between the CRD and fire department stakeholders.
- Consensus for the fire department stakeholder agreement and support for the chosen service delivery model.
- All Hazmat equipment and apparatus maintained in a state of readiness.
- Identifying, communicating, and adherence to all health and safety requirements.
- Implementing the recommendations through a future focused lens.

The service review identified 36 recommendations, as noted in Appendix A, designed to ensure CRD EHT can meet and sustain regulatory compliance while minimizing the liability and risk to the firefighters, public and the CRD. In addition, there are four supplemental recommendations intended to move the service forward into the future.

The following is a summary of the implementation plan for the service review recommendations:

Year	Recommendation Topic	Number	Notes
2025	Team recruitment strategy	1	Not started
	Separate Team Coordinator from Contractor	2	Complete
	Focus Response Capacity within the CRD	3	Complete
	Response Data – Team Performance (turn out times)	4, 12, 22	Not started
	RFP Process – New Service Provider	7	Complete
	Ensure Saanich and Surrey fire dispatch center processes and protocols are consistent.	10	Not started
	Create committee for the Review of Operational Guidelines. Adopt the latest training standards	13 - 21, 23, 26	Underway
	Enhance Skills Maintenance Training Programs	25, 27 - 29	Not started
	Enhanced collaboration between CRD and its contractors	31, 32	Not started
	Review CRD EHT Asset Management Plan including funding of Equipment Replacement Reserves	33 - 35	Not started
	Form Working Group to address recommendations in the report	36	Underway
2026	Feasibility – 3rd Party Specialist for Team Technical Support and Site Mitigation	5	Not started
	Feasibility – Leverage use of on-duty personnel for initial responses	6	Not started
	Establish system of team availability and activation processes and protocols.	8	Not started
	Find solution to notify and activate off duty personnel.	9	Not started
	Engage other agencies and NGO's toward incorporating into the team. Consider increase service level to become a Chemical, Biological, Radiological, Nuclear, and Explosives Team (CBRNE)	30	Not started
2027	Review existing and conduct new Hazard Risk Vulnerability Assessments in each community	11, 24	Not started

Supplemental Recommendations – These are additional recommendations provided to the CRD with the goal of moving the delivery of the services into the future with a strategic focus:

2024	Hazmat Advisory Committee	Completed
2025	Rapid Assessment Team	Completed
	Communications	Completed
	Staffing	Underway

ALTERNATIVES

Alternative 1
The Planning and Protective Services Committee recommends to the Capital Regional District Board:
That the 2025-2027 Capital Regional District Emergency Hazmat Team Service Review Implementation Plan be approved.

Alternative 2
That this report be referred back to staff for additional information based on Planning and Protective Services Committee direction.

IMPLICATIONS

Financial Implications
The value of the agreement with the District of Saanich is up to $180,000 (2025) annually and is fully funded within the 2025 Financial Plan. With the exception of the operating guideline review project all other items in the implementation plan will be completed through staff time. The operating guideline review project will be funded from operating reserves and is also included in the 2025 Financial Plan.

Service Delivery Implications
The transition to Saanich as the primary service provider will result in enhanced service delivery without interruption and is in-line with the recommendations in the service review report. The notable service delivery enhancements from Saanich include:
1. Immediate response by a Rapid Assessment Team
2. Supervisory services through a Saanich Chief Fire Officer.

CONCLUSION

This service review of the EHT highlights strengths, current challenges, and opportunities, and provides several prioritized recommendations for moving the program forward. The implementation plan reflects the recommendations and will leverage the experience and expertise of engaged fire and emergency services leaders within the region. Many aspects of the plan rely heavily on the support of the CRD EHT Advisory Committee. The implementation of the recommendations will be completed through a future-focused lens, one of several critical elements necessary to meet the future needs of the EHT.

RECOMMENDATION

The Planning and Protective Services Committee recommends to the Capital Regional District Board:
That the 2025-2027 Capital Regional District Emergency Hazmat Team Service Review Implementation Plan be approved.

Submitted by:	Shawn Carby, CD, BHSc, MAL, Senior Manager, Protective Services
Concurrence:	Kevin Lorette, P. Eng., MBA, General Manager, Housing, Planning and Protective Services
Concurrence:	Ted Robbins, B. Sc., C. Tech., Chief Administrative Officer

ATTACHMENT

Appendix A: Recommendations - Emergency Hazardous Materials Team Service Review

SERVICE REVIEW RECOMMENDATIONS

Rec #	Recommendation	Suggested Timeline	Estimated Cost	Rationale
Section 1 – Capital Regional District & EHT Overview				
1	The CRD work with the EHT Advisory Committee to identify a recruitment strategy for the EHT.	13-24 months	Committee Time	Ensuring that the EHT staffing is at full capacity improves the team response model and overall effectiveness.
2	The CRD consider separating the Team Coordinator from the Contractor to schedule training, recruitment, administrator duties and maintaining training and response records for the EHT.	0-12 months	CRD to determine annual salary	Decreasing the administrative responsibility from the Contractor and revising the Team Coordinator position external to the Contractor will increase records keeping for the CRD.

Rec #	Recommendation	Suggested Timeline	Estimated Cost	Rationale
Section 2 – Response Capacity				
3	The CRD EHT should focus efforts on response capacity within the CRD, and not look to provide services outside this geographic area.	0-12 months	CRD Staff Time	The capacity does not currently exist, and the systems are not in place for this model to be effective.
4	The CRD should look to incorporate a fulsome approach to data analysis for the CRD EHT. This data should include Dispatch Time, Turn Out Time, overall Response Time, and Incident on-scene time. This will require careful data collection, attention to detail, access to statistical programs and skills in result interpretation.	0-12 months	CRD Staff Time	This recommendation applies what is industry best-practice for fire & emergency services to this specific service delivery area.

Rec #	Recommendation	Suggested Timeline	Estimated Cost	Rationale
Section 2 – Response Capacity				
5	The CRD should assess the feasibility of entering a relationship with a 3rd-party contractor to support any future CRD EHT model. This 3rd-party contractor could provide specialized technical support remotely, and/or become the designated and recommended incident mitigation service provider. This would allow the CRD EHT to transition site mitigation and clean up, thereby transitioning regional firefighting resources back into service sooner.	0-12 months	CRD/ Advisory Committee Time	This model is based on, yet differs slightly from, the model being used between Nanaimo Fire Rescue and NES.

Rec #	Recommendation	Suggested Timeline	Estimated Cost	Rationale
6	The CRD should assess the feasibility of leveraging the on-duty firefighting personnel in the Region for initial response. Given the number of personnel required for a Rapid Assessment Team, and the remainder needed for a base-level Technician-Level hazardous materials response, the deployment model could be transitioned to a layered one, with on-duty firefighting staff deploying initially and then requesting off-duty personnel as/when the need requires.	0-12 months	CRD/ Advisory Committee Time	This model incorporates elements used in Vancouver and Surrey, where HazMat Team members at assigned fire stations comprise the initial deployment. Once assessments are complete, additional resources can be requested. This provides a level of certainty with who is coming, how many are responding, and anticipated response times.
7	The CRD should look to engage through RFP process, a fire department in the region interested and able to provide the CRD with an effective EHT. Administrative and operational oversight would be streamlined in this process, allowing the CRD to provide a strategic lens to the support it provides.	13-24 months	RFP to Determine	This model mirrors the relationship in-place on the North Shore of Metro Vancouver, whereby one fire department provides hazardous materials incident response for all three municipalities. It is believed there are fire departments in the CRD with the capacity to provide this service.

Rec #	Recommendation	Suggested Timeline	Estimated Cost	Rationale
8	Establish an agreed-upon approach that is consistent and clearly communicated across the region regarding team member availability and activation processes and protocols.	0-12 months	CRD/ Advisory Committee Time	To reduce the complexity of deploying the EHT to incidents
9	Research and identify a communications solution to ensure any team member notification or activation is widespread and available to all team members	13-24 months	CRD/ Advisory Committee Time	Technology solutions exist to support this and can also support a dashboard that conveys member availability and response times.
10	Ensure processes and protocols for the dispatching of resources is consistent and clear between both Saanich and Surrey dispatch centers.	13-24 months	CRD/ Advisory Committee Time	To reduce the complexity of deploying the EHT to incidents.

Rec #	Recommendation	Suggested Timeline	Estimated Cost	Rationale
Section 3 – Administrative Practices				
11	The CRD should review recent HRVA's conducted for the region and/or specific municipalities to ensure the level of service delivery being provided aligns with the hazard and risks identified.	13-24 months	CRD/ Participating Fire Depts Time	It is an accepted premise that the completion of an HRVA assists communities to make risk-based choices that thereby address local vulnerabilities, mitigate hazards, respond to and recover from hazard impacts. Aligning the delivery of hazardous materials incident response to a regional HRVA is a best-practice.
12	The CRD and EHT Advisory Committee should identify which data to collect, and interpret related to the delivery of hazardous materials incident response in the CRD.	0-12 months	CRD/ Advisory Committee Time	The collection of detailed enables informed decision-making and contributes to continuous improvement in the management of the EHT.
Section 4 – Policies, Directives and Operational Guidelines				
13	The CRD to create a working committee with the HazMat Advisory Committee to review the OGs and complete within a 12-month period. The CRD should also develop a Terms of Reference (TOR) for this committee.	0-12 Months	Working Group Time	This ensures that the OGs are current, relevant. The TOR will provide details such as committee members, meeting schedules, etc.

Rec #	Recommendation	Suggested Timeline	Estimated Cost	Rationale
14	Operational Guidline 1-004. It is suggested that "Feminine Sanitary Napkins" be added to page 7 of the check list in proximity to the coveralls, helmets, and radio vests.	0-12 months	Working Group Time	The responder does not have to remove their hand from the suite to wipe the moisture.
Section 4 – Policies, Directives and Operational Guidelines				
15	NFPA 1072 Standard for Hazardous Materials/Weapons of Mass Destruction Emergency Response Personnel Professional Qualifications (2017) and NFPA 472 Standard for Competence of Responders to Hazardous Materials/ Weapons of Mass Destruction Incidents (2018) be incorporated into the training and operatoins of the CRD EHT.	0-12 months	Working Group Time	Adopting the latest NFPA standards in EHT emergency response operations and operational guidelines ensures compliance to industry standards
16	Operatoinal Guideline 3-001 be revised to clarify the qualifications of the Incident Commander versus the HazMat sector commander.	0-12 months	Working Group Time	The scene IC should have the in-depth knowledge to make informed decisions.

Rec #	Recommendation	Suggested Timeline	Estimated Cost	Rationale
17	Revise OG 4-004 Incident Response to read, ""The CRD EHT Incident Action Plan (IAP) should undergo thorough discussion, review and approval by the Incident Commander before implementation. This requirement ensures that the IAP aligns with established protocols and is consistent with the overall incident, contributing to the effective and safe management of hazardous materials incidents."	0-12 months	Working Group Time	As per NFPA 1561, the IC shall be responsible for developing and/or approving an incident action plan.
18	Revise OG 4-004 Incident Response org chart be revised to include two (2) doffers in the warm zone, one (1) doffer in the cold zone and one (1) EHT member in the warm zone to verify the effectiveness of the decon process.	0-12 months	Working Group Time	Based on industry best practices.

Rec #	Recommendation	Suggested Timeline	Estimated Cost	Rationale
19	Revise OG 4-005 Decontamination Procedures to having civilians remove clothing.	0-12 months	Working Group Time	Industry best practices dictates that the more clothing removed the better, and unless a person is soaked in a penetrating product there is no reason to disrobe completely.
20	Revise OG 4-005 Decontamination Procedures to include the use of a Level 'C' TYVEK suit for patient transfer to BCAS.	0-12 months	Working Group Time	Based upon industry practices.
21	Revise OG 4-007 Personal Protective Equipment to incude two (2) twelve inches of ChemTape as part of the Level 'A' and 'B" inventory.	0-12 months	Working Group Time	If the wearer of a Level 'A' or 'B' suit suffers a tear an immediate repair can be made.

Rec #	Recommendation	Suggested Timeline	Estimated Cost	Rationale
Section 5 – Response Trends and Response Types				
22	The CRD should regularly analyze the call volume and call types and work with the EHT Advisory Committee to identify trends.	0-36 months	CRD/Advisory Committee Time	Conducting this annual review will improve the state of readiness and overall effectiveness of the CRD EHT.
Section 6 –Training				
23	NFPA 1072 (2017) edition and NFPA 472 (2018) edition be adopted and incorporated into the training and operations of the CRD EHT.	0-12 months	CRD Staff Time	Using the latest NFPA standards benefits the CRD and EHT as described in the report.
24	Each community participating in the CRD EHT program conduct a community risk assessment relating to HazMat concerns. These assessments will be used to form the basis for specific training.	13-24 months	Participating Fire Depts Time	The identification of potential hazards will help keep responders safe.

Rec #	Recommendation	Suggested Timeline	Estimated Cost	Rationale
25	Training in Level A & B suits be incorporated into the "Open Learning" sessions as well as combined with DECON training in the "Skills Maintenance Training."	0-12 months	CRD/Advisory Committee Time	Regular training ensures responders are able to don, doff and use this specialized equipment.
26	The responsibiity of decontamination procedures should be assigned to the fire service requesting support.	0-12 months	CRD/Advisory Committee Time	The initial responding FD will be first on scene and can initiate decontamination procedures promptly.
27	The development and delivery of training specifically for chemical propertiers and behavior be delivered into the "Open Learning" as well as reinforced at the "Skills Maintenance Training" sessions.	13-24 months	CRD/Advisory Committee Time	Understanding chemical properties for HazMat is essential for accurately assessing the risks.

Rec #	Recommendation	Suggested Timeline	Estimated Cost	Rationale
28	Additional training be provided two (2) times a year over a three-five day period and developed with input from EHT members and derived from Post Incident Action Reports. The first two-three days focused on skills with the remaining two days focused on scenario based learning.	13-24 months	CRD Time	Skills and competency are essential for the specialized skills required at the technical level.
29	Training should be developed and delivered by team members with a 5:1 student/instructor ratio.	0-12 months	CRD to determine costs for extra instructors	More focus on skills during the training can occur.
30	The CRD engage other agencies such as EMS, Police and NGOs to ensure open and transparent communication and work the possibility of incorporating them into the team, which in time could see the team become a CBRNE team.	13-24 months	CRD Staff Time	Engagement and involvement of other agencies often requires expertise from various disciplines.

Rec #	Recommendation	Suggested Timeline	Estimated Cost	Rationale
Section 7 - Service Agreements & Service Liability				
There are no recommendations for this section.				
Section 8-Finance				
31	Meetings between the CRD and the Contractor to review the annual budget increase for the operational budget. Adjustments should not only meet but exceed inflation rates and account for the notable escalation in equipment costs.	0-12 months	CRD/ Contractor Time	This approach will strengthen the financial resilience of the CRD and enable it to sustain optimal operational effectiveness.
32	Schedule meetings with the CRD Contractor to identify the real costs for the SCBA and Command Vehicle replacement scheduled for 2027.	0-12 months	CRD/ Contractor Time	Engagement in this process is vital to ensure the alignment of CRD five (5) strategies with organizational objectives and to proactively address the escalating costs of equipment and assets.

Rec #	Recommendation	Suggested Timeline	Estimated Cost	Rationale
33	That the CRD EHT implement an AMP for all hazardous materials response equipment. This should identify projected replacement dates and cost cycles for all hard and soft equipment and consumables. The AMP should be overseen by incorporating the Asset Manager role into the current Team Coordinator role, or other roles as deemed appropriate.	0-12 months	CRD Staff Time	Implementing an Asset Management Plan with a clear structure and oversight helps ensure the availability, safety, and efficiency of hazardous materials response equipment within the CRD EHT
34	A Capital Expenditure Reserve be established with annual contributions. This will ensure the equipment required to support a robust hazardous materials response is funded and available. The amount for the annual contribution should be derived following an assessment of current equipment, lifespan, and expected replacement dates.	0-12 months	CRD Staff Time	It aligns with best practices in emergency response asset management programs.

Rec #	Recommendation	Suggested Timeline	Estimated Cost	Rationale
35	Fire apparatus (vehicles) required to support the CRD EHT need to be a key aspect of the recommended asset management plan.	0-12 months	CRD Staff Time	When planned for, and properly funded over time, the acquisition of these significant purchases will be more manageable and financially sustainable.
Section 9-Surveys				
36	The CRD form a working group to address recommendations in this report.	0-12 months	CRD/Working Committee Time	A working group will ensure the CRD has an effective EHT and recommendations and resolutions are discussed for the improved efficiency of the EHT.

Supplemental EHT Service Delivery Recommendations

The additional recommendations are provided with the overall goal of moving the delivery of emergency HazMat response within the CRD forward into the future with a strategic focus.

1. **HazMat Advisory Committee**: An opportunity exists to leverage regional stakeholder interest, experience, and expertise to ensure a sustainable hazardous materials capacity in the region. Engagement of key fire service leaders through the formation of sub-committees and/or working groups collaboratively with CRD leadership would bring significant value. Utilizing the sub-committee/working group structure allows more time to focus on specific projects, investigate new areas of work and involve local expertise.

2. **Rapid Assessment Team:** To align with industry best practices, the service delivery model for the EHT should be restructured to facilitate deployment of a RAT to all HazMat incidents. The EHT-RAT should consist of one chief officer and four Technicians able to respond within 30 minutes of notification. This would enhance incident management, resourcing, and mitigation. This approach to be included within whichever option the CRD pursues.

3. **Communications:** The transition to a different service delivery model must be communicated to all CRD fire departments and their municipal governments. Ongoing and regularly scheduled communications and engagement with all stakeholders will serve the EHT well. Over-communication in the realm of emergency services is often a must.

4. **Staffing:** Revise the minimum staffing for the deployed EHT to eight trained HazMat Technicians. This represents the true minimum staffing to cover required positions to perform a standard, 2 in/ 2 out entry. The EHT-RAT would comprise the initial element of this staffing model, which when deployed would only require the addition of four more Technicians. Positions required by regulation or implied responsibilities are:

    a. 1- HazMat Group Supervisor/ Team Leader/ HazMat Officer
    b. 1- Assistant Safety Officer HazMat
    c. 1- Technical Reference/ Science Officer
    d. 1- Entry Team Leader
    e. 2- Entry personnel
    f. 2- Back up personnel

From: Pamela Martin
To: Kristen Morley; CRDBoard
Cc: Emilie Gorman
Subject: Letter to CRD re PAAC
Date: Thursday, September 19, 2024 11:48:40 AM
Attachments: image002.png
image003.png
image004.png
image005.png
image006.png
Ltr to CRD re PAAC - September 19, 2024.pdf

CRD IT SECURITY WARNING: This Email is from an EXTERNAL source. Ensure you trust this sender before clicking on any links or attachments.

Good morning,

Please find attached a letter for the CRD Board.

Thank you,

Pamela Martin (she/her)
Deputy Corporate Officer
District of Central Saanich
250.544.4246 | CentralSaanich.ca

We gratefully acknowledge that the ancestral land on which we work are within the traditional territories of the W̱SÁNEĆ peoples: W̱JOŁEŁP (Tsartlip), BOḰEĆEN (Pauquachin), STÁUTW̱ (Tsawout), W̱SIḴEM (Tseycum) and MÁLEXEŁ (Malahat) Nations.

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The Corporation of the
District of Central Saanich

September 19, 2024 0400-60/2024

Capital Regional District Board
c/o Kristen Morley
Corporate Officer/General Manager, Corporate Services
625 Fisgard Street
Victoria, BC V8W 2S6

Via email: kmorley@crd.bc.ca, crdboard@crd.bc.ca

Re: Peninsula and Area Agricultural Commission

At the Council meeting of September 9, 2024, the District of Central Saanich requested a notice of motion regarding the Peninsula and Area Agricultural Commission be submitted by myself, Director Windsor, to the Board.

Please consider this letter as filing the following notice of motion for the next Capital Regional District Board agenda for consideration.

WHEREAS the Peninsula and Area Agricultural Commission is an advisory committee for the municipalities of Central Saanich, Metchosin, North Saanich, and Saanich, for matters involving agriculture;

WHEREAS the Capital Regional District (CRD) is working on addressing the decline of productive farmland in the CRD through the establishment of the regional Foodlands Access Service,

WHEREAS agriculture is a regional issue, and the Peninsula and Area Agricultural Commission could serve as an advisory Committee to the CRD Planning and Protective Services Committee, which will be the standing committee reporting to the CRD Board for the Foodlands Access Service;

THEREFORE BE IT RESOLVED that the Capital Regional District explores looking at assuming responsibility of the Peninsula and Area Agricultural Commission as a regional committee.

Should you have any questions and or concerns please do not hesitate to contact Emilie Gorman, Director of Corporate Services/Corporate Officer at emilie.gorman@csaanich.ca or 250.544.4202.

Sincerely,

Director Ryan Windsor

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REPORT TO CAPITAL REGIONAL DISTRICT BOARD
MEETING OF WEDNESDAY, APRIL 09, 2025

SUBJECT 2025 Provincial Budget Highlights

ISSUE SUMMARY

To provide the Capital Regional District (CRD) Board with a high-level review of potential impacts on CRD services in the 2025 Provincial Budget.

BACKGROUND

On March 4, 2025, Finance Minister Brenda Bailey introduced the 2025 Provincial Budget in the Legislature. This information report is intended to provide highlights on items relating to the CRD, Capital Regional Hospital District (CRHD), and Capital Region Housing Corporation (CRHC). While these highlights have been focused on organizational impacts, there was an attempt to include potential implications for member municipalities and electoral areas.

This is not intended to be a comprehensive budget review.

IMPLICATIONS

Refer to Appendix A for a CRD, CRHD, and CRHC perspective on the Provincial Budget including potential impacts to member municipalities and electoral areas. Highlights also include potential services that may be impacted by provincial initiatives.

The Provincial Budget and Fiscal Plan[1] is the main budget document from the Ministry of Finance that lays out the province's three-year fiscal plan, including economic outlook, revenues, spending, tax measures and forecasting risks and assumptions.

RECOMMENDATION

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

Submitted by:	Nelson Chan, MBA, FCPA, FCMA, Chief Financial Officer, GM Finance & IT
Concurrence:	Ted Robbins, B. Sc., C. Tech., Chief Administrative Officer

ATTACHMENT

Appendix A: 2025 Provincial Budget Highlights

[1] https://www.bcbudget.gov.bc.ca/2025/pdf/2025_Strategic_Plan.pdf

2025 Provincial Budget Highlights

Budget 2025 was created during tariff threats from the United States (US). In 2024, BC exported nearly 75% of its softwood lumber, along with all its natural gas and electricity to the US, which also supplied 34.5% of BC's imports. Budget 2025 assumes 10% tariffs on Canadian energy products and 25% tariffs on other goods from Canada and Mexico, with partial retaliation from Canada. Potential impacts include:

- $43 billion decrease to real gross domestic product (GDP) by 2029
- 45,000 fewer jobs by 2029
- Unemployment rate increase to 6.4% in 2025, and 6.7% in 2026
- $3.2 billion to $5 billion annual decline in corporate profits
- Up to $1.4 billion annual loss in revenue

The 2025 budget now estimates 2024 to 2025 fiscal year deficit to be $6.9B compared to a prior forecast of $7.9B.

For the next three years the province is projecting the following deficits:

- 2025/26 $10.9B deficit (including $4.0B in contingencies)
- 2026/27 $10.2B deficit (including $4.0B in contingencies)
- 2027/28 $9.9B deficit (including $4.0B in contingencies)

Forecasted debt at the end of this three-year budget is $208B, approximately $82B higher than the last budget and more than four times higher than pre-pandemic levels.

Other 2024/25 key economic metrics:

- Nominal GDP growth is forecasted to be 4.1% (compared to 3.2% in 2024)
- Provincial unemployment rate is expected to be 5.7% in 2025 and 5.4% in 2026
- Consumer Price Index forecasted to be 1.8% (compared to 2.4% in 2024)

Provincial Budget Themes

1. Strengthening Health Care and Other Services

Budget 2025 invests $7.7 billion over three years to support health, education and social services.

Health Care

- $4.2 billion over three years to increase capacity, improve patient outcomes and support a growing demand for services. **[supports for residents – municipal impacts?]**
  - includes $443 million to support the primary care and
  - $870 million toward the opening and operation of new facilities
- $15.5 billion over three years for new and upgraded acute care, long-term care and cancer care facilities throughout the province. **[CRHD]**

Mental Health and Addictions

- $500 million in new funding over three years for addictions treatment and recovery programs. These include Road to Recovery, Foundry, secure care, supports for children and youth and Indigenous-led treatment, recovery and aftercare services.

K-12 Education

- $370 million over three years to help give children and youth supportive and inclusive learning environments. This includes hiring more teachers and supporting the growing number of children with special needs.
- $17 million for First Nations reciprocal tuition for students attending First Nations schools.
- $4.6 billion over three years for building, renovating and seismically upgrading schools.
    - including $392 million in prefabricated projects that will create 6,485 new seats across 16 school districts.

First Nations Language Preservation and Revitalization

- $45 million in new funding over three years for First Nation-led programming including critical language preservation and revitalization. **[FNR]**

Post-Secondary Education and Skills Training

- More than $700 million over three years through the StrongerBC: Future Ready Action Plan to improve access to post-secondary education to prepare people for the jobs of tomorrow, while helping close the skills gaps that employers are facing.
- $4.7 billion in capital for post-secondary institutions.
    - Including $108 million for the West Shore Learning Centre Campus for Royal Roads University in Langford **[municipality – in region highlight]**

Children and Youth in Care and Alternative Care

- $821 million over three years to support children in government care or alternative care arrangements such as foster care, specialized homes, independent living programs, etc.

Children and Youth with Support Needs

- An additional $172 million over three years for children and youth with autism, severe disability or complex health care needs. New funding will provide supports to 2,700 more children, for an estimated total of nearly 30,400 children in youth in 2025-26.

Income and Disability Supports, and Supplementary Assistance

- $1.6 billion more over three years for income, disability and supplementary assistance. Approximately 253,000 people receive assistance, including the financial, transportation and crisis supplements, as well as counselling and health supports.

Community Living BC

- An additional $380 million over three years to Community Living BC to support more than 29,000 adults with developmental disabilities.

2. A Strong, Diversified Economy

Budget 2025 supports growth as Canada faces the threat of US tariffs including fast-tracking major critical mineral and energy projects worth approximately $20 billion.

Encouraging Innovation and Investment to Create Good Jobs

- $30 million over three years in the Integrated Marketplace Initiative to connect tech companies with commercial partners to test products and services in real-world environments. **[municipal/EA economic development?]**
- Increases the Interactive digital media tax credit from 17.5% to 25% and makes the credit permanent. **[municipal/EA economic development?]**
- Increase to the investment limit for individuals through the small business venture capital tax credit and a temporary $15 million increase to the program's budget for 2025-27. **[municipal/EA economic development?]**

Supporting Canadian Content and Made-in-BC Productions

- Film Incentive BC credits increase from 35% to 40% retroactive to January 1, 2025, to support Canadian content. To support international projects made in BC, the production services tax credit is increasing from 28% to 36%. **[municipal/EA economic development?]**

Keeping Goods and People Moving Through Transportation and Transit Upgrades

- $142 million over three years to maintain highways, bridges and to support critical transit services to ensure the safe and efficient movement of goods and people. **[municipal infrastructure?]**
    - $95 million in additional funding for critical highway and bridge maintenance throughout the province
    - $47 million toward BC Transit to ensure reliable bus and handyDART services in 130 communities outside the Lower Mainland. **[regional transit commission]**
- $15.9 billion in capital funding to improve transportation networks throughout BC **[transportation infrastructure]**

3. Lowering Costs, Providing Affordable Homes

Budget 2025 builds on affordability measures with $1.1 billion over four years beginning in 2024-25 to tackle housing affordability and provide a one-time ICBC rebate.

BC Builds

- An additional $318 million investment in BC Builds over three years to deliver more middle-income rental units. **[CRHC?]**

Speculation and Vacancy Tax

- Increases to the speculation and vacancy tax rates. The rate for foreign owners rises from 2% to 3% of their home's value, and from 0.5% to 1% for Canadian citizens and permanent residents. The increase takes effect January 1, 2026, and will generate an estimated additional $47 million in revenue in 2027-28. **[Housing]**

Support for Low- and Moderate-Income Seniors and Families

- Increase monthly supports and nearly double the number of lower income working families eligible for help through the Rental Assistance Program by raising the income threshold for the program from $40,000 to $60,000. The average supplement families receive will increase from $400 to $700 per month. **[CRHC?]**
- Increases the income threshold from $37,240 to $40,000 for the Shelter Aid for Elderly Renters program. The average supplement will go from $261 to $337. **[CRHC?]**

ICBC Rebate

- A one-time relief rebate of $110 in 2025. In total, the rebate is expected to return $410 million to personal and commercial policy holders. **[CRD/CRHC]**

Climate Action Tax Credit

- On April 1, 2025, carbon tax revenues will go back to people through the tax credit

4. Making Communities Stronger, Safer

Budget 2025 invests $325 million in new funding over three years to; **[PPS/municipalities]**

- provide housing options for people living outdoors and resolve encampments
- address public safety concerns about robbery, shoplifting and other property crimes
- provide more resources to law enforcement to fight crime, and
- to build capacity in the legal system to ensure timely access to justice and to continue to support other public safety programs.

Closing Encampments and Supporting Those Most Vulnerable

- Additional $90 million over three years to expand the Homeless Encampment Action Response Team (HEART) and Homeless Encampment Action Response Temporary Housing (HEARTH) programs into new communities. **[PPS/municipalities]**
    - These programs work with local governments and First Nations, non-profit organizations and health-care providers to connect people living outdoors and in encampments with better access to support services, shelter and housing options so they can move inside and encampments can close.

Keeping Communities Safe

- $235 million in new investments to keep people and communities safe through justice and public safety programs. **[PPS/municipalities]**
    - $24 million in new funding to improve timely access to justice, including improved capacity at the BC Supreme Court. It will also continue the expansion of virtual bail, improving access to justice and community safety.
    - $15 million over three years in new funding to support assistance for victims, immediate family members and witnesses, as well as
    - $24 million for the BC Coroners Service, electronic supervision under BC Corrections and increased fire inspections.

Providing Resources for Law Enforcement and Training More Officers

- $67 million over three years will go toward community safety programs, including a new community safety and targeted enforcement program pilot that will specifically target robbery, shoplifting and other property crimes, providing police with tools to tackle street disorder and support safer downtowns and commercial areas. **[PPS/municipalities]**
- New funding for the Justice Institute of BC that will expand police academy training capacity from 192 to 288 officers per year.
- $104 million over three years will go toward policing programs, including the First Nations and Inuit Policing Program, and for negotiated wage increases for provincial RCMP detachments. It will also support the National Body Worn Camera Program initiated in 2024 to improve transparency and accountability.

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REPORT TO THE CAPITAL REGIONAL DISTRICT BOARD
MEETING OF WEDNESDAY, APRIL 09, 2025

SUBJECT **CAO Quarterly Progress Report No. 1, 2025**

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 April 1, 2025.

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 few photographs have been included to represent announcements and events that occurred in this quarter; the highlights this quarter focus on progress with First Nations' agreements.

On January 27, 2025, Sc'ianew First Nation and the CRD entered into a Bulk Water Service Agreement setting out the terms by which the CRD will provide drinking water to the Nation under the regional water supply service. The signing of this Agreement strengthens the government-to-government relationship and provides long-term water supply capacity and water rate certainty for the Nation.

On March 24, 2025, the Tsartlip and Tseycum First Nations, through the W̱SÁNEĆ Leadership Council, signed a Memorandum of Understanding (MOU) with the CRD, formalizing their government-to-government relationship. By outlining priority topics for collaboration and principles for working together, this MOU will directly support the creation of new processes for respectful and reciprocal government-to-government decision-making.

On March 31, 2025, Kosapsum First Nation and the CRD signed a Memorandum of Understanding (MOU) formalizing their government-to-government relationship. This MOU will facilitate the development of new processes for respectful and reciprocal government-to-government decision-making by defining priority collaboration topics and principles for working together.

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 Q1, 2025, 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 Q1, 2025 as Appendix E.

Operating Variance Financial Report – Q4, 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 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, requisition funding is received in Q3, but utility, landfill, and recreation services sales revenue is received throughout the year, influenced by seasonality.

The quarterly Financial Operating Variance Report (Appendix F) highlights how much of the annual budget has been expended, for both revenue and expenses throughout 2024, as a percentage of the annual budget.

Capital Regional District

The annual actual expenditure highlights the majority of services were on track and aligned with the annual budget, funding essential community services such as water, wastewater management, and solid waste disposal.

Notable variances include:

- Recreation Centres at Panorama, SEAPARC and Salt Spring Island are continuing to experience higher demand for their programs and facilities;
- Regional Parks revenues are above plan due to additional grants and fee income;
- Increased water consumption boosting the Juan de Fuca Water Distribution Service revenue;
- Regional Housing Trust Fund due to timing of grant disbursement which is planned for 2027-2028; and
- Salary savings across various service areas due to challenges in hiring and temporary vacancies.

All the 2024 year-end budget information was reported with the 2025 final budget package.

Capital Regional Hospital District

The report highlights minor savings resulting from the deferral of feasibility studies, lower debt servicing costs, and lower maintenance costs forecasted on The Summit, 950 Kings and Oak Bay Lodge properties. Higher revenue is resulting from interest earnings on working capital and insurance cost recovery from Island Health.

Capital Region Housing Corporation

The actuals for CRHC are presented by portfolio and reflects the realized cost savings and revenue variances for the 2024 year.

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

Capital Variance Financial Report – Q4, 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 covers all capital projects with a budget greater than $0.5 million.

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

Capital Regional District

Capital expenditures on projects greater than $0.5 million totaled $34.5 million in Q4, 27% below Q3 forecasted costs of $47.0 million. The $12.5 million variance can be largely attributed to:

- Delayed timing of building permit submissions of the Verdier/Brentwood and Mt. Tolmie project, accounting for $5.3 million;
- Timing of completion for the Selkirk Trestle project as part of Regional Trestle Renewal project, now expected for the first quarter 2025, contributing $0.8 million;
- A delay in the Ultraviolet (UV) equipment delivery for the replacement of UV system project in the Regional Water Supply service, contributing $0.7 million;
- Delayed timing of renewable natural gas spare parts selection and procurement in parallel with the gas utilization project at the Hartland Landfill, amounting to $0.7 million; and
- A delay in the Ministry of Environment and Parks approval for the Millstream Meadows Remediation project, now expected for 2025, contributing $0.6 million.

Other variance contributors include procurement process delays for the Heat Recovery Plant of the Panorama Recreation, contractor progress delays for the Diversion Transfer Station at the Hartland Landfill, equipment delivery delay for the Maliview Wastewater Treatment Plant upgrade, and timing adjustments for Sooke Lake Dam Instrumentation System Improvements within the Juan de Fuca Water Distribution services.

Capital Regional Hospital District

The purchase of Mt. Tolmie in Q4 satisfied the CRHD obligation under the Regional Housing First Program.

Capital Region Housing Corporation

Capital expenditures on projects greater than $0.5 million totaled $9.9 million in Q4, a 32% shortfall from the $14.6 million forecast. The primary reason for this variance was due to the slower progress on building permits and construction procurement for the Village on the Green redevelopment. Additionally, completion for the Caledonia redevelopment is now expected for Q2 2025.

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 has implemented significant employment engagement and work strategies, including comprehensive workforce planning and impactful talent acquisition and outreach strategies, as part of our comprehensive People, Safety and Culture Strategic Plan to aid in ensuring we attract and retain a high caliber workforce. We also 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.

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 and recruitment initiatives, and employee turnover is approximately three-quarters of that of years prior to the implementation of our program. 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 19,600 trips since program implementation (11,200 for 2024). 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.

In 2024, the CRD successfully completed its 2024 Certificate of Recognition (CoR) recertification audit with a score of 95%.

CONCLUSION

The CAO Quarterly Progress Report No. 1 - 2025 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 April 1, 2025.

RECOMMENDATION

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

Submitted by:	Ted Robbins, B. Sc., C. Tech., Chief Administrative Officer

ATTACHMENT(S)

Appendix A: Photographs of Corporate Activities and Initiatives
Appendix B: Board Priorities Dashboard Progress Q1, 2025
Appendix C: Board Priorities Dashboard – Summary of Completed Actions
Appendix D: Capital Regional District Advocacy Strategy
Appendix E: Advocacy Dashboard Progress Q1, 2025
Appendix F: Operating Variance Financial Report Q4, 2024
Appendix G: Capital Variance Financial Report Q4, 2024
Appendix H: Human Resources Trends and Corporate Safety

Sc'ianew Water Agreement Signing

WSÁNEĆ Leadership Council MOU Signing

Kosapsum MOU Signing Ceremony

Board Priorities Dashboard

Transportation

Residents have access to convenient, green and affordable multi-modal transportation systems that enhance 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
1a Improve regional connectivity and safety across transportation modes		ℹ		***Board, February 12, 2025*** ***Board, March 12, 2025***	Received approval from the Inspector of Municipalities to advance with elector approval of the proposed Regional Transportation Service Bylaw. Staff initiated the Growth & Mobility Study to provide comprehensive data analysis and to support scoping for the Regional Transportation Plan update. Prioritizing advancement a grant application for the Regional Trestles Renewal, Trails Widening & Lighting Project, along with the phased onboarding of previously approved 2024 staff positions, has shifted the timeline for the report on the use of rigid bollards to Q3.	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 Construct two bus shelters on Salt Spring Island	*Ongoing* *~~Q1 2025~~ Q3 2025* *Q2 2025* *Q2 2025* *Q3 2025*

Board Priorities Dashboard

Transportation

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- Issue has arisen
- Timing has changed

Board Initiatives	Status & Condition			Resolutions	Comments	Next Steps	
	Not Started	In Progress	Completed			Action	Timing
1b Support investments, expansion and equitable access to active and low carbon transportation		ℹ			The Juan de Fuca Active Transportation Network Plan (ATNP) is on track to be completed by March 31, 2025, in accordance with the requirements of the ATNP Grant Program. ***Media Release***: CRD seeks feedback on proposed projects for the Juan de Fuca Active Transportation Network Plan (February 21, 2025) Completed 85 metres of multi-use trail at Brinkworthy (Salt Spring Island) to connect a community with the existing CRD trail network. Submitted a $30M grant application to the Federal Active Transportation Fund to support the Regional Trestles Renewal, Trails Widening and Lighting Project. Completed feasibility study for Salt Spring Island Regional Trail.	‣ Report back on Feasibility study for Salt Spring Island Regional Trail options ‣ 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 ‣ Complete Merchant Mews Trail ‣ Complete Rainbow Road sidewalk and pedestrian path ‣ Complete Kanaka Connector Trail	‣ *Q2 2025* ‣ ~~*Q1 2025*~~ *Q3 2025* ‣ *Q2 2025* ‣ *Q3 2025* ‣ *Q3 2025* ‣ *Q3 2025*
1c Present options for changes in governance for transportation in the region, including the Electoral Areas		ℹ		‣ ***Board, March 12, 2025***	Completed independent analysis (KPMG) of Governance options for CRD Board reporting and consideration. Presentation of the report on transportation service governance options has been postponed due to a delay in obtaining approval for the Regional Transportation Service bylaw from the Inspector of Municipalities.	‣ Report back on transportation service governance options ‣ Report back on the results of the regional alternative approval process	‣ ~~*Q1 2025*~~ *Q2 2025* ‣ *Q2 2025*

Board Priorities Dashboard

Housing

Residents have access to affordable housing that enhances livability.

Making a difference...together

CONDITION LEGEND

- Proceeding as planned
- Potential or emerging issue
- Issue has arisen
- Timing has changed

Board Initiatives	Status & Condition			Resolutions	Comments	Next Steps	
	Not Started	In Progress	Completed			Action	Timing
2a Increase supply of affordable, inclusive and adequate housing in the region		✓		‣ ***Board, January 8, 2025*** ‣ ***Board, February 12, 2025*** ‣ ***Board, March 12, 2025***	On March 26, 2025, and throughout the following day, the Community Social Planning Council, with support CRD, conducted the bi-annual Point-in-Time Homeless Count and Survey. The count survey provides a "snapshot" of homelessness in the region and important information that improves understanding of the needs and circumstances of the people who are affected by homelessness in the community. ***Media Release***: 2025 Greater Victoria Point in Time Count & Survey to Take Place on March 26 (March 3, 2025)	‣ Advance Rural Housing Pilot Program ‣ Caledonia to be completed ‣ Campus View to begin development ‣ Village on the Green in Victoria to begin development	‣ *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

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		✓		‣ *Board, January 8, 2025* ‣ *Board, March 12, 2025*	The diversion of wood and asphalt shingles through the Hartland Material Diversion Transfer Station (MDTS) has been fully operationalized. The Hartland Landfill Tipping Fee Bylaw and the CRD Ticket Information Authorization Bylaw have been amended as needed for tipping fee adjustments and bylaw enforcement. ***Media Release***: Results from the Solid Waste Market Research and Engagement Study (January 22, 2025)	‣ Share results of the flexible plastics collection for the multi-family dwelling pilot project ‣ Develop a model bylaw for demolition waste and deconstruction for municipalities in the capital region ‣ Continue to investigate options to divert additional material streams to the MDTS	‣ *Q3 2025* ‣ *Q3 2025* ‣ *Q3 2025*
3b Explore options for a regional approach to biodiversity and the protection of ecological assets			✓	‣ *Board, February 12, 2025*	**Operationalized.** The Board has approved the bylaw to establish the Biodiversity and Environmental Stewardship Service that will allow the CRD to begin to play a regional role in the preservation of biodiversity and protection of natural assets. The bylaw was adopted after receiving elector assent through a regional Alternative Approval Process (AAP) and approved in the 2025 final budget presented in March 2025. ***Media Release***: Regional Foodlands Access and Regional Biodiversity Services Bylaws Approved (February 13, 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.

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Board Initiatives	Status & Condition			Resolutions	Comments	Next Steps	
	Not Started	In Progress	Completed			Action	Timing
3c Increase resilience, community and adaptation planning to address climate related risks and disasters		ℹ			Presented regional climate adaptation update to Regional Emergency management Partnership (REMP) steering committee. Successfully applied for Local Leadership in Climate Adaptation grant funding in the amount of $144,423.00 from Federation of Canadian Municipalities to conduct a regional Climate Adaptation Capacity Building Initiative for local government staff and elected officials. CRD Emergency Program staff are drafting a Corporate Resilience Framework that 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. CRD Emergency Program staff are preparing the 2025-2030 Training and Exercise Plan. This multi-year plan contains two three-year training and exercise concentrations. CRD Emergency Program staff are in the final draft stages for three After-Action Reports (AAR); the Old Man Lake Wildfire, CrowdStrike IT disruption, and the apartment fire at the Heathers housing facility. AARs are conducted to identify opportunities to better prepare for and respond to a broad range of emergency incidents in the region.	• 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 • Implement Climate Adaptation Capacity Building Initiative for local government staff and elected officials • Initiate update to the Corporate Emergency Plan • Present Corporate Resilence Framework	• ~~*Q1 2025*~~ *Q2 2025* • *Ongoing* • *Q2 2025* • *Q2 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

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- Timing has changed

Board Initiatives	Status & Condition			Resolutions	Comments	Next Steps	
	Not Started	In Progress	Completed			Action	Timing
3d Support energy efficient and low carbon buildings across the region		ℹ		‣ *Board, March 12, 2025*	Completed local government policy analysis project in collaboration with municipal partners. Completed research to refine understanding of regional/local government opportunities related to Energy and Carbon Emissions Reporting/Benchmarking program. Hosted regional staff workshop on local carbon building policy, research and programs. With Victoria and Saanich completed development of a model mandatory benchmarking bylaw, and developed a regional list of buildings that would fall under benchmarking program, at local government scale.	‣ 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	‣ ~~*Q1 2025*~~ *Q3 2025* ‣ ~~*Q1 2025*~~ *Q3 2025* ‣ *Q4 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

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		✓			Met with Pacheedaht First Nation leadership to discuss the findings of the Inclusive Regional Governance Study Grant and opportunities for involvement in decision-making. Letter from the Board Chair to First Nations inviting dialogue and input into a CRD Reconciliation Action Plan.	• Continue to gather input from First Nations on inclusive regional governance and mechanisms to support the government-to-government relationship	• *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		✓			Quarterly staff-level Memorandum of Understanding (MOU) implementation meetings continue with several First Nations. CRD staff invited to present on CRD source control efforts at a Tri-Department Revitalization Working Group for Esquimalt and Victoria Harbours, hosted by Songhees Nation, Kosapsum Nation and Department of National Defence. CRD staff invited to present on CRD environmental protection initiatives at a Tsartlip First Nation Recognition of Indigenous Rights and Self Determination table. Met with Songhees Nation and Kosapsum Nation to discuss their vision for the island rail corridor. CRD staff invited by First Nations to witness and contribute to a Coastal Erosion Winter Working Group gathering.	• 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	• *Ongoing* • *Ongoing*

Board Priorities Dashboard

First Nations

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Making a difference...together

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- Timing has changed

Board Initiatives	Status & Condition			Resolutions	Comments	Next Steps	
	Not Started	In Progress	Completed			Action	Timing
4c Invite, respect and incorporate Indigenous leadership and traditional knowledge to enhance initiatives and strategies that support other priorities in the plan		✓			Elders from Sc'ianew First Nation supported three archaeological and cultural heritage conservation training sessions for staff, volunteers and contractors. Working with Sc'ianew First Nation to incorporate their feedback into the Regional Water Supply Master Plan, Strategic Plan, and Development Cost Charge Bylaw. Partnered with Tsawout First Nation to hold an Invasive Species Removal Event. Partnering with T'Sou-ke Nation on knotweed removal in the Sooke River. Met with Pauquachin First Nation regarding knotweed removal in the Goldstream River. Presented to the W̱SÁNEC Leadership Council on opportunities for collaboration related to Canada goose management. Regional Parks continue to work with First Nations to gather input into the Mount Work Management Plan. 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. Ecological restoration projects continue in East Sooke Regional Park in collaboration with First Nations.	• 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 • Initiate First Nations Engagement for Phase 2 of the Land Acquisition Strategy • Complete restoration project with Pauquachin at Coles Bay Regional Park	• ~~*Q2 2025*~~ *Q4 2025* • *Q2-Q3 2025* • ~~*Q1 2025*~~ *Q2 2025* • *Q1-Q4 2025*

Board Priorities Dashboard

First Nations

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Making a difference...together

CONDITION LEGEND

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Board Initiatives	Status & Condition			Resolutions	Comments	Next Steps	
	Not Started	In Progress	Completed			Action	Timing
4d Support shared prosperity by enhancing economic opportunities, in partnership with First Nations		ℹ			Signing ceremony held with Sc'ianew First Nation for their Bulk Water Service Agreement. Water and wastewater servicing discussions continue with multiple First Nations. Regular meetings continue to be held as staff continue to negotiate a Solid Waste Partnership Agreement with the WSÁNEC Leadership Council.	• 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	• *Q2 2025* • ~~*Q2 2025*~~ *Q4 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			✓	‣ ***Board, January 8, 2025***	**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. Equity, Diversity and Inclusion strategic plan development underway.		

Board Priorities Dashboard

Governance

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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
5d Foster greater civic participation among diverse community members		ℹ		‣ ***Board, February 12, 2025***	Website launched March 5, 2025 with stabilization and project closeout planned for April. Regional resident survey complete. Staff will bring report to the Governance and First Nations Committee in the Spring. Public Participation Framework revisions underway. ***Media Release***: CRD Launches New Public Website (March 5, 2025) ***Media Release***: The CRD invites feedback on stage 2 engagement for the Regional Water Supply Strategic Plan (February 18, 2025) ***Media Release***: Residents invited to learn more about the CRD's 2025 Provisional Financial Plan (January 15, 2025)	‣ Share resident survey results ‣ Present revised Public Participation Framework to Governance and First Nations Committee	‣ *Q2 2025* ‣ ~~*Q1 2025*~~ *Q3 2025*
5e Explore changes to growth management approaches and identify implementation actions appropriate for local, regional and provincial implementation		ℹ			Initiated the Growth & Mobility Study to provide comprehensive data analysis and to support scoping for a future Regional Growth Strategy update, and to inform a future Employment Land Study. The timeframe for the Employment Lands Study has been amended to coordinate with the outcomes of the Growth & Mobility Study.	‣ 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	‣ *Ongoing* ‣ ~~*Q1 2025*~~ *Q2 2025*

Q1 2025 Rolling Update

Board Priorities Dashboard

Transportation

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

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Board Initiatives	Resolutions	Summary of Completed Actions
1a Improve regional connectivity and safety across transportation modes	***Board, Feb. 8, 2023*** ***Board, August 9, 2023*** ***Board, September 13, 2023*** ***Board, December 13, 2023*** ***Board, March 13, 2024*** ***Board, July 10, 2024*** ***Board, October 9, 2024***	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. 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. 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. 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). 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.

Board Priorities Dashboard

Transportation

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

Making a difference...together

Board Initiatives	Resolutions	Summary of Completed Actions
1b Support investments, expansion and equitable access to active and low carbon transportation	***Board, June 14, 2023*** ***Board, September 13, 2023*** ***Board, November 8, 2023*** ***Board, May 8, 2024*** ***Board, July 10, 2024*** ***Board, October 9, 2024***	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. 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 initiate an is ongoing. 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. 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. Salt Spring Island Administration preparing contract to retain contractor to complete the Regional Trail Feasibility Study by November 2024. 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. 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.

Board Priorities Dashboard

Transportation

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Making a difference...together

Board Initiatives	Resolutions	Summary of Completed Actions
1c Present options for changes in governance for transportation in the region, including the Electoral Areas	‣ ***Board, April 12, 2023*** ‣ ***Board, June 14, 2023*** ‣ ***Board, November 8, 2023*** ‣ ***Board, December 13, 2023*** ‣ ***Board, July 10, 2024*** ‣ ***Board, September 11, 2024*** ‣ ***Board, December 11, 2024***	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). 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. 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. 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. ***Media Release***: Capital Regional District Introduces Regional Transportation Service Bylaw (September 12, 2024). 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.

Board Priorities Dashboard

Housing

Residents have access to affordable housing that enhances livability.

Making a difference...together

Board Initiatives	Resolutions	Summary of Completed Actions
2a Increase supply of affordable, inclusive and adequate housing in the region	***Board, May 10, 2023*** ***Board, September 13, 2023*** ***Board, October 11, 2023*** ***Board, December 13, 2023*** ***Board, March 13, 2024*** ***Board, May 8, 2024*** ***Board, September 11, 2024***	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 Stree**t 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). 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.

Board Priorities Dashboard

Housing

Residents have access to affordable housing that enhances livability.

Making a difference...together

Board Initiatives	Resolutions	Summary of Completed Actions (continued)
2a Increase supply of affordable, inclusive and adequate housing in the region	***Board, May 10, 2023*** ***Board, September 13, 2023*** ***Board, October 11, 2023*** ***Board, December 13, 2023*** ***Board, March 13, 2024*** ***Board, May 8, 2024*** ***Board, September 11, 2024*** ***Board, October 9, 2024***	As of Fall 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. ***Media Release***: CRD is developing a Rural Housing Program Pilot Project (July 22, 2024) 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. ***Media Release***: More than 150 new rental homes coming to Victoria (September 13, 2024) ***Media Release***: The CRD acquires property on Galiano Island for affordable rental housing (July 8, 2024) 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. 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. The Capital Region Housing Corporation (CRHC) approved the Five-year Major Capital Plan (2025-2029) on November 27, 2024. 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. Projects planned and underway for 2025 include: Caledonia, a redevelopment in Victoria's Fernwood neighbourhood that will increase the number of homes onsite from 26 to 158. 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. Village on the Green in Victoria, which will increase the number of homes from 38 to 160.

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

Board Initiatives	Resolutions	Summary of Completed Actions
3a Maximize solid waste diversion and resource recovery from waste materials	***Board, Mar. 15, 2023*** ***Board, May 10, 2023*** ***Board, August 9, 2023*** ***Board, December 13, 2023*** ***Board, June 12, 2024*** ***Board, October 9, 2024*** ***Board, November 13, 2024***	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. 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). 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. ***Media Release***: Three surveys will explore attitudes and common practices on waste management (July 18, 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.
3b Explore options for a regional approach to biodiversity and the protection of ecological assets	***Board, October 11, 2023*** ***Board, December 13, 2023*** ***Board, November 13, 2024***	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). In August 2024, staff started planning for Alternative Approval Process for Bylaw No 4575 Regional Coordination of Biodiversity and Environmental Stewardship. In November, 2024, the CRD began the regional Alternative Approval Process (AAP) to consider the establishment of a Biodiversity and Environmental Stewardship Service. ***Media Release***: CRD initiates two regional Alternative Approval Processes (November 21, 2024).

Board Priorities Dashboard

Climate Action & Environment

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

Making a difference...together

Board Initiatives	Resolutions	Summary of Completed Actions
3c Increase resilience, community and adaptation planning to address climate related risks and disasters	‣ ***Board, October 11, 2023*** ‣ ***Board, April 10, 2024*** ‣ ***Board, June 12, 2024*** ‣ ***Board, October 9, 2024*** ‣ ***Board, November 13, 2024***	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). 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. 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. 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. 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. ***Media Release***: Park Re-Openings After Wildfire near Sooke Potholes (Old Man Lake Wildfire) (August 15, 2024). 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. 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.

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

Board Initiatives	Resolutions	Summary of Completed Actions
3d Support energy efficient and low carbon buildings across the region	‣ ***Board, October 11, 2023*** ‣ ***Board, September 11, 2024***	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. Launched the Climate Action To Go Kits, including new thermal imaging cameras for borrowing through regional libraries. ***Media Release***: New Thermal Imaging Camera Kits Available at Local Libraries (November 28, 2024). 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. Promoted Building Benchmark BC participation amongst Part 3 buildings owners/managers through the ECE consultations. Completed home retrofit financing study. 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. 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.

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

Board Initiatives	Resolutions	Summary of Completed Actions
4a Develop mechanisms to hear more from First Nations' governments as to how they would like the CRD to approach reconciliation	‣ ***Board, October 11, 2023*** ‣ ***Board, December 13, 2023***	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 WSÁNEC 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 WSÁNEC 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 WSÁNEC 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. 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.
4b Collaborate with First Nations to build and strengthen new processes for respectful, reciprocal government-to-government decision-making and service delivery that uplift Indigenous self-determination	‣ ***Board, December 13, 2023*** ‣ ***Board, May 8, 2024***	The upcoming Government-to-Government Relationship Building Initiative is an opportunity for the CRD and First Nations to strengthen our relationship and co-create mechanisms to support respectful, reciprocal, ongoing engagement at both the leadership and operational levels. Invites from Board Chair sent to First Nations to participate. New Regional Parks land acquisition notification process launched. Juan de Fuca Community Parks co-hosted an open-house with Pacheedaht First Nation to gather information and identify concerns related to the replacement of playground equipment in Port Renfrew. On September 13, 2023, CRD Board adopted policy direction to support land reversion to First Nations within the island rail corridor, in accordance with a process that is informed by a reconciliation-based approach. The CRD Board Chair wrote to the Island Corridor Foundation in September to inform its Board of this direction. Staff have participated in two inter-governmental island rail corridor planning sessions, facilitated by the province. Government-to-government leadership-level meetings held with T'Sou-ke, Songhees, Pacheedaht, and Pauquachin First Nations. Government-to-Government relationship building initiative letters of engagement signed with Sc'ianew First Nation and the WSÁNEC Leadership Council. Implemented new staff-level quarterly meeting series with Pacheedaht First Nation. Government-to-government leadership-level meetings held with Songhees, Tsawout and Pacheedaht Nations. ***Media Release***: CRD and the Pacheedaht First Nation sign Memorandum of Understanding (January 30, 2024). 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. Established a technical team with the T'Sou-ke Nation to discuss protected areas management and operations within T'Sou-ke's traditional territories. 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. The CRD has been coordinating wtih Songhees and Kosapsum Nations to schedule meetings to discuss their vision for the island rail corridor.

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

Board Initiatives	Resolutions	Summary of Completed Actions
4c Invite, respect and incorporate Indigenous leadership and traditional knowledge to enhance initiatives and strategies that support other priorities in the plan	***Board, June 14, 2023*** ***Board, July 12, 2023*** ***Board, December 13, 2023***	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. Invited First Nation participation on the Technical and Community Advisory Committee for Core Area Liquid Waste Management Planning. Invited First Nation participation on a Technical Working Group to recommend updates to the Saanich Peninsula Liquid Waste Management Plan. Invited input from First Nations regarding the transportation governance initiative. Ongoing engagement with First Nations regarding the conservation and protection of heritage sites. Environmental Protection and Integrated Water Services staff provided keynote presentation to Tsartlip community event about water and wastewater, as invited. Collaborating with T'Sou-ke and Sc'ianew regarding heritage conservation, ecological restoration and management planning for East Sooke Regional Park. Collaborating with the WSÁNEC Leadership Council on management planning for Mount Work Regional Park. Collaborated with Tsawout First Nation on mosquito management at Island View Beach Regional Park. Partnering with T'Sou-ke and the District of Sooke on the Sooke River Knotweed Control Project. 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. Staff participated in Pauquachin marine stewardship day, interacting with 65 community members and building relationships. CRD staff joined with Tsawout Elders, Tsawout First Nation staff and community members to remove almost 1500lbs of invasive plants at ȾIXEN 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. 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. Pacheedaht and CRD are undertaking a study aimed at better understanding, the archaeological historical and cultural history in Port Renfrew. 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. Regional Parks is working with First Nations to gather input into the Mount Work Management Plan. 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. Ecological restoration projects in East Sooke Regional Park are underway in collaboration with First Nations.

Board Priorities Dashboard

First Nations

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Board Initiatives	Resolutions	Summary of Completed Actions
4d Support shared prosperity by enhancing economic opportunities, in partnership with First Nations	‣ ***Board, May 10, 2023***	Partnered with Greater Victoria Harbour Authority, City of Victoria, and the South Island Prosperity Partnership to develop an Indigenous Business Directory for the south island to support enhanced procurement from Indigenous businesses. ***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. 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. Worked with partners to maintain and update the South Island Indigenous Business Directory. Awarded contracts for cultural workers to monitor land altering works. Engaged First Nation archaeological technicians and representatives to support archaeological work carried out under regulatory permits for a wide range of CRD projects. 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.

Board Priorities Dashboard

Governance

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

Making a difference...together

Board Initiatives	Resolutions	Summary of Completed Actions
5a Influence regional issues and advocate in a consistent, focused way that aligns with the Board strategic priorities	• ***Board, April 12, 2023*** • ***Board, Aug. 9, 2023***	**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. Administrative Policy for Intergovernmental Relations information report provided to Board.
5b Strengthen Board decision-making frameworks to include First Nations reconciliation, equity, diversity and inclusion, and climate action lenses	• ***Board, May 10, 2023*** • ***Board, October 25, 2023*** • ***Board, March 13, 2024*** • ***Board, April 10, 2024*** • ***Board, May 8, 2024***	**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.
5c Develop understanding of, and accountability for, equity, diversity and inclusion across CRD decision-making bodies	• ***Board, December 13, 2023*** • ***Board, February 14, 2024*** • ***Board, March 13, 2024*** • ***Board, November 13, 2024***	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. 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). 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. 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.

Board Priorities Dashboard

Governance

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

Making a difference...together

Board Initiatives	Resolutions	Summary of Completed Actions
5d Foster greater civic participation among diverse community members	‣ ***Board, December 13, 2023*** ‣ ***Board, February 14, 2024*** ‣ ***Board, May 8, 2024*** ‣ ***Board, October 30, 2024***	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). ***Media Release***: CRD and CRHD look for public feedback on the 2025 provisional financial plans (November 8, 2024) 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. Website Redesign Project development phase and content migration on target for completion by end of year. 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 Naniamo 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. Resident survey planning, vendor assessment and selection completed. Resident survey completed November 2024. Data being compiled and analyzed. Focus group and interviews being conducted through to mid-December.
5e Explore changes to growth management approaches and identify implementation actions appropriate for local, regional and provincial implementation	‣ ***Board, July 12, 2023*** ‣ ***Board, April 10, 2024***	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. 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). 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. A Request for Proposal for a Growth and Mobility Study was issued and closed with work anticipated to commence in Q4 2024. 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).

Making a difference...together

August 2023

Advocacy Strategy for the Capital Regional District

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

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

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

Transportation

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

Housing

Residents have access to affordable housing that enhances livability.

Climate Action & Environment

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

First Nations

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

Governance

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

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

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

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

Advocacy Strategies

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

Board Advocacy

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

Inter-Regional Municipal and Electoral Area Advocacy

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

Corporate Advocacy

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

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

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

Service Mandate and Operational Advocacy

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

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

Potential Advocates

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

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

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

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

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

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

Advocacy Internal/External Stakeholders

Advocacy	Internal	External
Primary Level	Board Members and, Alternates Member municipal councils Delegated CRD Commission Members including First Nations Members Local Area Elected Officials Local Area CAOs Local Area Senior Staff	• Premier's office • Province: Ministers, Ministers' offices, and Deputy Ministers of select Government of BC ministries and Opposition Leaders • Vancouver Island Region MLAs • Federal Government: Vancouver Island Region MPs, Ministers, and staff of select ministries • First Nations
Secondary Level	Agencies and organizations, including First Nations who have entered into formal agreement with the CRD. CRD representatives appointed to an affiliated governance body	• First Nations • Federation of Canadian Municipalities • Union of BC Municipalities • Association of Vancouver Island Coastal • Communities
Operational Level	ELT and designated staff who participate in various external initiatives, committees, and groups as a representative of the organization.	• 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
Board Includes Board Members and Alternates	Advance Board priorities and actions required by other orders of government to address regional issues.	Board resolutions reported and conveyed to the media and appropriate party by way correspondence and follow up meetings as required.
CRD Member Representatives Member municipalities and Local Area Elected Officials. Designated CRD Commissions and Commissioners, including Frist Nations Members	Coordinate actions based on shared interests and in support of shared goal to improve regional outcomes.	Advance Board and Corporate priorities as identified by the CRD Board and included in the Corporate Plan and other approved CRD Strategies when aligned with municipal and commission interests.
Intergovernmental Relations A framework for establishing and maintaining effective relationships with other orders of government,	Convey one regional voice on issues.	Ensure municipal partners are aware and involved as appropriate in advocacy efforts.
Partnerships Agencies and organizations, including First Nations, who have entered into formal agreement with the CRD and/or a CRD representative is appointed to a governance body of that organization.	Identify shared interests as a result of delegated authority, partnership agreement, contract or operating agreement, funding agreement, grant, or other formal relationship or understanding.	Advance Board and Corporate priorities as identified by the CRD Board and included in the corporate plan and other approved CRD Strategies when aligned with agencies and organization's interest.
Staff ELT and designated staff who participate in various external initiatives, committees, and groups as a representative of the organization when adhering with corporate policy and/or by professional affiliation.	Communicate formal CRD policy or position and share professional expertise. Act on behalf of the organization to advance initiatives in support of Board and Corporate Priorities.	Advance Board and Corporate Priorities as identified by the CRD Board and included in the Corporate Plan and other approved CRD Strategies when aligned with external agencies and organization's interests.

Transportation

Advocacy Dashboard | Quarter 1 – 2025

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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.

Transportation

Advocacy Dashboard | Quarter 1 – 2025

Making a difference...together

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 Letter to Minister Farnworth	

Transportation

Advocacy Dashboard | Quarter 1 – 2025

Making a difference...together

Tracking #	Issue	Objective	Advocates				Comments	Status/Update
			Board	LG/EA	Partner	Staff		
25-01-01	**BC Ferries Advisory Committees**	Request BC Ferries to reinstate the Ferry Advisory Committees.	✓	✓		✓	Letter to BC Ferries President & CEO, Nicolas Jimenez	
25-01-02	**Speed limits in CRD Electoral Areas**	Request the Provincial government for greater engagement from Ministry of Transportation and Transit.	✓	✓		✓	Letter to Minister Farnworth	

Housing

Advocacy Dashboard | Quarter 1– 2025

Making a difference...together

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	Program discontinued by provincial government effective March 31, 2025.
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	

Housing

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 Letter from Minister Kahlon	

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Making a difference...together

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.

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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 Asparagopsis 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 Letter from 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.	✓			✓	Letter from Minister Robinson identifying the opportunity to meet with Snr. Provincial staff from the Ministry of Indigenous Relations and Reconciliation. Letter to Ministers Fraser and Robinson Letter from Minister Robinson Met with senior provincial staff on March 7, 2019 and agreed to follow up as required. Letters to MPs (Collins, Garrison, MacGregor and May) Letter to JOŁEŁP (Tsartlip First Nation) Chief and Council Forum of All Councils took place on November 28, 2019.	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.	✓			✓	Board Chair met with Minister Rankin to communicate the need for Provincial capacity funding on August 12, 2022.	

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Making a difference...together

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.

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Making a difference...together

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 Letter from Minister Kahlon	
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 Letter from Minister Kahlon	

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Making a difference...together

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	
25-04-01	Farm Classification	Request the Province review BC Assessment's farm classification criteria.	✓			✓	Letter to Minister Bailey	

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Making a difference...together

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		
		Support for Raincoast Conservation Foundation's application for Climate Resiliency Grant		✓		✓	Letter of support	
23-07-02	**Advocacy for the Southern Gulf Islands Electoral Area**	Support for New Horizons' grant application.		✓		✓	Letter to Chair, Pender Island Health Care Society	
		Support for the Rural Islands Economic Partnership Society's (RIEP) application to fund the expansion of the RIEP's Rising Tide Business Services.		✓		✓	Letter to Ministry of Jobs, Economic Development and Innovation	
		Support for New Horizons' grant application.		✓		✓	Letter to Employment and Social Development Canada	
		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	

Tracking #	Issue	Objective	Advocates				Comments	Status/Update
			Board	LG/EA	Partner	Staff		
		Support for application by the SGI Community Resource Centre and the Housing NOW Project.		✓		✓	Letter to Ministry of Jobs, Economic Development and Innovation	
		Support for the AquaLink Application by the SGI Tourism Partnership Funding.		✓		✓	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	

Tracking #	Issue	Objective	Advocates				Comments	Status/Update
			Board	LG/EA	Partner	Staff		
		Support for the Galiano Island Recycling Resources Society Grant application to the Plastics Action Fund.		✓		✓	Letter of support	
		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		✓		✓	Letter of support	

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Tracking #	Issue	Objective	Advocates				Comments	Status/Update
			Board	LG/EA	Partner	Staff		
		Municipal and Regional District Tax revenues.						
		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	

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Tracking #	Issue	Objective	Advocates				Comments	Status/Update
			Board	LG/EA	Partner	Staff		
		Support for Mayne Island Assisted Living New Horizon's for Seniors grant.		✓		✓	Letter of support	
		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	

Tracking #	Issue	Objective	Advocates				Comments	Status/Update
			Board	LG/EA	Partner	Staff		
		Support for Salish Sea Inter Island Transportation Society's Funding request for the AquaLink project.		✓		✓	Letter of support	
		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	
		Support for Pender Island Wildlife Tree Stewardship Program Application.		✓		✓	Letter of support	

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

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

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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 SȾÁUTW Letter to xʷsepsum Letter to Sc'ianew Letter to T'Sou-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	

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 Email from Minister Diana Gibson Letter to Minister Ravi Parmar	

No Associated Board Priority

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Tracking #	Issue	Objective	Advocates				Comments	Status/Update
			Board	LG/EA	Partner	Staff		
							Letter to Minister Grace Lore 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 Brittny Anderson	

Capital Regional District
Quarterly Operating Variance Report - Q4, 2024
Service Budgets Greater than $1,500,000

		2024 Operating Expenses				2024 Operating Revenue				2024 Surplus / (Deficit)		
			Year to Q4				Year to Q4					
Service Number	Service Description	Annual Budget $ (Schedule A)	Actual $	Actual % of Budget	Explanation	Annual Budget $ (Schedule A)	Actual $	Actual % of Budget	Explanation	$ (over)/under	% Budget (over)/under	Treatment of Surplus / (Deficit)
1.010	Legislative & General	39,599,526	35,720,043	90%	Savings are primarily related to one-time staff vacancies, hiring delays, the deferral of one-time expenses to 2025, and savings in telecommunications, computer purchases, meeting expenses, staff training, and office supplies.	39,599,526	37,330,918	94%	Half of revenue is derived from allocations to other services; one-third is funded by requisition, with balance from reserves, grants and other revenue. 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 and provincial grants.	1,610,875	4%	Surplus transferred to Operating Reserve Fund
1.105	Facility Management	2,151,733	1,901,978	88%	Service is facilities management services delivered to CRD HQ and satellite facilities. Savings experienced due to temporary vacancies.	2,151,733	1,891,723	88%	Revenues derived from delivery of service to other services and are below plan for the year, due to staff vacancies.	(10,255)	0%	Deficit carried forward to 2025 and funded from the Operating Reserve.
1.106	CRD Headquarters Building	2,204,840	2,240,087	102%	Service experienced higher than projected maintenance and operating costs in Q4.	2,204,840	2,176,729	99%	Service provides office space to other CRD services and is forecasted slightly below plan.	(63,357)	-3%	Deficit carried forward to 2025 and funded from the Operating Reserve.
1.112	CRD Regional Grant in Aid	1,609,336	-	-	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	1,642,433	102%	Service revenue is 100% surplus carry forward; minor increase in revenue from interest income.	1,642,433	102%	Carry forward to 2025 Operating Budget
1.226	Health Facilities - VIHA	1,776,222	1,182,839	67%	Service provides leased buildings to VIHA, and is 100% recovered from tenant. 2024 budget forecasted the CRD paying certain operating costs which were ultimately paid by VIHA directly.	1,776,222	1,562,836	88%	Service provides leased buildings to VIHA, and is 100% recovery from tenant. Any deficit will be recovered from VIHA. Budget represent an estimate of rental revenue in a renewed lease, lease renewal has not been finalized.	379,997	21%	Surplus transferred to the capital reserve fund.
1.280	Regional Parks	19,684,346	21,919,575	111%	Service experiences a seasonal nature to expenditures, primarily weighted to Q2 and Q3. All though payroll savings were being redirected to other projects and interest on short term borrowing also lower being than budgeted. Expenses includes $3.5 million to repay temporary borrowing for a 2023 land purchase.	19,684,346	23,227,086	118%	Revenues are primarily from requisition and are forecasted slightly above plan due to additional grants and fee income. 2024 revenue includes $3.5 million transfer from the CRF to fund the repayment of temporary borrowing for a 2023 land purchase.	1,307,511	7%	Surplus of $452,511 transferred to the CRF, $350,000 to the ERF and $535,000 carried forward to cover $135,000 in continuing project costs to be added to 2025 and $400,000 to reduce 2025 requisition.
1.297	Arts Grants & Development	3,208,277	3,159,292	98%	Service is a grant funding service. Budget resulted in small savings in salaries, meeting costs and other cost for the year.	3,208,277	3,209,553	100%	Revenues are primarily from requisition and are over plan due to extra interest earned.	50,261	2%	Surplus transferred to the operating reserve fund.
1.309	Climate Action and Adaptation	2,864,096	2,043,444	71%	Savings are primarily related to the timing of contract costs for the Home Energy Retrofit program and reduced transfer to capital fund related to Electric Vehicle program.	2,864,096	2,304,282	80%	Revenues are primarily from requisition, and forecast below plan due to less ICIP (Investing in Canada Infrastructure Program) grant revenue and reduced transfer from ops reserve.	260,838	9%	Surplus transferred to Operating Reserve Fund for Regional Building Energy Retrofit Program and Electric Vehicle Program.
1.310	Land Banking & Housing	3,566,967	3,239,422	91%	Under budget due to staff vacancies and lower consulting costs.	3,566,967	3,789,995	106%	Revenues are approximately 54% requisition, 22% grants, and 24% allocation recoveries and surplus carry forward. Unbudgeted revenues include grants which will be carried forward to 2025.	550,573	15%	Surplus moved to operating reserve; $100,000 is brought in to the 2025 budget.
1.311	Regional Housing Trust Fund	4,178,799	33,217	1%	Expenses are driven by internal and external grants, with timing contingent on external factors such as municipal approvals. Any surpluses are carried forward. On plan with approximately $3.2 million of committed grants to be disbursed to projects in 2027 and 2028.	4,178,799	4,231,490	101%	Revenues are 77% surplus carry forward, 17% requisition and 6% other. Revenues higher than budget due to unanticipated donations.	4,198,273	100%	Surplus carried forward; service does not have an operating reserve.
1.313	Animal Care Services	1,737,305	1,854,059	107%	Costs above budget mainly due to higher auxiliary staff and overtime wages due to temporary staff vacancies, higher service demand, higher vehicle costs, vet services and legal services.	1,737,305	1,812,202	104%	Service is funded approximately 27% from requisition, 55% from contract revenue, 15% from dog tag sales and 3% from other. Contract revenues were on track with budget. Surplus is mainly due to higher revenue from adoption fees and dog tag sales.	(41,857)	-2%	Transfer to Equipment Replacement Fund $24k; Transfer to Operating Reserve Fund $8,093; Recover from Operating Reserve Fund $9,764.
1.318	Building Inspection	2,241,973	1,905,764	85%	Operating expenses under budget are mainly due to salary savings from temporary staff vacancies, lower equipment purchase, staff training costs and deferral of ORF funded Digitization Records project.	2,241,973	2,143,125	96%	Service is funded approximately 62% by permit fee revenue, with the balance funded by requisition and reserve. Permit fee revenue was lower than budget primarily due to a reduced permit applications for the year and a deferral of Digitization Records project, funded by ORF. These reductions were partially offset by higher interest income.	237,361	11%	Transfer to Equipment Replacement Fund $35k; Transfer to Operating Reserve Fund $202,361
1.324	Regional Planning Services	2,227,436	1,409,957	63%	Operating expenses are lower than budget due to savings from temporary staff vacancies and deferral of the ORF funded Island Corridor Planning & Consultation project.	2,227,436	1,659,045	74%	Revenue is approximately 75% requisition, 15% operating reserve and 10% other. Reduction of revenue is mainly due to deferral of ORF funded Island Corridor Planning & Consultation project, other revenue is on plan.	249,088	11%	Transfer to Operating Reserve Fund
1.40X	SEAPARC	5,243,766	5,320,277	101%	Service has a seasonal nature to operating expenses. In line with service delivery, 2024 operations were slightly over budget for the year due to increased service demand offset by savings from vacant positions.	5,243,766	5,383,741	103%	Revenues are approximately 62% from requisition; 38% from fees and other. Service revenue was higher than plan for the year due to increased service demand.	63,464	1%	Surplus was partially transferred to CRF ($19,232) and ERF ($19,232), with $25,000 carried forward to 2025 for a project continuing into 2025.
1.44X	Panorama Rec. Center	10,810,738	10,622,741	98%	Service utilization recovered from pandemic conditions. Service has experienced a savings in payroll cost due unfilled vacancies, and a community needs assessment that will carryover to 2025.	10,810,738	10,821,657	100%	Revenues are approximately 51% from requisition; 49% from fees and other. Service projected to be on plan for the year.	198,916	2%	Surplus was partially transferred to CRF ($146,916), with $52,000 carried forward to 2025 a community needs study continuing into 2025.
1.459	Salt Spring Is- Pool, Parks, Land, Art & Rec. Prog	2,439,891	2,416,170	99%	Operating expenses are slightly lower than budget mainly due to lower fuel and hydro costs for Salt Spring Island Middle School (SIMS) community centre and temporary staff vacancies.	2,439,891	2,477,159	102%	Service is funded approximately 77% requisition, 12% program fees and 11% other. Revenue was over budget mainly due to higher revenue from the pool recreation programs and higher revenue from grants. Partially offset from lower SIMS community centre rental income.	60,989	2%	Transfer to Operating Reserve Fund $26,195; Transfer to Capital Reserve Fund $29,794; Transfer to Equipment Replacement Fund $5,000

Capital Regional District
Quarterly Operating Variance Report - Q4, 2024
Service Budgets Greater than $1,500,000

		2024 Operating Expenses				2024 Operating Revenue				2024 Surplus / (Deficit)		
			Year to Q4				Year to Q4					
Service Number	Service Description	Annual Budget $ (Schedule A)	Actual $	Actual % of Budget	Explanation	Annual Budget $ (Schedule A)	Actual $	Actual % of Budget	Explanation	$ (over)/under	% Budget (over)/under	Treatment of Surplus / (Deficit)
1.521	Environmental Resource Management	39,751,084	38,223,534	96%	Operational savings during the year resulted from reduced curbside recycling costs & landfill gas costs of $650k and reduced leachate operation & Solid Waste Management Planning costs of $640k, reduced community support program of $200k, offset by increased costs for landfilling operations due to increased refuse ($206)k.	39,751,084	39,435,663	99%	The surplus is primarily the result of revenues exceeding budget by $1.2m. $1.2m amount of waste received was 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. $650k increased payments from EPR programs due to more materials being received, $760k use of kitchen scraps facility greater than anticipated and stronger than anticipated scrap metal markets.	1,212,129	3%	Transfer to Capital Reserve Fund
1.576	Environmental Engineering Services	3,007,695	2,778,903	92%	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	2,766,421	92%	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.	(12,482)	0%	Deficit carried forward to 2025 and funded from the Operating Reserve.
1.577	IW - Environmental Operations	14,549,517	13,761,269	95%	Overhead service budget has delivered services as planned. Expenditures remained below budget, primarily due to delays in the delivery of new vehicles (now expected in 2025) and savings from temporary staff vacancies.	14,549,517	14,021,475	96%	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.	260,206	2%	Surplus transferred to the operating reserve fund.
1.578	Environmental Protection and Water Quality	9,337,895	8,889,863	95%	Operating expenses are lower than budget due to vacancies on new positions, combined with delayed backfilling of existing positions resulted in $422k of salary savings, partially offset with auxiliary staffing backfill of ($27)k. Additional savings from staff training of $30k offset by reduced transfer from Ops reserve ($121)k.	9,337,895	9,097,415	97%	Revenues are driven by providing services to other CRD services. Recovery revenue from CRD services slightly below annual budget due to staff vacancies on new positions, combined with delayed backfilling of existing positions.	207,552	2%	Transfer to Equipment Replacement Fund
1.911	911 Systems	2,606,719	2,578,231	99%	This service collects 911 levies from phone carriers and distributes a percentage to participating municipalities. Variance is due to legal fees for Next Gen 911 contract review and decreased levies received and distributed.	2,606,719	2,548,402	98%	Sources of revenue are fixed source requisitions, lease revenue, reserves, and variable 911 levies received from phone carriers. Reduction in revenues due to reduction in 911 levies received.	(29,829)	-1%	Carry forward to 2025 Operating Budget
1.921	Regional CREST	1,932,993	1,936,408	100%	This is a contribution service that provides support to CREST based on a service agreement. Small variance is due to higher internal interest expense.	1,932,993	1,932,789	100%	Operating revenues are primarily requisition and were on plan.	(3,619)	0%	Carry forward to 2025 Operating Budget
2.610	Saanich Peninsula Water Supply	7,892,266	7,729,986	98%	Operational services and system maintenance are continuing as planned. Expenditures are below budget due to temporary vacancies, which is partially offset by bulk water costs exceeding expected demand.	7,892,266	8,087,541	102%	Revenues are driven by seasonal water sales. Demand is similar to prior year, in line with current year budget.	**357,555**	5%	Surplus transferred to capital reserve fund.
2.670	Regional Water Supply	42,114,204	40,291,322	96%	Operational services and system maintenance are proceeding as planned. Expenditures remain below budget, primarily due to savings from temporary vacancies and contract for services.	42,114,204	41,628,415	99%	Revenues are driven by seasonal water sales. Revenue, based on water demand, is below current year budget largely due to wetter summer conditions.	1,337,094	3%	Surplus transferred to RWS capital fund.
2.680	Juan de Fuca Water Distribution	26,026,524	27,392,101	105%	Operational services and system maintenance are proceeding as planned. However, expenditures have exceeded the budget due to higher-than-expected demand for bulk water purchases.	26,026,524	27,772,066	107%	Revenues are driven by seasonal water sales and new users. Demand has exceeded both the current year's budget and last year's actuals due to increased usage within the service area.	379,964	1%	Surplus transferred to water capital fund.
3.717	Core Area Wastewater Operations	34,192,131	33,686,915	99%	Operational services have progressed as planned. Primary savings were achieved in areas such as utilities, supplies, contracts, environmental programs, and labor costs due to temporary position vacancies. However, these savings were largely offset by overspending in areas such as waste sludge disposal, increased legal expenses, and screen disposal.	34,192,131	34,198,423	100%	The primary source of budgeted service revenue is requisitions, accounting for approximately 95.7%, while other sources contribute around 4.3%.	511,508	1%	Surplus transferred to the operating reserve fund.
3.718	Saanich Peninsula Wastewater	4,993,969	4,403,701	88%	The service delivery has been proceeded as planned. Savings were achieved in labor costs, repair and maintenance expenses (now deferred to 2025 and 2027) and waste sludge disposal.	4,993,969	4,831,552	97%	Approximately 93% of budgeted revenues come from requisitions, while the remaining 7% is derived from various sources, including reserve transfers, heat recovery from the Panorama Recreation Centre, and lab service recoveries. Overall, actual revenues align with the budget, except for the operating reserve fund, which hasn't been transferred due to delays in one-time expenses.	427,851	9%	Half of the surplus was transferred to the operating reserve fund, while the other half was transferred to the capital reserve fund.
3.755	Regional Source Control	1,674,718	1,664,870	99%	Operational services are continuing as planned. Operating expenses are slightly lower than the budget mainly due to deferrals of some consultant work to 2025 offset by increased internal interest cost.	1,674,718	1,627,445	97%	Service revenue is primarily from requisition. Overall revenue is expected to be on plan. Reserve transfer will be lower due to postponed consultant work.	- 37,425	-2%	Transfer $37k from Operating Reserve.
	Total Services above	293,624,966	84%			293,624,966	84%					
	Other CRD Services	54,768,457	16%			54,768,457	16%					
	Total CRD*	**348,393,423**				**348,393,423**						

Capital Regional District
Quarterly Operating Variance Report - Q4, 2024
Service Budgets Greater than $1,500,000

		2024 Operating Expenses				2024 Operating Revenue				2024 Surplus / (Deficit)		
			Year to Q4				Year to Q4					
Service Number	Service Description	Annual Budget $ (Schedule A)	Actual $	Actual % of Budget	Explanation	Annual Budget $ (Schedule A)	Actual $	Actual % of Budget	Explanation	$ (over)/under	% Budget (over)/under	Treatment of Surplus / (Deficit)
CRHD	Capital Regional Hospital District	33,548,386	32,672,349	97%	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	34,041,444	101%	Higher property revenue due to recovery of insurance costs from Island Health for The Summit, debt reserve fund revenue, and interest earnings on working capital.	1,369,095	4%	Reduced budgeted transfer from reserves to fund feasibility studies and property management budgets $489k; and transfer remaining surplus to the Debt Management Reserve $880k.
	Total CRHD	**33,548,386**				**33,548,386**						
CRHC	Administration	3,818,333	3,532,745	93%	Administrative expense savings due to staff vacancies and turnover.	3,818,333	4,018,893	105%	Higher revenues than budgeted due to interest revenue allocated at year end.	486,148	13%	Surplus flows to the Corporate Stabilization Reserve.
CRHC	Development Services	1,176,033	810,833	69%	Savings due to staff vacancies.	1,481,337	1,167,538	79%	Revenues are 100% project management recoveries from multiple projects. Forecasting less recoveries required due to temporary staff vacancies.	356,705	24%	Surplus flows to the Development Services Reserve.
CRHC	CHF Operating	1,699,528	1,279,755	75%	Savings due to the opening of Michigan B delayed from late Q2 to Q3.	1,699,528	1,295,945	76%	Revenues are approximately 50% tenant rents and 50% provincial subsidies. Lower revenues due to delayed opening of Michigan B from late Q2 to Q3.	16,190	1%	Surplus flows to the CHF Stabilization Reserve
CRHC	UOA buildings	13,485,092	13,275,943	98%	Small savings in salaries primarily due to caretaker vacancies.	13,378,911	13,883,110	104%	Revenues are 82% tenant rents and 18% Provincial subsidies. Increased revenue due to increased occupancy and increased rents at turnovers.	607,167	5%	Surplus flows to the UOA Stabilization Reserve
CRHC	ILBC building	927,858	914,205	99%	On plan.	927,858	983,791	106%	Revenues are approximately 60% provincial subsidies and 40% tenant rents. Island Health controls occupancy and subsidy is adjusted based on occupancy. Higher subsidy due to new agreement with Island Health.	69,587	7%	Surplus flows to the ILBC Stabilization Reserve
CRHC	NOA buildings	1,730,942	1,702,188	98%	On plan with some small savings in caretaker salaries.	1,761,248	1,862,066	106%	Revenues are 100% from tenant rents. Increased revenue due to increased occupancy and increased rents at turnovers.	159,878	9%	Surplus flows to the NOA Stabilization Reserve
CRHC	RHFP buildings	9,986,408	9,618,991	96%	On plan with some minor savings in salaries due to caretaker vacancies and Michigan A opening later than budgeted.	9,898,206	9,862,186	100%	Revenues are 100% tenant rents. On plan.	243,196	2%	Surplus flows to the RHFP Stabilization Reserve
CRHC	IHI building	793,641	774,897	98%	On plan with some small savings in caretaker salaries.	847,993	926,263	109%	Revenues are 100% tenant rents. Increased revenue due to increased occupancy and increased rents at turnovers.	151,366	18%	Surplus flows to the IHI Stabilization Reserve
CRHC	RR Services	591,142	273,030	46%	Savings due to staff vacancies and hiring delays.	591,142	274,500	46%	Funding for RR Services team is 100% recovered from capital replacement reserves. Lower recovery due to staff vacancies and hiring delays.	1,470	0%	Surplus flows to the Corporate Stabilization Reserve.
	Total CRHC	34,208,977				34,404,556						
	Total Services (CRD + CRHD + CRHC)	**$416,150,786**				**$416,346,365**						

*Amended Budget as at Nov 13, 2024 (Bylaw 4645)

CAPITAL PROJECT			QUARTER 4						TOTAL 2024					ANNUAL STATUS OF CAPITAL PROJECT		
Department	Service Description	Capital Project Title	Q4 Budget	Q4 Forecast (at Q3)	Q4 Actuals	Forecast Variance (over)/under $	Forecast Variance %	Q4 Variance Explanation	Total 2024 Budget (as per approved budget)	Total 2024 Forecast (at Q3)	Total 2024 Actuals	Forecast Variance (over)/under $	Forecast Variance %	Scope	Timing	Budget
CRD																
Integrated Water Services	Core Area Wastewater	Bowker Sewer Rehabilitation Phase 2	850,000	1,380,000	1,614,657	(234,657)	(17%)	The majority of construction costs were incurred in Q3 and Q4. Not only did the project reach substantial completion before the end of 2024, but it was also managed within budget. Any remaining funds may potentially be used for warranty inspections in 2025.	8,000,000	7,351,543	7,586,200	(234,657)	(3%)			
	Core Area Wastewater	SCADA and Radio Assessment	1,930,000	20,000	-	20,000	100%	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.	2,180,000	37,340	17,340	20,000	115%		2025 plan revised; Completion Delayed	
	Core Area Wastewater	Annual Provisional Emergency Repairs	250,000	250,000	103,490	146,510	59%	The nature of the project is to address emergency repairs arising from unforeseen events and circumstances. In Q4, primary costs were incurred for repairing a disk filter and a generator. Overall project costs will fluctuate throughout the year dependent on magnitude, scope, and urgency of emergency repairs required. The overall project is forecasted to remain on time and within scope and budget.	1,000,000	754,957	608,447	146,510	24%			
	Core Area Wastewater	Marigold Electrical and Building Upgrades	2,250,000	600,000	310,351	289,649	48%	Construction costs began in Q4. However, due to long lead times for equipment orders, the project is expected to extend into 2025. The overall project remains within scope and budget.	5,550,000	810,993	521,344	289,649	56%		2025 plan revised; Completion Delayed	
	Core Area Wastewater	Currie Major Upgrades	515,000	70,000	33,831	36,169	52%	Construction costs began in Q4. However, due to long lead times for equipment orders, the project is expected to extend into 2025. The overall project remains within scope and budget.	2,010,000	89,174	53,005	36,169	68%		2025 plan revised; Completion Delayed	
	Core Area Wastewater	Process & Mechanical Upgrades	250,000	180,000	208,279	(28,279)	(16%)	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 Q4, upgrade spending includes projects such as the disc filter shear hub and alarm management. The overall project is forecasted to remain on time and within scope and budget.	850,000	516,586	544,865	(28,279)	(5%)			
	Core Area Wastewater	Safety & Security Upgrades	150,000	100,000	27,072	72,928	73%	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 Profibus converter, heightsafe fall protection, safety railings, and escape ladders. The overall project is forecasted to remain on time and within scope budget.	600,000	238,119	165,191	72,928	44%			
	Core Area Wastewater	Gorge Siphon Inlet Chamber Upgrade	1,118,000	-	1,030	(1,030)	(100%)	A small design expense was incurred in Q3. Tenders for the project exceeded the budget, CRD staff are reassessing the scope and design for this work. Construction efforts will be deferred until at least 2025.	1,218,000	40,276	41,306	(1,030)	(2%)	2024 to be re-evaluated	2025 plan revised; Construction Delayed	2025 plan revised
	Core Area Wastewater	Craigflower Forcemain Twinning	328,000	20,000	75,128	(55,128)	(276%)	The Q4 costs are related to hiring a consultant for the detailed design of the Forcemain. The project will continue into 2025 and remains within scope and budget.	553,000	362,626	417,754	(55,128)	(13%)		2025 plan revised; Completion Delayed	
	Core Area Wastewater	Craigflower Inlet Reconfiguration	1,600,000	335,000	102,772	232,228	69%	The majority of construction costs were incurred in Q3, with some occurring in Q4. The project reached substantial completion before the end of 2024. Any remaining funds may be used for warranty inspections in 2025.	1,700,000	1,681,329	1,449,101	232,228	16%			
	Core Area Wastewater	Lang Cove Electrical and Building Upgrades	200,000	50,000	29,556	20,444	41%	Pre-procurement costs were incurred in Q4. Construction is underway and will continue into 2025. However, due to long lead times for equipment orders, the project is expected to extend further into 2025. The overall project remains within scope and budget.	600,000	74,935	54,491	20,444	38%		2025 plan revised; Completion Delayed	
	Core Area Wastewater	Western Trunk Sewer Twinning	845,000	845,000	54,932	790,068	93%	The project was delayed by Colwood. Some expense incurred in Q4 for design and some labour charges. It is expected to be completed in 2025, and the overall project remains within scope and budget.	845,000	845,000	54,932	790,068	0%		2025 plan revised; Completion Delayed	
	Regional Water Supply	Goldstream IWS Field Office	2,110,000	400,000	284,163	115,837	29%	Decision to develop and sign a design contract to building permit submission ahead of a design-build contract delayed design work in Q4. The overall project remains within scope and budget.	8,440,000	612,020	496,183	115,837	23%		2025 plan revised; Completion Delayed	
	Regional Water Supply	Main No.3 Segment Replacement	1,060,000	50,000	46,447	3,553	7%	Preliminary design is progressing as part of a larger program. Construction expected to begin in 2025. Prioritization within the transmission main replacement program has dropped and schedule adjustment is reflected in the 2025 Capital Plan. The overall project is within scope and budget.	1,260,000	224,092	220,539	3,553	2%		2025 plan revised; Construction Delayed	
	Regional Water Supply	Sooke Lake Dam - Instrumentation System Improvements	1,450,000	500,000	23,290	476,710	95%	Initial review of design was completed by the B.C. Dam Safety Office in Q4, resulting in the need for revisions to the design and tendering package, causing delays to the project schedule. Tendering phase is now anticipated to be initiated in Q1 2025. Construction phase is 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.	1,650,000	690,650	213,940	476,710	223%		2025 plan revised; Completion Delayed	2025 plan revised
	Regional Water Supply	Sooke Lake Dam - Breach Risk Reduction Measures	445,000	20,000	3,395	16,605	83%	Q4 work continued with the consultant on Phase 1 of the 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.	550,000	31,107	14,502	16,605	115%		2025 plan revised; Completion Delayed	
	Regional Water Supply	Replacement of UV System	8,220,000	5,000,000	4,279,275	720,725	14%	Overall project has requirement to be complete within the low demand winter period of Q4 2024 and Q1 2025 and the project is on schedule to meet this requirement, within scope and budget.	10,370,000	8,684,500	7,963,775	720,725	9%		2025 plan revised; Completion Delayed	
	Regional Water Supply	Integrate Dam Performance and Hydromet to SCADA	1,135,000	10,000	970	9,030	90%	No progress in Q4 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.	1,200,000	10,000	970	9,030	931%		2025 plan revised; Construction Delayed	

CAPITAL PROJECT			QUARTER 4						TOTAL 2024					ANNUAL STATUS OF CAPITAL PROJECT		
Department	Service Description	Capital Project Title	Q4 Budget	Q4 Forecast (at Q3)	Q4 Actuals	Forecast Variance (over)/under $	Forecast Variance %	Q4 Variance Explanation	Total 2024 Budget (as per approved budget)	Total 2024 Forecast (at Q3)	Total 2024 Actuals	Forecast Variance (over)/under $	Forecast Variance %	Scope	Timing	Budget
Integrated Water Services	Regional Water Supply	RWS Supply Main No. 4 Upgrade	2,015,000	100,000	302,086	(202,086)	(202%)	CRD's consultant produced a final draft of the alignment analysis for this project and supported CRD in coordination meetings with other municipalities. The overall project remains on time and within scope.	2,215,000	469,858	671,944	(202,086)	(30%)			2025 plan revised
	Regional Water Supply	Vehicle & Equipment Replacement (Funding from Replacement Fund)	340,250	200,000	-	200,000	100%	Delayed procurement work to 2025 due to internal resource availability and prioritization. Significant portion of work planned for 2024 deferred to 2025.	1,361,000	453,935	253,935	200,000	79%		2025 plan revised; Completion Delayed	
	Regional Water Supply	Main No. 4 - Mt Newton to Highway 17	8,000,000	100,000	299,765	(199,765)	(200%)	Large progress made in Q4 toward 90% design drawings and specifications, as well as development of front end contract. Project is scheduled to be put out for public bid (construction) in late Q1 2025.	8,600,000	753,906	953,671	(199,765)	(21%)	2025 plan revised	2025 plan revised; Completion Delayed	2025 plan revised
	Regional Water Supply	Bulk Supply Meter Replacement Program	450,000	50,000	13,879	36,121	72%	Work on this program is ad hoc in nature and fluctuates to accommodate other lager 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.	650,000	98,289	62,168	36,121	58%		2025 plan revised; Completion Delayed	
	Regional Water Supply	Kapoor Main Mile 1 Bridge and Asphalt Upgrade	108,750	-	-	-	0%	No Spending in Q4. Project has been re-prioritized to 2025. The overall forecast remains within scope and budget.	876,750	15,897	15,897	0	0%		2025 plan revised; Construction Delayed	
	Regional Water Supply	GVWSA Forest Resilience - wildfire/forest modelling and forest management field trials	895,000	150,000	130,273	19,727	13%	The juvenile spacing project was completed in Q4 below budget.	1,095,000	430,526	410,799	19,727	5%	2024 amended	2024 amended	
	Regional Water Supply	Cecelia Meter Replacement	1,425,000	50,000	81,706	(31,706)	(63%)	Agreement between CRD and contractor has delayed the start of this project until Q3 2025 to align with the next low demand period. This was due to delays in material supply chain that would have put too much risk in completing during winter 2024/25. The overall project remains within scope and budget.	1,490,000	66,158	97,864	(31,706)	(32%)		2025 plan revised; Completion Delayed	
	Regional Water Supply	Mt. Tolmie Control Valve Replacement	150,000	50,000	10,046	39,954	80%	Project has been put on hold while assessing structural/infiltration issues so that CRD can assess the overall plan for this asset. Costs incurred were in developing an overall RFP for consultant services, which will transition to the 2025 budget.	800,000	51,893	11,939	39,954	335%	2025 plan revised	2025 plan revised; Completion Delayed	2025 plan revised
	Regional Water Supply	Mt. Tolmie Tank Structural and Infiltration Improvements	625,000	60,000	34,367	25,633	43%	Costs incurred relate to staff time toward development of an RFP document. Costs on this task were split between this project and 23-29.	850,000	605,053	579,420	25,633	4%	2025 plan revised		
	Regional Water Supply	Implications from Goldstream Dam Safety Review	475,000	25,000	474	24,526	98%	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.	525,000	26,859	2,333	24,526	1051%		2025 plan revised; Completion Delayed	
	Regional Water Supply	Implications from 2016 Sooke Lake Dam Safety Review	487,000	30,000	51,209	(21,209)	(71%)	More work completed by consultant than anticipated on the Sooke Lake Dam Emergency Reservoir Drawdown and Freeboard Assessment sub-projects, which were bundled with the Flood Forecasting System project for efficiency. The overall project is within scope and budget.	637,000	100,059	121,268	(21,209)	(17%)		2025 plan revised; Completion Delayed	
	Regional Water Supply	Cabin Pond Dams Decommissioning (PES)	600,000	-	-	-	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.	600,000	-	-	0	0%		2025 plan revised; Construction Delayed	
	Regional Water Supply	Goldstream Dams Instrumentation Improvements	665,000	-	-	-	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.	665,000	-	-	0	0%		2025 plan revised; Construction Delayed	
	Regional Water Supply	Deception Dam - Dam Safety Review 2021 & Improvements	150,000	80,000	43,122	36,878	46%	Consultant continues to work on geotechnical analysis tasks and conceptual design of seismic improvements in Q4. This work is anticipated to be completed by end of Q1 2025, with additional engineering tasks to be scoped afterwards. Consultant also retained to design improvements to Deception Dam Low Level Overflow Gate, led by the Capital Projects team. Design complete. Due to delay with new gate delivery happening in Q1 2025, construction is delayed to Q2/Q3 2025. The overall project is within scope and budget.	600,000	193,695	156,817	36,878	24%		2025 plan revised; Completion Delayed	
	Regional Water Supply	EV Charging Stations Electrical Infrastructure	213,750	-	-	-	0%	Work planned for 2024 deferred to 2025 due to internal resource availability and prioritization.	855,000	40,944	40,944	0	0%		2025 plan revised; Completion Delayed	
	JDF Water Distribution	Comprehensive Pump Station Upgrades (10 year Program)	1,375,000	850,000	411,289	438,711	52%	Front end work is less costly than mid to end value of project. The front end work was mostly completed in Q4. Construction to continue through to 2025 with budget to be carried forward into 2025. The overall project remains within scope.	3,200,000	1,121,662	682,951	438,711	64%		2025 plan revised; Completion Delayed	2024 amended
	JDF Water Distribution	AC Pipe Replacement Program	3,860,000	1,000,000	1,013,188	(13,188)	(1%)	Work was completed in alignment with previous forecast. This is a long duration program (20+ years) and work continues to be progressed effectively. The overall project is within scope and budget.	7,360,000	2,763,439	2,776,627	(13,188)	(0%)		2025 plan revised; Construction Delayed	

CAPITAL PROJECT			QUARTER 4						TOTAL 2024					ANNUAL STATUS OF CAPITAL PROJECT		
Department	Service Description	Capital Project Title	Q4 Budget	Q4 Forecast (at Q3)	Q4 Actuals	Forecast Variance (over)/under $	Forecast Variance %	Q4 Variance Explanation	Total 2024 Budget (as per approved budget)	Total 2024 Forecast (at Q3)	Total 2024 Actuals	Forecast Variance (over)/under $	Forecast Variance %	Scope	Timing	Budget
Integrated Water Services	JDF Water Distribution	Residential Service & Meter Replacement Program	325,000	112,800	83,666	29,134	26%	Ongoing program for small scale work. Fluctuating deliverables and schedule. The overall project is on time and within scope and budget.	1,300,000	1,331,405	1,302,271	29,134	2%			
	JDF Water Distribution	Vehicle & Equipment Replacement (Funding from Replacement Fund)	291,250	200,000	-	200,000	100%	Delayed procurement work to 2025 due to internal resource availability and prioritization. Significant portion of work planned for 2024 deferred to 2025.	1,165,000	389,220	189,220	200,000	106%		2025 plan revised; Completion Delayed	
	JDF Water Distribution (DCC)	Sooke Henlyn Supply & Distribution Mains	1,000,000	-	-	-	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.	1,000,000	-	-	0	0%		2025 plan revised; Construction Delayed	
	JDF Water Distribution	SCADA Master Plan Update & Upgrades	685,000	5,000	5,530	(530)	(11%)	No major spend in Q4 (near forecast). SCADA Master Plan draft to be delivered in Q1 2025. Spending is likely to start in 2025. The overall project is within scope and budget.	900,000	13,294	13,824	(530)	(4%)		2025 plan revised; Completion Delayed	
	JDF Water Distribution	JDF Site Decommissioning Program	530,000	-	7,843	(7,843)	(100%)	Minor project management spending in Q4. Project on pause to consider strategic direction, no activity expected in 2024. The overall project remains within budget.	540,000	1,251	9,094	(7,843)	(86%)	2025 plan revised	2025 plan revised; Construction Delayed	
	JDF Water Distribution	Distribution System Seismic Resiliency Improvements	690,000	-	-	-	0%	This project has been removed from Capital Plan. The intent of this project are being addressed through other Capital Projects.	750,000	-	-	0	0%	2024 to be re-evaluated	2024 to be re-evaluated	2024 to be re-evaluated
	JDF Water Distribution	William Head & VGH Meter Replacement	120,000	50,000	62,970	(12,970)	(26%)	Overall project is within scope and budget and is currently operational. BC Hydro connection upgrade is pushed into 2025 based on BC Hydro's timelines.	585,000	388,974	401,944	(12,970)	(3%)		2025 plan revised; Completion Delayed	
	JDF Water Distribution	East Sooke Interconnect Water Main	-	225,000	272,511	(47,511)	(21%)	Project was completed in Q4 on time and within scope and budget	820,000	620,272	667,783	(47,511)	(7%)			
	JDF Water Distribution	Charters Road Watermain Replacement	-	73,000	78,004	(5,004)	(7%)	CRD's portion of this project is now complete. The project was completed on time and within scope and budget	690,000	554,060	559,064	(5,004)	(1%)			
	JDF Water Distribution	Hwy 14 Watermain Relocation	950,000	-	-	-	0%	MOTT update in Dec 2024 confirms that likely construction start of late spring/early summer of 2025 to completion in the fall of 2026. The overall project is within scope and budget.	2,000,000	-	-	0	0%		2025 plan revised; Construction Delayed	
	Regional Water Supply & JDF Distribution	Voice Radio Upgrade	50,000	20,000	-	20,000	100%		550,000	183,437	163,437	20,000	12%		2025 plan revised; Completion Delayed	
	Seagirt Water System	Seagirt Watermain Extension	50,000	186,000	5,289	180,711	97%		2,250,000	1,945,892	1,765,181	180,711	10%			
	Saanich Peninsula Treatment Plant	Odour Control Upgrade Construction	500,000	-	-	-	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.	1,000,000	-	-	0	0%	2025 plan revised	2025 plan revised; Construction Delayed	2025 plan revised
	Saanich Peninsula Water Supply	Hamsterly Pump Station Backup Power Generator	1,050,000	-	-	-	0%	Project delivery is on hold and under consideration to align with future project planning at this site for capacity increase. This has been reflected in the 2025 Capital Plan.	1,050,000	2,000	2,000	0	0%	2025 plan revised	2025 plan revised; Completion Delayed	2025 plan revised
	Saanich Peninsula Water Supply	SCADA Upgrades	697,000	-	-	-	0%	SCADA Master Plan draft to be delivered in Q1 2025. Spend expected to begin in 2025. Overall project is within scope and budget.	700,000	21,642	21,642	0	0%		2025 plan revised; Completion Delayed	
	Saanich Peninsula Water Supply	SPW System Upgrade and Expansion	6,885,000	100,000	87,159	12,841	13%	Large progress made in Q4 toward 90% design drawings and specifications, as well as development of front end Contract. Project is on track to put out for public bid (Construction) in late Q1 2025.	7,760,000	775,298	762,457	12,841	2%	2025 plan revised	2025 plan revised; Completion Delayed	2025 plan revised
	Saanich Peninsula Water Supply	Keating Cross Road Water Main	974,000	930,000	791,495	138,505	15%	MOTI project and MOTI driven schedule. Flyover project is underway and watermain portion of work was initiated in Q3 and mostly constructed by the end of Q4, with just the tie-ins and testing being deferred to Q1 of 2025.	990,000	932,657	794,152	138,505	17%			
Local Services	Maliview Sewer Utility (SSI)	Wastewater Treatment Plant Upgrade	50,000	685,000	226,717	458,283	67%	Q4 variance is due to delay of equipment delivery from Q4 to Q1 2025. Project still forecasted to be completed in 2025 as planned and is within scope and budget.	850,000	847,706	389,423	458,283	118%			
	Ganges Sewer	Ganges WWTP Replacement of Electrical & Instrumentation	375,000	100,000	13,744	86,256	86%	Project largely delayed from Q4 to Q1 2025 due to preliminary planning taking longer than anticipated. The overall project is within scope and budget with completion deferred to 2025.	575,000	101,028	14,772	86,256	584%		2025 plan revised; Completion Delayed	
	SSI Park Land and Rec Programs	Park Maintenance Facility	605,000	10,000	-	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.	615,000	10,399	399	10,000	2506%		2025 plan revised; Completion Delayed	

CAPITAL PROJECT			QUARTER 4						TOTAL 2024					ANNUAL STATUS OF CAPITAL PROJECT		
Department	Service Description	Capital Project Title	Q4 Budget	Q4 Forecast (at Q3)	Q4 Actuals	Forecast Variance (over)/under $	Forecast Variance %	Q4 Variance Explanation	Total 2024 Budget (as per approved budget)	Total 2024 Forecast (at Q3)	Total 2024 Actuals	Forecast Variance (over)/under $	Forecast Variance %	Scope	Timing	Budget
Local Services	Pender Island Community Parks	Schooner Way Trail	400,000	100,000	37,070	62,930	63%	Project has been delayed as license approvals from MOTI have taken longer than expected. Majority of work is deferred to 2025. The overall project is within scope and budget.	1,100,000	169,227	106,297	62,930	59%		2025 plan revised; Construction Delayed	
	Magic Lake Sewer Utility (SGI)	Pump Station and Treatment Plant Upgrades & Sewer Replacement	600,000	700,000	758,580	(58,580)	(8%)	Construction work ahead of Q4 plan, still within annual budget as 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.	5,600,000	5,505,413	5,563,993	(58,580)	(1%)			2024 amended
Parks and Environmental Services	Regional Parks	Mayne Island Demonstration Trail	350,000	664,500	356,012	308,488	46%	Project was substantially completed in Oct 2024, project now in warranty phase and development of operating and asset management procedures. The overall project is on time and within scope and budget.	1,400,000	1,400,000	1,091,512	308,488	28%			
	Regional Parks	Vehicle Replacement	137,750	376,101	70,505	305,596	81%	Additional vehicle acquired in Q4, final vehicles to be acquired in 2025. The overall project remains within scope and budget.	551,000	551,000	245,404	305,596	125%		2025 plan revised; Completion Delayed	
	Regional Parks	Design & Expand East Sooke Aylard Farm Parking	170,000	25,000	4,048	20,952	84%	Consultation work started in late Q4, with anticipated completion in Q2 2025. The overall project is within scope and budget.	1,120,000	51,637	30,685	20,952	68%		2025 plan revised; Completion Delayed	
	Regional Parks	Regional Trestle Renewal, Trails Widening and Lighting Project	1,282,485	1,294,436	527,357	767,079	59%	Work on the Selkirk Trestle began in Q4 with anticipated completion of the work in Q1, 2025. Overall Design and consultation continuing. The overall project is within scope and budget.	1,932,485	1,522,770	755,691	767,079	102%		2025 plan revised; Completion Delayed	
	SEAPARC	Skate Park Renewal	525,000	25,000	796	24,204	97%	Project is dependent on Debt funding; debt approval is in progress, with the project being advanced in 2025. The overall project is within scope and budget.	1,000,000	25,450	1,246	24,204	1943%		2025 plan revised; Completion Delayed	
	Panorama Recreation	Heat Recovery Plant	596,500	592,000	38,322	553,678	94%	Project tenders received in Q4 were above project budget, budget amendment process was begun in Q1 2025.	2,386,000	1,106,780	553,102	553,678	100%		2025 plan revised; Completion Delayed	2025 plan revised
	Panorama Recreation	Centennial Park Multi-Sport Box	1,207,102	1,625,000	1,184,942	440,058	27%	Project continues to move forward within overall scope and budget, project completion is anticipated in Q2 2025.	4,828,408	2,843,335	2,403,277	440,058	18%		2025 plan revised; Completion Delayed	
	Environmental Resource Management	Cell 4 Liner Installation	350,000	48,200	48,068	132	0%	Completion of Cell 4 liner installation and leachate piping occurred in Q4. The overall project is within scope and budget.	6,700,000	6,395,867	6,395,735	132	0%			
	Environmental Resource Management	Aggregate Production for Internal Use	250,000	223,000	211,086	11,914	5%	Production of the majority of remaining aggregate occurred in Q4. The overall project remains on time and within scope.	1,750,000	1,797,197	1,785,283	11,914	1%			2024 amended
	Environmental Resource Management	Landfill Gas Utilization	15,281,000	8,368,000	8,222,266	145,734	2%	Landfill Gas Utilization Interconnecting piping pressure testing and switchgear installation occurred in Q4. BC Hydro meter installation timeline has delayed energization, pushing some commissioning activities to 2025. 2024 phase of multi-year project to be completed in 2025. The overall project remains within scope and budget	22,281,000	15,777,983	15,632,249	145,734	1%		2025 plan revised; Completion Delayed	
	Environmental Resource Management	Gas Flare, Candlestick & LFG Blowers	425,000	1,135,000	1,126,854	8,146	1%	Propane commissioning was complete as part of phase 1 system commissioning. Natural gas commission was complete in Q4. The overall project is on time and within scope and budget.	1,700,000	1,759,917	1,751,771	8,146	0%			
	Environmental Resource Management	Hartland Amenity Project	1,300,000	120,000	32,924	87,076	73%	Project management and consulting work for the project occurred in Q4. Majority of construction costs will occur in 2025, with completion deferred to 2025. The overall project is within scope and budget.	3,800,000	356,482	269,406	87,076	32%		2025 plan revised; Completion Delayed	
	Environmental Resource Management	Contractor Workshop Relocation	850,000	-	-	-	0%	The planned construction of the contractor workshop relocation was not accomplished in 2024 due to delay in design and tendering and is being carried forward to 2025. The overall project is within scope and budget.	1,150,000	8,943	8,943	0	0%		2025 plan revised; Completion Delayed	
	Environmental Resource Management	Cell 5&6 Gravity Retaining Wall Construction	500,000	-	-	-	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. The overall project is within scope and budget.	750,000	-	-	0	0%		2025 plan revised; Completion Delayed	
	Environmental Resource Management	Cell 5 Liner Construction	1,500,000	449,500	375,796	73,704	16%	Construction of Cell 5 including aggregate production and sub-grade preparation occurred in Q4. Remaining activities including the installation of the pore pressure relief system, liner system and leachate system were deferred to 2025 due to the contractor's work schedule. The overall project remains within scope and budget.	3,000,000	1,165,842	1,092,138	73,704	7%		2025 plan revised; Completion Delayed	
	Environmental Resource Management	Cell 1, 2 & 3 Transition Liner	1,000,000	1,700,000	1,636,879	63,121	4%	Phase 2 of transition liner installation and leachate piping was installed in Q4. The overall project is on time and within scope and budget.	2,000,000	3,558,409	3,495,288	63,121	2%			
	Environmental Resource Management	Diversion Transfer Station	3,000,000	1,200,000	670,908	529,092	44%	Diversion Transfer Station construction, including erection of a building and leachate controls, occurred in 2024. Remaining activity was deferred to 2025 due to delay of contractor's work schedule. The overall project remains within scope and budget.	5,000,000	4,989,110	4,460,018	529,092	12%		2025 plan revised; Completion Delayed	

CAPITAL PROJECT			QUARTER 4						TOTAL 2024					ANNUAL STATUS OF CAPITAL PROJECT		
Department	Service Description	Capital Project Title	Q4 Budget	Q4 Forecast (at Q3)	Q4 Actuals	Forecast Variance (over)/under $	Forecast Variance %	Q4 Variance Explanation	Total 2024 Budget (as per approved budget)	Total 2024 Forecast (at Q3)	Total 2024 Actuals	Forecast Variance (over)/under $	Forecast Variance %	Scope	Timing	Budget
Parks and Environmental Services	Environmental Resource Management	RNG Spare Parts Inventory	-	700,000	-	700,000	100%	Spare parts selection and procurement by the Contractor was delayed from 2024 to 2025, in parallel with commissioning activities. The overall project remains within scope and budget.	700,000	700,000	-	700,000	0%		2025 plan revised; Completion Delayed	
	Environmental Resource Management	Food Waste Transfer Station Relocation Planning & Construction	1,050,000	250,000	124,014	125,986	50%	Construction of a precast block wall transfer station was complete in Q4. The overall project is within the amended scope and budget for completion.	1,050,000	1,050,436	924,450	125,986	14%	2024 amended		2024 amended
	Environmental Resource Management	NE & NW Aggregate Stockpile cover	-	-	-	-	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.	750,000	-	-	0	0%		2025 plan revised; Completion Delayed	
	Millstream Site Remediation	Millstream Meadows Remediation	418,500	700,000	62,748	637,252	91%	Project management on environmental remediations occurred in Q4, awaiting Ministry of Environment approval. Approval is anticipated in 2025 and finalization work will be deferred to 2025. The overall project is within scope and budget.	1,037,000	1,015,893	378,641	637,252	168%		2025 plan revised; Completion Delayed	2024 amended
	LWMP- Core and Westshore	Biosolids Advanced Thermal Pilot Demonstration Plant	500,000	287,000	59,285	227,715	79%	Development of a detailed design for an advanced thermal demonstration plant occurred and 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.	1,000,000	439,095	211,380	227,715	108%		2025 plan revised; Completion Delayed	
Parks and Environmental Services	Climate Action and Adaptation	Regional electric vehicle charging infrastructure	217,961	148,889	115,499	33,390	22%	Ongoing project management occurred in Q4 and will continue into 2025 to develop requirements for the project. Remaining activity deferred to 2025 due to grant funding agreement timelines and equipment procurement process. The overall project is within scope and budget.	792,961	180,334	146,944	33,390	23%		2025 plan revised; Construction Delayed	
Facilities	CRD Headquarters	Interior Renovations	206,250	172,366	383,473	(211,107)	(122%)	Project completed with significant increase in scope, a budget amendment is required .	825,000	825,000	1,036,107	(211,107)	(20%)	2024 amended		2024 to be amended
Finance and Technology	Information Technology	SAP Migration from ECC to S4	1,040,150	721,214	688,735	32,479	5%	The cutover from ECC to S/4Hana was successfully completed on October 7. To streamline the procurement process, the penetration test has been delayed to Q2 2025. In Q2, the project scope and budget were adjusted for critical hardware upgrades and software licenses. The project remains within the amended scope and budget.	3,975,952	3,752,875	3,720,396	32,479	1%	2024 amended		2024 amended
Facilities	Family Court Building	Detail Design & Replacement of HVAC	262,500	-	-	-	0%	Project is dependent on a new lease arrangement for the facility with VIHA, and also requires grant or other funding. The overall project is on hold, but is within scope and budget.	1,050,000	-	-	0	0%		2025 plan revised; Acquisition Delayed	
Land Banking and Housing	Land Banking and Housing	Village on the Green	2,000,000	2,000,000	2,000,000	-	0%	Project is in predevelopment phase and CRD advanced funds in Q4 as planned. The overall project is within scope and budget.	2,000,000	2,000,000	2,000,000	0	0%			
	Land Banking and Housing	Campus View	2,000,000	2,000,000	3,800,000	(1,800,000)	(90%)	Project is in predevelopment phase and CRD advanced funds in Q4 2024 to CRHC as planned, in addition to a previously received federal 1.8M RHFP grant. The overall project is on time and within scope and budget.	2,000,000	2,000,000	3,800,000	(1,800,000)	(47%)			
	Land Banking and Housing	Verdier/Brentwood & Mt Tolmie	5,075,000	5,394,490	12,664	5,381,826	100%	This project remains in the predevelopment phase. The variance is due to the slower progress than anticipated in building permit submission. The overall project is on time and within scope and budget.	5,400,000	5,410,927	29,101	5,381,826	18494%			
	Land Banking and Housing	Land Acquisition for future development	-	700,000	738,808	(38,808)	(6%)	Galiano Green project purchased; extra costs due to consultant work. The overall project is on time and within scope and budget.	700,000	700,000	738,808	(38,808)	0%			
Royal Theatre	Royal Theatre	Repair Building Envelope	175,000	50,000	743	49,257	99%	2024 repointing work completed in Q3. Planning work for the 2025 phase continued in Q4. The overall project is on time and within scope and budget.	700,000	283,491	234,234	49,257	21%			
Finance and Technology	Finance	Additional Office Space at IWS Field Office	562,500	-	-	-	0%	Project delayed indefinitely pending assessment of corporate space planning needs.	750,000	-	-	0	0%	2025 plan revised	2025 plan revised; Construction Delayed	2025 plan revised
		Total Projects >$500k	**105,600,698**	**47,041,496**	**34,513,352**	**12,528,144**	**27%**		**197,825,556**	**105,709,368**	**93,181,224**	**12,528,144**	**13%**			
		Total Projects <$500K; Potential Parkland Acquisitions							**69,174,589**							
		Total Projects							**267,000,145**							

*Amended Budget as at November 13, 2024 (Bylaw #4645)

CAPITAL PROJECT			QUARTER 4						TOTAL 2024					ANNUAL STATUS OF CAPITAL PROJECT		
Department	Service Description	Capital Project Title	Q4 Budget	Q4 Forecast (at Q3)	Q4 Actuals	Forecast Variance (over)/under $	Forecast Variance %	Q4 Variance Explanation	Total 2024 Budget (as per approved budget)	Total 2024 Forecast (at Q3)	Total 2024 Actuals	Forecast Variance (over)/under $	Forecast Variance %	Scope	Timing	Budget
CRHD																
Planning & Protective Services	Capital Regional Hospital District	Regional Housing First Program Contribution	-	9,950,000	9,980,681	(30,681)	(0%)	Contribution to RHFP completed in Q4. Project is on time and within scope and budget.	10,000,000	9,950,000	9,980,681	(30,681)	0%			
		Total Projects >$500k	**-**	**9,950,000**	**9,980,681**	**- 30,681**	**0%**		**10,000,000**	**9,950,000**	**9,980,681**	**(30,681)**	**0%**			
		Total Projects <$500K; Capital Grants							**16,373,443**							
		Total Projects							**26,373,443**							
CRHC																
Planning & Protective Services	Regional Housing	Michigan Redevelopment Housing	2,710,970	2,101,241	2,136,070	(34,829)	(2%)	Operations for the buildings commenced in September. The Q4 variance is due to the timing of construction draw. Overall project remains within scope and on plan with the amended budget.	9,065,142	8,447,627	8,482,456	(34,829)	0%			2024 amended
		Caledonia Redevelopment Housing	7,932,771	6,168,997	4,728,532	1,440,465	23%	The Q4 variance is due to delays on site related to sequencing, and Townhouse 2 being behind schedule. The project is still on track to be completed by Q2 2025. Overall project is within scope and budge.	32,000,000	27,783,341	26,342,876	1,440,465	5%		2025 plan revised; Completion Delayed	
		Carey Lane BER	714,864	1,023,681	830,942	192,739	19%	The Q4 variance is due to project scheduling, billing cycle, and seasonal restrictions. The project is still on track to be completed by Q3 2025. Overall project is within scope and budget.	5,005,232	4,886,561	4,693,822	192,739	4%	2024 to be re-evaluated	2025 plan revised; Completion Delayed	2024 to be re-evaluated
		Campus View Redevelopment	1,253,692	425,067	454,560	(29,493)	(7%)	The project progressed well in Q4 and a Building Permit was submitted ahead of the schedule. The Q4 variance is due to the Building Permit fees was forecasted for Q1 2025 but paid in Q4 2024. Project forecasted for completion in Q3 2027. Overall project is within scope and budget.	2,530,000	750,750	780,243	(29,493)	-1%		2025 plan revised; Construction Delayed	
		Village on the Green Redevelopment	2,829,313	2,851,687	528,633	2,323,054	81%	This project remains in the predevelopment phase. The variance is due to the slower progress than anticipated for city building permits and construction manager procurement. Overall project is on time and within scope and budget.	4,632,205	3,433,570	1,110,516	2,323,054	50%		2025 plan revised; Completion Delayed	
		New Redevelopment Projects - including Verdier/Brentwood	3,177,317	1,039,658	223,120	816,538	79%	This project remains in the predevelopment phase. The variance is due to the consultant billing cycle and the slower progress in building permit submission. Overall project is on time and within scope and budget.	3,972,427	1,163,936	347,399	816,538	21%		2025 plan revised; Completion Delayed	
		Routine Capital	1,506,698	1,026,082	1,050,710	(24,627)	(2%)	Q4 variance is due to unplanned minor replacements in several buildings. Overall project remains within scope and on plan with the amended budget.	4,304,852	4,680,883	4,705,511	(24,627)	-1%			
		Total Projects >$500k	**20,125,625**	**14,636,414**	**9,952,567**	**4,683,847**	**32%**		**61,509,858**	**51,146,670**	**46,462,823**	**4,683,847**	**8%**			
		Total Projects <$500K							**415,002**							
		Total Projects							**61,924,860**							

Making a difference...together

APPENDIX H
HUMAN RESOURCES TRENDS AND CORPORATE SAFETY
OPEN CAPITAL REGIONAL DISTRICT BOARD
MEETING OF WEDNESDAY, APRIL 9, 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 ServicesTM* program, for which the CRD is a member. This report is for the fourth 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 identified 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 532 auxiliary staff, with most of these staff working in 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. 89.8% 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 45.4 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 29% 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%*** ***Q4: 89.4%***	***89.7%***	***82.9%***	*90.1%*	*78.9%*
Average Length of Service (regular staff)	***Q1: 8.9 years*** ***Q2: 8.8 years*** ***Q3: 8.7 years*** ***Q4: 8.8 years***	***8.8 years***	***10.7 years***	*9.1 years*	*10.8 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)*
Average Employee Age (regular staff)	***Q1-3: 45.3 yrs*** ***Q4: 45.5 yrs***	***45.4 years***	***46.6 years***	*45.5 years*	*46.7 years*
Turnover Rate / Retirement Rate (regular staff)	***Q1: 3.1% (1.5% retire.)*** ***Q2: 2.0% (0.7% retire.)*** ***Q3: 2.3% (0.3% retire.)*** ***Q4: 1.7% (0.4% retire.)***	***9.1% (2.6% retirements)***	***7.7% (2.0% retirements)***	*8.3% (1.8% retirements)*	*8.4% (1.7% retirements)*

2. ***Job Opportunities***

In 2024, 351 job postings for 568 individual job opportunities were posted, with 6,852 applications received. As of writing, there are 48 job postings under active recruitment and listed on the CRD's website, inclusive of 22 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, 1,206 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*** ***Q4: 130***	***568***	***N/A***	*488*	*N/A*

3. ***Absenteeism and Occupational Health and Safety***

As an essential service, the CRD closely monitors the impact of absenteeism and takes appropriate measures to ensure essential operations are maintained. The CRD measures and monitors absenteeism by both its sick leave usage and safety ratings and has commenced a comprehensive

disability management program aimed at early intervention and proactive and positive return to work programs. The CRD is continuing its proactive disability management efforts to ensure costs of absenteeism are appropriately managed, and employees are actively engaged early in return-to-work measures to aid in their recovery to work from illness, as well as its proactive healthy workplace program focused on providing employees personal tools to keep them healthy.

Typically, sick leave absenteeism rates will be higher in Quarters 1 and 4 of a year given higher levels of cold-and-flus in the community. Quarter 4, 2024 was consistent with this normal trend. Sick leave usage is closely monitored through our comprehensive leave management programs.

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%*** ***Q4: 4.4%***	**4.4%**	**4.4%**	*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.

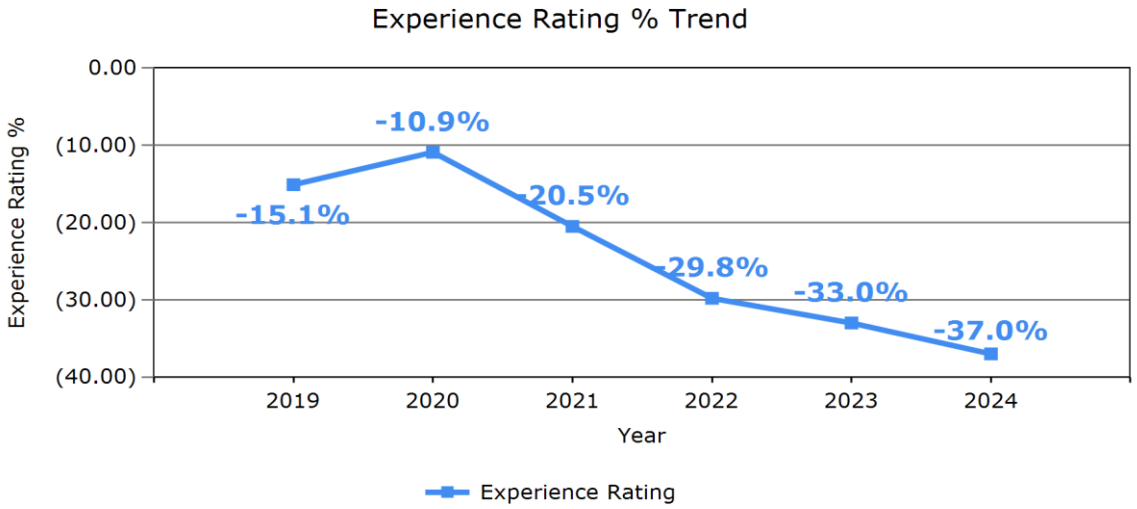
Local government industry WorkSafeBC base rates have increased 81% since 2019 (from 2.08% to 3.76% in 2025). Despite this base trend, the CRD's Actual ERA ("Net Rate") remains consistently below the rate for industry as a result of our proactive and diligent safety program. For 2024, the CRD's total Net Rate with WorkSafeBC, inclusive of our industry leading Certificate of Recognition (CoR) certification, was 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 receiving a further reduction in rates, to 2.35%, which is 47.6% below the base rate.

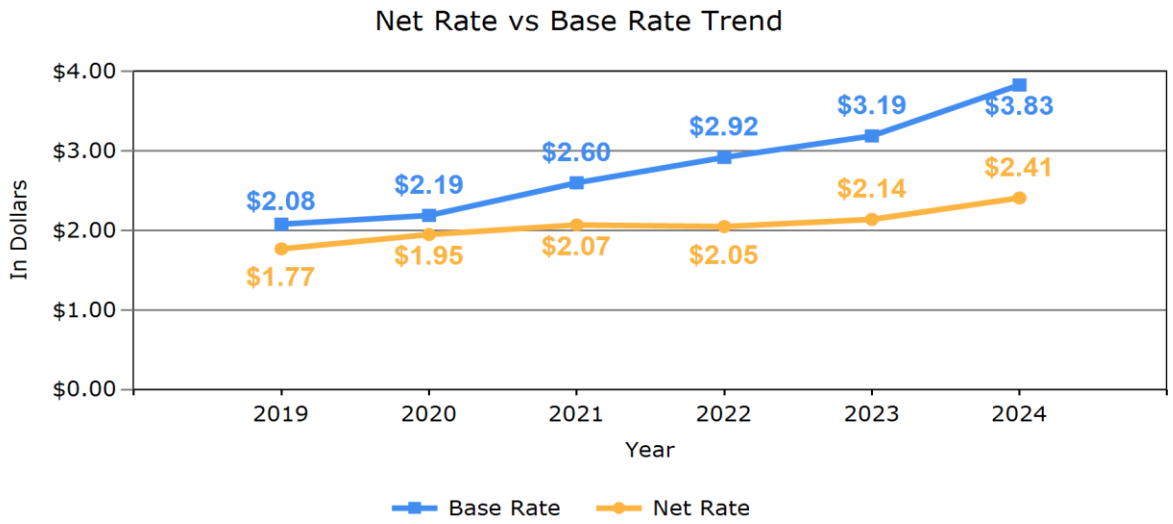
Table 4:

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:





4. ***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. The Plan has sixty-six (66) actions over a 4-year period, and the CRD remains on track to implement these as scheduled. A copy of the Strategic Plan is here.

5. Awards and Recognition

On March 8, 2025, Navdeep (Nav) Gill, the CRD's Manager of Occupational Health and Safety within our People, Safety and Culture division, was recognized as one of Canada's Top Female Safety Leaders by Canadian Occupational Safety. This prestigious award recognizes and celebrates the achievements of female leaders in occupational health and safety (OHS) field in Canada and aims to highlight the contributions of women who are making a difference in the OHS sector. We are truly proud of Nav for this extraordinary achievement, and for her continued leadership and professional expertise in the field of safety.

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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EIS 25-12

REPORT TO CAPITAL REGIONAL DISTRICT BOARD
MEETING OF WEDNESDAY, APRIL 09, 2025

SUBJECT **Biosolids Beneficial Use Management – March Update**

To provide a monthly update to the Capital Regional District (CRD) Board on the beneficial uses of biosolids in alignment with the Long-term Biosolids Management Strategy.

BACKGROUND

The CRD has been producing Class A biosolids at the Residuals Treatment Facility since the commissioning of the core area wastewater treatment project in 2020. On June 18, 2024, the CRD submitted its Long-term Biosolids Management Strategy to the Province for review. The Strategy prioritizes advanced thermal treatment as the preferred option for biosolids management with a portfolio of out-of-region, non-agricultural beneficial uses for resiliency and contingency purposes.

This report provides a monthly update on the beneficial uses of CRD-produced biosolids in alignment with the Long-term Biosolids Management Strategy.

Biosolids Beneficial Use Management

Ministerial Endorsement

On March 19, 2025, the Minister of Environment and Parks acknowledged that the CRD's Long-term Biosolids Management Strategy puts the CRD in a strong position to meet its biosolids beneficial use obligations (Appendix A). Following this endorsement staff will continue to explore and refine opportunities for advanced thermal treatment aligned with Tier 1 of the Long-term Biosolids Management Strategy for the Board's consideration.

Biosolids Production and Management

In March 2025, the CRD Residuals Treatment Facility produced 310 tonnes of Class A Biosolids. All the biosolids were beneficially used for out-of-region, non-agricultural applications.

The CRD has established two existing options for biosolids beneficial uses including energy feedstock for cement manufacturing in Richmond, BC and as a soil amendment for the reclamation of a quarry site in Cassidy, BC. In March 2025, the CRD added a nursery in the Fraser Valley to its portfolio of options where the biosolids will be used as a non-agricultural growing medium for potted cedar trees and shrubs.

CRD staff conduct ongoing daily coordination of biosolids management to mitigate costs across its portfolio of options based on available capacity.

Out-of-region Compliance Options

To add further resilience and to encourage cost-competitive options under the CRD's portfolio for beneficial use of biosolids, staff have posted a Request For Proposals (RFP) to identify additional non-agricultural, out-of-region options, which will remain open until December 31, 2025. As of the date of this report, there have been no new submissions under the RFP.

Financial Implications

Biosolids beneficial use management costs averaged $209,000 per month based on 2023 and 2024 actuals. Staff's current cost forecast anticipates similar annual costs for 2025 and 2026 in the range of $2.2M to $2.5M based on current options and trends.

Biosolids beneficial use management is funded through the Core Area Liquid Waste Management budget with $1.2M allocated for 2025 based on a higher dependance on the Richmond facility option, which is the lower cost option on a per tonne basis. Staff closely monitor these budgets and will bring forward any necessary amendments for the Board's consideration.

CONCLUSION

In March 2025, the Minister of Environment and Parks acknowledged that the Capital Regional District's (CRD) Long-term Biosolids Management Strategy puts the CRD in a strong position to meet its obligations for the beneficial use of biosolids. Throughout March, the CRD continued to beneficially use all of its produced Class A biosolids in alignment with the Strategy using a portfolio of out-of-region non-agricultural options including the recent addition of a nursery in Agassiz, BC. CRD staff continue to manage the beneficial use of biosolids between its portfolio of options with the goal of mitigating costs.

RECOMMENDATION

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

Submitted by:	Rory Tooke, PhD, Senior Manager, Environmental Innovation
Concurrence:	Luisa Jones, MBA, General Manager, Parks, Recreation & Environmental Service
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: Acknowledgement of Receipt of the Long-term Biosolids Management Strategy – Letter from the Minister of Environment and Parks (March 19, 2025)

Reference: 412940

March 19, 2025

Cliff McNeil-Smith, Chair
and Directors
Capital Regional District
PO Box 1000
Victoria BC V8W 2S6

Sent via email: crdchair@crd.bc.ca

Dear Chair McNeil-Smith and Directors:

Re: Acknowledgement of Receipt of the Long-term Biosolids Management Strategy

Thank you for the submission of the Capital Regional District's (CRD) Long-term Biosolids Management Strategy on June 18, 2024. The Long-term Biosolids Management Strategy was a commitment in the CRD's Biosolids Beneficial Use Strategy (May 2019) submitted to fulfill the ministerial condition placed on the November 18, 2016, approval of the CRD's Liquid Waste Management Plan (LWMP) Amendment 11.

CRD's LWMP commits to the beneficial use of biosolids. The ministry defines beneficial use in accordance with the Canadian Council of the Ministers of the Environment *Canada-Wide Approach for the Management of Wastewater Biosolids* (October 11, 2012) and the *Guidance Document for the Beneficial Use of Municipal Biosolids, Municipal Sludge and Treated Septage* (2012). The inclusion of a suite of beneficial use options will place the CRD in a better position to meet its LWMP commitment.

The Long-term Biosolids Management Strategy does not form part of the CRD's approved Liquid Waste Management Plan. Therefore, the CRD must ensure that all beneficial use options outlined in the Long-term Biosolids Management Strategy receive authorization under the *Environmental Management Act,* as required, and that the appropriate mechanism for receiving approval from the electors for any borrowing is pursued.

...2

Ministry of Environment and Parks
Office of the Minister
Mailing Address:
Parliament Buildings
Victoria BC V8V 1X4
Telephone: 250 387-1187
Facsimile: 250 387-1356
Website: www.gov.bc.ca/env

Thank you again for your submission.

Sincerely,

Tamara Davidson
Minister of Environment and Parks

cc: Luisa Jones, General Manager, Capital Regional District
Valerie Landa, Administrative Secretary, Capital Regional District

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REPORT TO CAPITAL REGIONAL DISTRICT BOARD
MEETING OF WEDNESDAY, APRIL 9, 2025

SUBJECT **AAP Requirements for Bylaw No. 4634: Sooke and Electoral Area Recreation and Facilities Service 2025 Capital Project Loan Authorization Bylaw No. 1, 2025**

ISSUE SUMMARY

The CRD Board must establish the process for conducting an alternative approval process (AAP) by establishing the total number of electors, approving the deadline to receive elector responses, approving a synopsis for the bylaw, the statutory notice, and the elector response form.

BACKGROUND

At its meeting held February 12, 2025, the Capital Regional District (CRD) Board gave third reading to Bylaw No. 4634, "*Sooke and Electoral Area Recreation and Facilities Service 2025 Capital Project Loan Authorization Bylaw No. 1, 2025*" (Appendix A).

The purpose of Bylaw No. 4634 is to authorize the borrowing of a sum not exceeding Three Million One Hundred Fifty Thousand Dollars ($3,150,000) for the purposes of recreational service capital projects, including heat recovery capital projects and the construction and development of a skateboard park. The debt servicing cost will be recovered over a maximum term of 15 years through annual requisition for the service.

Prior to adopting a loan authorization bylaw, participating area approval is required and will be obtained for the entire service area by alternative approval process. The service area applies to the electors within the Sooke and Electoral Area Recreation and Facilities Service area which is comprised of the District of Sooke and a portion of the Juan de Fuca Electoral Area (including East Sooke, Jordan River, Otter Point, Shirley and Rural Resource Lands; and specifically excluding Malahat, Port Renfrew, and Willis Points) as set out in Bylaw No. 4029, as amended, in the Capital Regional District.

The following documents have been prepared in accordance with the applicable sections of the *Local Government Act* and the *Community Charter* and must be approved by the CRD Board:

- Synopsis of Bylaw No. 4634 (Appendix B)
- Notice of AAP for Bylaw No. 4634 (Appendix C)
- Elector Response Form for Bylaw No. 4634 (Appendix D)

With an AAP, the Board may proceed with adopting the bylaw if less than 10% of electors submit a signed Elector Response Form indicating that the Board must obtain the assent of the electors by way of assent voting (referendum). The total number of electors in the Sooke and Electoral Area Recreation and Facilities Service area is determined to be 18,255 of which 10% is 1,826 electors. The AAP Elector Response Form will be available when the statutory Notice of AAP is published on April 17, 2025 and the response period will close at 4:30 pm on May 23, 2025.

ALTERNATIVES

Alternative 1
1. That in accordance with section 86(3) of the *Community Charter*, the date of May 23, 2025 be confirmed as the deadline by which elector responses, under the alternative approval process for CRD Bylaw No. 4634, must be submitted to the Capital Regional District by qualified electors within the service participating area;
2. That the attached Synopsis of Bylaw No. 4634 (Appendix B), Notice of Alternative Approval Process (Appendix C), Elector Response Form (Appendix D), and AAP communication channels (Appendix E) be approved; and
3. That the total number of registered electors within the service participating area is 18,255 and that 10% of that number is 1,826 electors.

Alternative 2
That this report be referred back to staff for additional information.

IMPLICATIONS

Communication Channels
The AAP notification for Bylaw No. 4634 will launch on April 17, 2025. The purpose of the communication approach is to inform electors in the Sooke and Electoral Area Recreation and Facilities Service area of the purpose and intent of borrowing for recreational service capital projects, provide information regarding the opportunity to submit response forms to the bylaw prior to the deadline, and address questions that may arise during the process. The AAP communication channels plan is attached as Appendix E.

CONCLUSION

The CRD Board had previously approved obtaining participating area approval for the entire service area by alternative approval process for Bylaw No. 4634, "*Sooke and Electoral Area Recreation and Facilities Service 2025 Capital Project Loan Authorization Bylaw No. 1, 2025*". Prior to conducting the alternative approval process, the Board must confirm the deadline to receive elector responses as May 23, 2025, establish the number of eligible electors, and approve the synopsis of Bylaw No. 4634 (Appendix B), Notice of Alternative Approval Process (Appendix C), and the Elector Response Form (Appendix D) in accordance with the applicable provincial legislation.

RECOMMENDATION

1. That in accordance with section 86(3) of the *Community Charter*, the date of May 23, 2025 be confirmed as the deadline by which elector responses, under the alternative approval process for CRD Bylaw No. 4634, must be submitted to the Capital Regional District by qualified electors within the service participating area;
2. That the attached Synopsis of Bylaw No. 4634 (Appendix B), Notice of Alternative Approval Process (Appendix C), Elector Response Form (Appendix D), and AAP communication channels (Appendix E) be approved; and
3. That the total number of registered electors within the service participating area is 18,255 and that 10% of that number is 1,826 electors.

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

ATTACHMENT(S)

Appendix A: Bylaw No. 4634 at Third Reading
Appendix B: Synopsis of Bylaw No. 4634
Appendix C: Notice of AAP for Bylaw No. 4634
Appendix D: Elector Response Form for Bylaw No. 4634
Appendix E: AAP Communication Channels for Bylaw No. 4634

CAPITAL REGIONAL DISTRICT

BYLAW NO. 4634

****

*** A BYLAW TO AUTHORIZE THE BORROWING OF THREE MILLION ONE HUNDERED FIFTY THOUSAND DOLLARS ($3,150,000) FOR THE PURPOSE OF CONSTRUCTION OF RECREATIONAL SERVICE CAPITAL PROJECTS IN THE DISTRICT OF SOOKE AND THE JUAN DE FUCA ELECTORAL AREA**

****

WHEREAS:

A. Under Bylaw No. 4029, "Sooke and Electoral Area Recreation and Facilities Service Establishment Bylaw No. 1, 2016", the Capital Regional District established a service for recreational and related community programs, equipment, and facilities for the municipal participating area of the District of Sooke, and a portion of the Electoral Area of Juan de Fuca;

B. The Board of the Capital Regional District wishes to construct recreational service capital projects for the service including a Heat Recovery System for the SEAPARC Recreation Centre and the Sooke Skate Park replacement as included in the service's capital plan;

C. The estimated cost of the recreational service capital projects, including heat recovery capital improvements and the construction and development of a skateboard park, including expenses incidental thereto to be funded by debt servicing, is the sum of Three Million One Hundred Fifty Thousand Dollars ($3,150,000), which is the amount of debt intended to be authorized by this bylaw;

D. Pursuant to Section 407(3)(b) of the *Local Government Act*, elector approval is required, and pursuant to Section 345, elector consent is to be obtained by alternative approval process;

E. The approval of the Inspector of Municipalities is required under Section 406 of the *Local Government Act*; and

F. Financing is proposed to be undertaken by the Municipal Finance Authority of British Columbia pursuant to agreements between it and the Capital Regional District;

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

1. The Board is hereby empowered and authorized to undertake and carry out or cause to be carried out the planning, study, design, supply and installation of all material, equipment and components and all construction necessary for the recreational service capital projects, including heat recovery capital projects and the construction and development of a skateboard park, in connection with the service and to do all things necessary in connection with the recreational service capital projects and without limiting the generality of the foregoing:

    a) to borrow upon the credit of the Capital Regional District a sum not exceeding Three Million One Hundred Fifty Thousand Dollars ($3,150,000); and

    b) 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 recreational service capital projects.

2. The maximum term for which debentures may be issued to secure the debt intended to be created by this bylaw is fifteen (15) years.

3. This Bylaw may be cited as "Sooke and Electoral Area Recreation and Facilities Service Loan Authorization Bylaw No. 1, 2025".

READ A FIRST TIME THIS	13th	day of	November,	2024
READ A SECOND TIME THIS	13th	day of	November,	2024
READ A THIRD TIME THIS	12th	day of	February,	2025
APPROVED BY THE INSPECTOR OF MUNICIPALITIES THIS	27th	day of	February,	2025
APPROVED BY ALTERNATIVE APPROVAL PROCESS PER S.345 OF THE *LOCAL GOVERNMENT* ACT THIS		day of		20__
ADOPTED THIS		day of		20__

CHAIR

CORPORATE OFFICER

FILED WITH THE INSPECTOR OF MUNICIPALITIES THIS day of 20__

Appendix B

Synopsis of Bylaw No. 4634, *"Sooke and Electoral Area Recreation and Facilities Service Loan Authorization Bylaw No. 1, 2025"*

The purpose of Bylaw No. 4634 is to authorize the borrowing of a sum not exceeding Three Million One Hundred Fifty Thousand Dollars ($3,150,000) for the purposes of recreational service capital projects, including heat recovery capital projects and the construction and development of a skateboard park. The debt servicing cost will be recovered over a maximum term of 15 years through annual requisition for the service.

The Alternative Approval Process opportunity applies to the electors within the **Sooke and Electoral Area Recreation and Facilities Service area which is comprised of the District of Sooke and a portion of the Juan de Fuca Electoral Area (including East Sooke, Jordan River, Otter Point, Shirley and Rural Resource Lands; and specifically excluding Malahat, Port Renfrew, and Willis Point)** as set out in Bylaw No. 4029, as amended, in the Capital Regional District.

Please note that this synopsis of Bylaw No. 4634 is not intended to be or understood as an interpretation of the bylaw. A copy of the complete bylaw and this notice may be viewed at Capital Regional District offices located at 625 Fisgard Street, Victoria, BC from 8:30 am to 4:30 pm, Monday to Friday (excluding statutory holidays). The bylaw may also be viewed at **www.crd.ca/SEAPARC-aap.**

Appendix C

NOTICE TO ELECTORS
WITHIN THE CAPITAL REGIONAL DISTRICT

Alternative approval process for Bylaw No. 4634 to authorize the borrowing of a sum not to exceed Three Million One Hundred Fifty Thousand Dollars ($3,150,000) for the purpose of recreational service capital projects (SEPARC Recreation Centre and Sooke Skate Park) in the Sooke and Electoral Area Recreation and Facilities Service

Notice is hereby given that the Board of Directors of the Capital Regional District ("CRD") proposes to adopt Bylaw No. 4634, *"Sooke and Electoral Area Recreation and Facilities Service Loan Authorization Bylaw No. 1, 2025"*. The service area applies to electors of the Sooke and Electoral Area Recreation and Facilities Service area as set out in Bylaw No. 4029, as amended. The purpose of Bylaw No. 4634 is to authorize the borrowing of a sum not exceeding Three Million One Hundred Fifty Thousand Dollars ($3,150,000) for the purposes of recreational service capital projects, including heat recovery capital projects and the construction and development of a skateboard park. The debt servicing cost will be recovered over a maximum term of 15 years through annual requisition for the service.

The Alternative Approval Process opportunity applies to the electors within the **Sooke and Electoral Area Recreation and Facilities Service area which is comprised of the District of Sooke and a portion of the Juan de Fuca Electoral Area (including East Sooke, Jordan River, Otter Point, Shirley and Rural Resource Lands; and specifically excluding Malahat, Port Renfrew, and Willis Point)** as set out in Bylaw No. 4029, as amended, in the Capital Regional District.

Please note that this synopsis of Bylaw No. 4634 is not intended to be or understood as an interpretation of the bylaw. A copy of the complete bylaw and this notice may be viewed at Capital Regional District offices located at 625 Fisgard Street, Victoria, BC from 8:30 am to 4:30 pm, Monday to Friday (excluding statutory holidays). The bylaw may also be viewed at **www.crd.ca/SEAPARC-aap**.

Take further notice that the CRD may proceed with Bylaw No. 4634 unless at least 1,826 electors (constituting 10% of eligible electors) within the Sooke and Electoral Area Recreation and Facilities Service area indicate, by signing the elector response form, that the Board must obtain the assent of the electors by way of an assent vote (referendum) before proceeding to adopt Bylaw No. 4634.

The elector response must be in the form as established by the CRD and is available from the CRD on request or from the CRD website at **www.crd.ca/SEAPARC-aap**. The only persons entitled to sign elector response forms are electors of the area to which the alternative approval process opportunity applies. The alternative approval process applies to the electors within the **Sooke and Electoral Area Recreation and Facilities Service area which is comprised of the District of Sooke and a portion of the Juan de Fuca Electoral Area (including East Sooke, Jordan River, Otter Point, Shirley and Rural Resource Lands; and specifically excluding Malahat, Port Renfrew, and Willis Point).**

The deadline for submitting signed elector response forms, in relation to Bylaw No. 4634, to the CRD is **4:30 pm on Friday, May 23, 2025**. Forms must be received by the deadline to be counted. A copy of the elector response form may be downloaded from: www.crd.ca/SEAPARC-aap.

To obtain an elector response form, or for questions about the alternative approval process, contact Legislative Services, 625 Fisgard Street, Victoria, BC, V8W 1R7, email legserv@crd.bc.ca, telephone 250.360.3024 or toll free 1.800.663.4425 from 8:30 am to 4:30 pm, Monday to Friday (excluding statutory holidays).

Questions regarding Bylaw No. 4634 may be directed to Melanie Alsdorf, Senior Manager SEAPARC Recreation, 2168 Phillips Road, Sooke, BC, 250.642.8009, malsdorf@crd.bc.ca, from 8:30 am to 4:30 pm, Monday to Friday (excluding statutory holidays) from the date of this notice until May 23, 2025.

Qualifications for Resident and Non-Resident Property Electors

Resident Elector*:* You are entitled to submit an elector response form as a Resident Elector if you are 18 years or older on the date of submission of the elector response form, are a Canadian citizen, have resided in British Columbia for at least 6 months and currently reside in the **Sooke and Electoral Area Recreation and Facilities Service area** prior to signing the elector response form.

Non-Resident Property Elector*:* You may submit an elector response form as a Non-Resident Property Elector if you are 18 years or older on the date of submission of the elector response form, are a Canadian citizen, have resided in British Columbia for 6 months, have owned and held registered title to property in the **Sooke and Electoral Area Recreation and Facilities Service area** for 30 days and do NOT qualify as a Resident Elector. If there is more than one registered owner of the property (either as joint tenants or tenants in common) only one individual may, with the written consent of the majority, submit an elector response form.

Elector response forms, a copy of Bylaw No. 4634, and a copy of this Notice may be inspected during regular office hours, 8:30 am to 4:30 pm, Monday to Friday (excluding statutory holidays) from the date of this notice until **4:30 pm on Friday, May 23, 2025** at the following CRD locations:

- CRD Headquarters, 625 Fisgard Street, Victoria, BC
- SEAPARC Recreation Centre, 2168 Phillips Road, Sooke, BC
- CRD Planning Office, #3-7450 Butler Road, Sooke, BC
- on the CRD website: www.crd.ca/SEAPARC-aap

Given under my hand at Victoria, BC this 17th day of April 2025.
Kristen Morley
Corporate Officer

Making a difference...together

ELECTOR RESPONSE FORM

Appendix D

Alternative Approval Process for Bylaw No. 4634

By completing this elector response form **I oppose** the Capital Regional District's intention to adopt **Bylaw No. 4634, *"Sooke and Electoral Area Recreation and Facilities Service Loan Authorization Bylaw No. 1, 2025,"*** which authorizes the borrowing of up to $3,150,000 to be repaid over a period not exceeding 15 years for the purpose of financing recreational service capital projects at the SEAPARC Recreation Centre and the Sooke Skate Park, unless a vote is held.

Please print using BLOCK LETTERS

Full name of elector: _____
(one form per person)

Choose one (see next page for eligibility requirements):

☐ **I am a resident elector**

Residential Address: _____
Street Name Municipality/Electoral Area Postal Code

☐ I **am a non-resident property elector** in the Capital Regional District who lives in another community in **British Columbia** and owns property at the below address (see reverse for eligibility requirements):

_____
Street Name Municipality/Electoral Area Postal Code

Signature: _____
****A person must not sign more than one elector response form****

The deadline for submitting this elector response form to the **Capital Regional District** is: **4:30 p.m. on Friday, May 23, 2025.**

Address: c/o Legislative Services, CRD, 625 Fisgard Street, Victoria, BC, V8W 1R7
Phone: 250.360.3024
E-mail: LegServ@crd.bc.ca (please scan a legible signed copy as PDF)

The Capital Regional District may obtain elector approval for Bylaw No. 4634, "*Sooke and Electoral Area Recreation and Facilities Service Loan Authorization Bylaw No. 1, 2025"* unless at least 1,826 electors sign and submit a completed copy of this elector response form to the Capital Regional District by the deadline.

Additional information can be found on the next page of this form about the subject of this alternative approval process as well as elector qualifications.

Personal information collected by this form is authorized under the *Freedom of Information and Protection of Privacy Act* sections 26(a) and 26(c) and will be used only for the purpose of conducting an alternative approval process pursuant to Section 86 of the *Community Charter*. questions about the collection and use of this information, please contact Marlene Lagoa, Deputy Corporate Officer, Capital Regional District, 625 Fisgard Street, Victoria, 250.360.3127 OR LegServ@crd.bc.ca.

Bylaw No. 4634 – AAP Information Sheet

The purpose of Bylaw No. 4634 is to authorize the borrowing of a sum not exceeding Three Million One Hundred Fifty Thousand Dollars ($3,150,000) for the purposes of recreational service capital projects, including heat recovery capital projects and the construction and development of a skateboard park. The debt servicing cost will be recovered over a maximum term of 15 years through annual requisition for the service.

The Alternative Approval Process opportunity applies to the electors within the **Sooke and Electoral Area Recreation and Facilities Service area which is comprised of the District of Sooke and a portion of the Juan de Fuca Electoral Area (including East Sooke, Jordan River, Otter Point, Shirley and Rural Resource Lands; and specifically excluding Malahat, Port Renfrew, and Willis Point)** as set out in Bylaw No. 4029, as amended, in the Capital Regional District.

Please note that this synopsis of Bylaw No. 4634 is not intended to be or understood as an interpretation of the bylaw. A copy of the complete bylaw and this notice may be viewed at Capital Regional District offices located at 625 Fisgard Street, Victoria, BC from 8:30 am to 4:30 pm, Monday to Friday (excluding statutory holidays). The bylaw may also be viewed at www.crd.ca/SEAPARC-aap.

Additional Information About Elector Eligibility

In order to sign an elector response form, a person must either be a resident elector or a non-resident property elector.

A **resident elector** is an individual who is entitled to sign an elector response form during an AAP by virtue of living within that jurisdiction. *When signing an elector response form*, a resident elector must: • be 18 years of age or older; • be a Canadian citizen; • have been a resident of British Columbia for at least six months; • be a resident of the jurisdiction (e.g., municipality or electoral area); • live in the area defined for the AAP (i.e. **Sooke and Electoral Area Recreation and Facilities Service area**); and, • not be disqualified under the *Local Government Act,* or any other enactment from voting in a local election or be otherwise disqualified by law.	A **non-resident property elector*** is an individual that does not live in a jurisdiction and who is entitled to sign an elector response form during an AAP by virtue of owning property in that jurisdiction. *When signing an elector response form*, a non-resident property elector must: • be at least 18 years of age; • be a Canadian citizen; • have been a resident in British Columbia for at least six months; • be a registered owner of property in the area defined for the AAP (i.e. **Sooke and Electoral Area Recreation and Facilities Service area**); for at least 30 days; and, • not be disqualified under the *Local Government Act*, or any other enactment from voting in a local election or be otherwise disqualified by law.

Notes for non-resident property elector(s):

- *Section 86(7) of the Community Charter requires the elector's full name and residential address or the address of the property in relation to which the person is entitled to register as a non-resident property elector in order for this response form to be counted.*
- *Only one non-resident property elector may sign an elector response form per property, regardless of how many people own the property; and, that owner must have the written consent of a majority of the other property owner(s) to sign the response form on their behalf. Property owned in whole or in part by a corporation does not qualify under the non-resident property elector provisions.*

Appendix E

Table: AAP Communication Channels for Bylaw No. 4634

Publisher	Channel	Area	Cost	Publish Date
Times Colonist	Print	Regional	$1,344	April 17
Black Press	Sooke Mirror	Sooke	$750	April 24
CRD Website	Notice	Regional	-	April 17
CRD Notice Board	Notice	Headquarters - 625 Fisgard Street	-	Week of April 21
CRD Notice Board	Notice	Planning Office - 3-7450 Butler Rd, Sooke	-	Week of April 21
CRD Notice Board	Notice	SEAPARC Leisure Complex, 2168 Phillips St	-	Week of April 21
Social Media	Facebook	SEAPARC Facebook Page	-	Week of April 21
Total			**$2,094**	

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REPORT TO CAPITAL REGIONAL DISTRICT BOARD
MEETING OF WEDNESDAY, APRIL 9, 2025

SUBJECT **Regional District Services and Service Review Options**

ISSUE SUMMARY

This report provides background information to support the CRD Board's consideration of options for undertaking CRD service reviews.

BACKGROUND

At its meeting of November 13, 2024, and during consideration of the 2025 Capital Regional District (CRD) provisional budget, the CRD Board directed staff to prepare a report providing options and detailing implications for undertaking CRD service reviews by the May Strategic Priorities Check-In meeting or earlier. In March, the Chief Administrative Officer (CAO) advised the Board that a background report would be presented at the April 2025 meeting with information relating to the direction for the Board's consideration in advance of the Committee of the Whole (COW) Strategic Priorities Check-In meeting, scheduled for April 30, 2025.

This report provides relevant information as background for the COW meeting.

The provision of services is fundamental to Regional Districts. Subject to the establishment of a service, Regional Districts in British Columbia (BC) have extensive authority to operate regional, sub-regional, or local services that the Board of Directors (Board) deems necessary for the Regional District. While some Regional District services are mandated by legislation, most services and the associated service scope are at the discretion of the Board. To establish a Regional District service, the Board must describe a proposed service in an establishing bylaw and obtain participating area approval to create and fund the service. It is crucial for the Board and the service area participants to maintain a shared vision for the service and agree on the scope, service levels, and cost of service delivery both at the time of establishment and throughout the service's lifespan. The CRD provides over 200 services and a list of CRD regional, sub-regional, and local services, including those mandated by legislation, has been provided in Appendix A.

After a service has been established, the Board can conduct a review for various reasons, which will be detailed later in the report. The Province of BC outlines three primary types of service review processes for regional districts:

Informal Service Reviews – Informal service reviews may be undertaken at the discretion of the Board and are separate from the review provisions outlined in the Local Government Act. These reviews can be initiated at any time, with the scope and process determined by the participating members or the Board. It should be noted that the informal review process is not designed to facilitate the withdrawal of service participants.

Bylaw-Based Service Reviews – The scope of the review and the review process are designed as part of the servicing establishing bylaw.

Statutory Review Process – A statutory review is a formal process used to evaluate services when the service establishment bylaw does not specify alternative review provisions. Participants who have been involved in the service for at least five years and if the service has not undergone a formal review within the past three years, may initiate a statutory review by notifying the Board, other service participants, and the Minister responsible for local government.

Reasons the Board may want to consider conducting a service review include:

- The shared vision of the participants/Board for the service changes or the needs of the residents/customers have shifted
- The scope of the service has changed and no longer aligns with the original vision
- There have been changes in service levels and/or service performance
- Alternative or more efficient methods of service delivery are available
- Local conditions have changed
- To evaluate whether a provided service is still necessary
- A review has been scheduled by prior agreement in service establishment bylaws
- To address budgetary pressures and the need for fiscal restraint; reviewing a suite of services could lead to prioritizing funding for essential services while reducing expenditures in less critical service areas

CRD Service Reviews – A Brief History

The last time the CRD Board contemplated undertaking a global service review process was in 2016. At its meeting of March 2, 2016, the Governance Committee directed staff to provide a report on:

1. Potential methods for service reviews
2. How other Regional Districts undertake service reviews
3. A list of the CRD services and their functions

After evaluating several approaches, the Board instructed the CAO to enhance divisional service planning as part of the subsequent financial planning and budget process. This includes identifying potential service adjustments to realign, reallocate, or reduce service activities using a bottom-up approach, aimed at improving efficiency either internally or cross-departmentally. Over the intervening years, additional improvements to service planning have been implemented. An overview of these enhancements is provided in Appendix B.

Separately, staff or the Board have also advanced several service-specific delivery reviews over the years to assess deliverables and value. Examples include:

- Environmental Services and Water Services Service Delivery Review in 2008/2009
- Parks and Community Services/Environmental Sustainability Departmental Integration in 2013
- Bylaw and Animal Care Service Delivery Review in 2014/2015
- Facility Management Review in 2016
- Regional Parks Operational and Financial Review in 2022
- Information Technology and GIS Service Review in 2022
- Organizational Structure Review (CRD Evolves 2024-2025) initiated in 2023

During Committee meetings leading up to and including the CRD Board provisional budget meeting in October 2024, Board Directors have been discussing the volume and scale of CRD services and new initiatives, including the establishment of new CRD regional services, and associated financial impacts. Affordability and the impact on the Board's direction in support of the 2023-2026 Strategic Priorities were discussed considering the 2025-2029 financial plan. With the Finance Committee/CRD Board direction in November, it is clear that the Board is deliberating the affordability of delivering the range of CRD services while seeking to ensure the best value for money for the communities served and the region as a whole.

Current Service Planning Framework

Board Priorities, Corporate Plan initiatives, approved service level plans and established core service mandates drive the work of the CRD.

At the beginning of each Board term, the Board identifies the broader needs of the region and sets the strategic course for the CRD over a four-year mandate. The Corporate Plan is then prepared which presents the work the CRD needs to deliver over the Board term to meet the region's Community Needs, and deliver on the Board's Mission, Vision and Priorities.

Then, each year, the CRD is required to create a five-year financial plan encompassing both revenue and expenditure projections for it's operating and capital budgets. This plan is prepared in compliance with legislative requirements and the final budget must be approved annually before March 31. Service plans, called Community Need Summaries, are a key input for the financial plan. They are prepared by staff and reviewed by the Board annually. Each summary outlines key service information including operational trends and data, service information including budget and workforce references, and service level descriptions, initiatives, and performance measures.

Before final approval of the financial plan, a provisional budget is prepared and presented to the Board in the fall. This allows service participants and local ratepayers to provide feedback on programming, funding needs and initiatives to advance the Corporate Plan before final budget approval in March.

Corporate Plan Implementation and Supplementary Board Directed Initiatives

The implementation of Corporate Plan initiatives, actions, and projects, as well as additional Board-directed initiatives have led to an increase in the overall CRD budget, total expenses, and in some cases, the CRD requisition. Other notable non-discretionary budget pressures include the annualization of approved full time equivalent staffing positions (FTEs), rising labour costs due to commitments in the collective agreement and exempt staff wage increases, increasing operational expenses including inflationary and economic changes.

Together, these costs are resulting in annual increases in the consolidated CRD requisition between 4-6% from 2025 through 2029, and total annual expenditures increases up to 11%. These increases are based on the approved five-year financial plan with no new initiatives identified beyond what has been committed and with legislative authority.

From 2025-2029 the consolidated capital plans of the CRD, CRHC and CRHD total $1.6 billion. The consolidated operating budgets total $478 million in 2025 and increase to $590 million by

2029. Highlights of committed and potential capital commitments and subsequent operating impacts include:

- Regional Parks Trail Widening & Lighting Project ($50M capital, $4M annual debt servicing)
- Kapoor Land Acquisition ($33M capital, $3M annual debt servicing)
- Regional Housing First ($40M capital, $3M annual debt servicing
- Land Banking & Housing Loan Authorization Bylaw ($85M capital, $6M annual debt servicing)
- Other potential long-term debt commitments including CRHD 10-year capital plan ($300M capital, $20M annual debt servicing)

Appendix C includes additional details and context on recent key service decisions with associated budget impacts.

Regional Service Profiles

To assist the Board's discussions on the matter of service reviews, a catalogue of service profiles has been provided in Appendix D. The services included have a regional mandate and an annual budget of at least $5M, collectively representing approximately 63% of the total CRD operating budget.

For each service, the following information is provided:

- An overview of the service's evolution over time, including key regulatory, policy and operational decisions
- An assessment of value, focused on how the service addresses community needs, solves problems, or provides benefits to internal or external customers
- A summary of the staff and financial resources allocated to the service
- A thorough outline of services and service levels; this includes qualitative and quantitative information summarizing the mandate, commitments, and tangible or intangible outputs provided by each service. An indicative breakdown of staff and financial resources used to deliver each service level has also been supplied

To offer a more complete view, supplementary profiles are provided where a service acts as an enabler for another service. For example, 1.310 Land Banking and Housing provides the authority for the Capital Region Housing Corporation. In addition, Legislative & General Government (L&GG) is made up of 16 divisional/departmental budgets, with five accounting for approximately 78% of the total L&GG operating budget.

Service Review Options to Consider

There are several options for the Board to consider, depending on the problem it is trying to solve and the outcome it seeks to achieve. Defining the problem and desired outcome is necessary to understand who should conduct the review (staff/internal resources or consultant/external resources), how to conduct the review, and determine the role of the Board, Committees and Commissions. The timeframe for enacting changes will also be affected by the level of effort required to perform the necessary analysis. It is recommended to first gain this clarity from the Board then staff will come back with a recommended approach to implement a specific option.

The options the Board could consider are as follows:

1. Conduct a Regional Service Review

Regional services make up approximately 57% of the total CRD Operating Budget.

As previously noted, service profiles are attached to this report for services that have a regional mandate and an annual budget of at least $5M. Collectively, these services represent approximately 63% of the total CRD operating budget (Appendix D). Generally, these services are either mandatory in nature (required by legislation) or essential to the mandate of the CRD.

The Board may choose to conduct a review of these regional services. Possible approaches include:

a. *Service Scope and Outcomes Check-in*: the Board could conduct a review of the service profiles to determine if changes to the service vision, scope or conditions warrant adjustments. This review would focus on existing service levels (service outputs) and resources.

b. *Performance Indicators*: the Board could establish performance indicators to evaluate services delivery and operational performance over time. These indicators could include measures to determine how well the service is delivered (qualitative), and cost-of-service measures (quantitative). This review would focus on existing and future service levels and resources over time.

c. *Cross-Service Parameters*: the Board could identify and establish cross-service parameters. For example, the Board could set criteria for land acquisition that would apply to all services involved in land acquisition decisions, such as the Capital Region Housing Corporation, Regional Parks and Regional Water Supply. This would ensure consistent decisions across all services for all future expenditures.

Focusing on the largest share of operating expenditures means adjustments could have a substantial impact. However, since many regional services are mandated by legislation or necessary to support the functioning of the organization, proposed adjustments would need to be considered within that context. The Board should consider whether it aims to validate existing service levels and associated resources, mitigate future increases, or both, in determining its approach.

2. Conduct a Review of Select Sub-Regional or Local Services

Sub-regional and local services represent approximately 35% and 8% of the total CRD Operating Budget, respectively.

As previously noted, the list of sub-regional and local services has been attached to this report (Appendix A). These services vary considerably in terms of scope and scale, depending on the nature of the operations, the number of participant and the service mandate. Some of the services could be considered mandatory as withdrawal from the service would be complicated by governing legislation and other factors, such as the Liquid Waste Management Plans. Further, it should be acknowledged that sub-regional and local service levels are typically evaluated through

service planning and budget discussions with more direct involvement of participants and rate payers. Many of these sub-regional and local Commissions and Committees operate with varying degrees of delegated authority from the Board. The Board can accept or reject Commission or Committee recommendations when the provisional or final budgets are brought forward for approval.

The approaches available mirror those for conducting regional services reviews. The Board could conduct a review of select sub-regional or local services, with a focus on validating existing service levels and resources, on mitigating future increases, or both.

3. Conduct a Corporate Support Service Review

The Legislative & General Government Service represents approximately 11% of the total CRD Operating Budget. *Note, L&GG is a regional service and included in bullet 2 above.*

The CAO and Executive Leadership Team regularly evaluate the organizational structure and capacity of the CRD to identify opportunities for improved effectiveness and efficiency in resource deployment. For instance, in 2024, the Executive Leadership Team instructed staff to begin transition planning for the implementation of CRD Evolves 2024-2025, an organizational plan designed to enact impactful changes that address identified opportunities and enhance efficiency and capacity. This initiative includes consolidating areas with overlapping functions and enhancing alignment between staff involved in planning and setting service standards and those responsible for delivery. Key components of CRD Evolves encompass centralizing Corporate Communications and Engagement resources and functions, procurement, corporate capital project delivery services, and creating a new Electoral Area Services Department to centralize most electoral area service functions. Implementation commenced in January, with additional changes scheduled for July 2025.

Following CRD Evolves, departments and divisions will be undertaking business process mapping (BPM) in certain areas to update and standardize business processes based on the new organizational structure. This initiative will also allow the opportunity to identify areas where efficiency improvements can be made. The BPM work is already underway in the following areas:

- Financial Services
    - Procure to Pay
    - Internal Controls including an IC framework
- Capital Planning and Delivery
- Asset Lifecycle Management
- Inventory Management
- Preventative Maintenance Program Lifecycle Management
- Work Order Lifecycle Management
- Attendance Management

In early 2025, the CAO and Executive Leadership Team proposed a pause on new staff requests for 2026. This pause will allow the CRD to fill current vacancies and hire new positions approved by the Board for 2025. The organization will then reassess its capacity and realize the benefits of CRD Evolves 2025-2026 before determining future capacity needs.

The Board could further this work by directing staff to undertake additional corporate support service reviews (most of which are captured under the Legislative and General Government service profile in Appendix D) and identify potential improvements for key internal service areas. This may unlock further potential efficiencies opportunities and optimize resources.

4. Implement Additional Fiscal Controls

The CRD has adopted financial strategies to align financial goals with organizational decisions for long-term fiscal sustainability. These include setting reserve targets, balancing debt repayment schedules, optimizing service fee revenues, stabilizing tax rates, and allocating one-time variances to future capital needs or reducing future revenue requirements. Board-approved policies and guidelines like the Asset Management Policy and Reserve Guidelines standardize financial planning at the service level while providing overall corporate direction.

As noted in the 2025 CRD provisional budget report, the CRD is experiencing several financial pressures impacting service delivery costs, including:

- Increased demand for existing services due to population growth
- Implementation of new program initiatives addressing strategic priorities affecting existing services
- Additional costs associated with new service delivery
- Rising operating and labour costs, including those resulting from collective agreements and the addition of new staff resources to support expanded service delivery
- Changing regulatory requirements
- Enhanced corporate function expectations
- Capital investment needed for replacing aging infrastructure, managing existing debt, and undertaking new debt
- Downloading of costs such as housing, healthcare infrastructure (hospital district), and reduced funding from senior government
- The need to adapt to new technology and digital transformation

Although not a service review option per se, if the Board's goal is to identify potential savings opportunities, it could choose to implement further fiscal constraints through the service and financial planning process. These measures could be applied across all CRD services, with an emphasis on mitigating future expenditure increases.

The Board could advance the following actions to implement or enhance fiscal restraint, including:

a. *New Services and Discretionary Initiatives*: limit the number and scale of new services to ensure existing funding supports the highest priority services and implement a pause on all discretionary initiatives until financial capacity increases through debt retirements, new grant opportunities or other means.

b. *New Revenue Sources*: direct staff to identify new revenue sources to offset future requisition and fee increases, such as development cost charges.

c. *Budget Direction*: direct staff to reduce annual budget increases through the above measures or service level adjustments for a specified length of time.

Staff present the annual Service and Financial Planning Guidelines for Board approval in May. This directive provides guidance for the development of the yearly service plans and the provisional financial plan. The Board may take further action based on this report or establish a Board policy for a specified duration (e.g. until the conclusion of the Board term).

If this approach is pursued, it will be important for the Board to continue to consider the financial health of the organization as a foundational element of the financial plan going forward. As reported through the provisional and final budgets reviews, the CRD's financial indicators are generally favorable currently:

- The CRD is investing in new infrastructure for the future; the CRD is generally investing a sufficient amount in infrastructure compared to the level of asset depreciation each year.
- The CRD is setting aside funds in reserves for future investments and operating contingencies; in some service areas additional contributions are recommended based on funded status.
- The CRD's debt is affordable; debt servicing costs as a percentage of revenue across the service budgets is generally favourable and can be used to support lower reserve fund balances above.
- The CRD is proactively managing debt; the amount of capital investment that will be funded by debt instead of reserve funds is healthy.

CONCLUSION

At its meeting of November 13, 2024, and during consideration of the 2025 CRD provisional budget, the CRD Board directed staff to prepare a report to provide options and detail implications for undertaking CRD service reviews; where the report would be provided at the May (April 30) Strategic Priorities Check-In meeting or earlier. This report provides background information about CRD services as well as a broad set of options for conducting service review.

As a starting point, the Board should establish what problem it wants to solve and what outcome it hopes to achieve. The Board may also want to consider the timeframe when determining the scope of work.

RECOMMENDATION

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

Submitted by:	Ted Robbins, BSc, CTech, Chief Administrative Officer
Concurrence:	Nelson Chan, MBA, FCPA, FCMA, Chief Financial Officer, GM Finance & IT

ATTACHMENTS

Appendix A: CRD Regional, Sub-Regional, and Local Services
Appendix B: Overview of service planning process improvements since 2013
Appendix C: Financial Summary – Board Directed Initiatives 2022-2029
Appendix D: CRD Regional Services Profiles

CAPITAL REGIONAL DISTRICT - YEAR 2025 FINANCIAL PLAN

Regional	Service	Gross Expenditure 2024	Gross Expenditure 2025	Gross Exp. % Incr	Carry Fwd. to 2025 Operating	Allocations to Other Services	Other Revenue	Requisition 2025	Requisition 2024	Req. % Incr.
1.010	Legislative & General Government	39,599,526	44,195,605	11.61%	800,000	24,764,759	5,154,057	13,476,789	12,251,516	10.00%
1.10X	Facilities Management	4,606,290	5,196,915	12.82%	-	4,884,554	142,084	170,277	173,734	-1.99%
1.101	G.I.S.	653,615	682,011	4.34%	-	524,684	6,545	150,782	133,247	13.16%
1.112	Regional Grant in Aid	1,609,336	1,692,433	5.16%	1,642,433	-	50,000	-	-	0.00%
1.224	Community Health	1,002,468	923,215	-7.91%	-	-	297,583	625,632	808,579	-22.63%
1.226	Health Facilities - VIHA	1,776,222	1,811,746	2.00%	-	-	1,811,746	-	-	0.00%
1.280	Regional Parks	19,684,346	21,310,198	8.26%	535,000	77,539	1,850,805	18,846,854	17,978,490	4.83%
1.309	Climate Action and Adaptation	2,864,096	3,081,849	7.60%	-	-	1,437,245	1,644,604	1,591,365	3.35%
1.310	Land Banking & Housing	3,679,545	5,641,538	53.32%	-	627,883	1,734,113	3,279,542	1,861,398	76.19%
1.312	Regional Goose Management	243,486	331,444	36.12%	-	-	79,218	252,226	243,486	3.59%
1.315	Biodiversity & Environmental Stewardship	-	212,803	100.00%	-	102,296	-	110,507	-	100.00%
1.323	By-Law Enforcement	639,731	833,421	30.28%	-	789,535	43,886	-	-	0.00%
1.324	Regional Planning Services	2,227,436	2,594,383	16.47%	-	91,440	1,194,814	1,308,129	1,271,121	2.91%
1.326	Foodslands Access	-	270,175	100.00%	-	-	-	270,175	-	100.00%
1.335	Geo-Spatial Referencing System	183,406	188,729	2.90%	-	-	17,302	171,427	166,716	2.83%
1.374	Regional Emergency Program Support	148,016	150,075	1.39%	-	-	7,606	142,469	140,726	1.24%
1.375	Hazardous Material Incident Response	405,611	531,470	31.03%	-	-	51,157	480,313	356,249	34.83%
1.521	SWMP -Solid Waste Disposal (Refuse Disposal)	39,751,084	52,223,347	31.38%	-	232,000	51,991,347	-	-	0.00%
1.525	Solid Waste Disposal - Debt	1,229,666	2,026,178	64.77%	-	-	2,026,178	-	-	0.00%
1.57X	Environmental Services	27,102,054	29,482,795	8.78%	-	28,581,968	900,827	-	-	0.00%
1.911	911 Systems	2,606,719	2,677,917	2.73%	-	-	2,196,010	481,907	308,835	56.04%
1.921	Regional CREST Contribution	1,932,993	2,008,152	3.89%	-	-	106,151	1,902,001	1,833,551	3.73%
2.670	Regional Water Supply	42,114,204	44,959,023	6.76%	-	-	44,959,023	-	-	0.00%
21.ALL	Feasibility Study Reserve Fund - All	350,000	162,876	-53.46%	20,509	-	10,367	132,000	209,109	-36.88%
Total Regional		**194,409,850**	**223,188,298**	**14.80%**	**2,997,942**	**60,676,658**	**116,068,064**	**43,445,634**	**39,328,122**	**10.47%**

Sub-Regional	Service	Gross Expenditure 2024	Gross Expenditure 2025	Gross Exp. % Incr	Carry Fwd. to 2025 Operating	Allocations to Other Services	Other Revenue	Requisition 2025	Requisition 2024	Req. % Incr.
1.121	Sooke Regional Museum	230,107	299,972	30.36%	56	-	670	299,246	227,459	31.56%
1.123	Prov. Court of B.C. (Family Court)	149,360	149,360	0.00%	-	-	149,360	-	-	0.00%
1.126	Victoria Family Court Committee	58,597	48,652	-16.97%	32,849	-	803	15,000	15,000	0.00%
1.128	Greater Victoria Police Victim Services	323,215	332,841	2.98%	2,465	-	16,212	314,164	308,022	1.99%
1.230	Traffic Safety Commission	105,254	99,639	-5.33%	23,457	-	3,161	73,021	72,512	0.70%
1.290	Royal Theatre	580,000	595,918	2.74%	-	-	-	595,918	580,000	2.74%
1.295	McPherson Theatre	785,339	783,045	-0.29%	-	-	33,045	750,000	750,000	0.00%
1.297	Arts Grants	3,208,277	3,301,886	2.92%	-	15,628	239,693	3,046,565	2,956,654	3.04%
1.311	Regional Housing Trust Fund	4,178,799	4,362,430	4.39%	4,198,273	-	164,157	-	718,675	-100.00%
1.313	Animal Care Services	1,737,305	1,888,210	8.69%	-	-	1,344,570	543,640	476,540	14.08%
1.330	Regional Growth Strategy	331,880	792,714	138.86%	-	-	468,322	324,392	315,205	2.91%
1.40X	SEAPARC	5,243,766	5,711,058	8.91%	25,000	-	2,193,231	3,492,827	3,297,882	5.91%
1.44X	Panorama Rec. Center.	10,810,738	11,508,989	6.46%	52,000	-	5,559,025	5,897,964	5,499,173	7.25%
1.531	Stormwater Quality Management - Sooke	90,599	41,810	-53.85%	-	-	154	41,656	40,443	3.00%
1.536	LWMP-Stormwater Quality Management-Core	857,441	788,233	-8.07%	-	-	88,554	699,679	677,164	3.32%
1.537	Stormwater Quality Management - Peninsula	125,095	128,753	2.92%	-	-	4,508	124,245	120,922	2.75%
1.538	Source - Stormwater Quality - Peninsula	59,263	70,929	19.69%	-	-	12,267	58,662	56,953	3.00%
1.912B	911 Call Answer - Municipalities	20,030	37,303	86.24%	-	631,757	(39,068)	(555,386)	(618,488)	-10.20%
1.913	913 Fire Dispatch	372,559	403,406	8.28%	-	-	32,599	370,807	328,140	13.00%
2.610	Saanich Peninsula Water Supply	7,892,266	8,325,361	5.49%	-	-	8,325,361	-	-	0.00%
2.680	Juan de Fuca Water Distribution	26,026,524	29,313,997	12.63%	-	-	29,313,997	-	-	0.00%
2.681	Florence Lake Water System Debt	19,038	19,038	0.00%	118	-	37	18,883	11,713	61.21%
3.700	Septage Disposal	161,082	163,563	1.54%	-	-	163,563	-	-	0.00%
3.701	Millstream Remediation Service	19,812	19,732	-0.40%	-	-	10,603	9,129	6,262	45.78%
3.707	LWMP - On Site System Management Program	183,866	201,727	9.71%	-	-	34,200	167,527	134,706	24.36%
3.718	Peninsula Wastewater TP	4,993,969	5,215,006	4.43%	-	158,602	2,809,452	2,246,952	2,083,363	7.85%
3.720	LWMP - (Peninsula) - Implementation	57,422	57,819	0.69%	-	-	949	56,870	55,214	3.00%
3.750	LWMP - Core and West Shore	584,072	590,804	1.15%	-	-	358,077	232,727	227,326	2.38%
3.751	LWMP - Core and West Shore Debt	-	21,427	100.00%	-	-	7,703	13,724	-	100.00%
3.752	LWMP - Harbour Studies	362,174	375,614	3.71%	-	-	22,777	352,837	339,715	3.86%
3.755	Regional Source Control	1,674,718	1,755,201	4.81%	-	55,000	234,772	1,465,429	1,417,786	3.36%
3.756	Harbours Environmental Action	-	-	0.00%	-	-	-	-	(2,031)	-100.00%
3.71X	Core Area Wastewater Operations	34,609,974	37,627,260	8.72%	-	647,113	30,960,945	6,019,202	5,428,174	10.89%
3.7XX	Core Area & Legacy Trunk Sewer - Debt	21,889,666	24,232,880	10.70%	5,522	-	17,738,547	6,488,811	5,800,512	11.87%
Total Sub-Regional		**127,742,207**	**139,264,577**	**9.02%**	**4,339,740**	**1,508,100**	**100,252,245**	**33,164,492**	**31,324,996**	**5.87%**
Total CRD - Regional & Sub-Regional		**322,152,057**	**362,452,875**	**12.51%**	**7,337,682**	**62,184,758**	**216,320,309**	**76,610,126**	**70,653,118**	**8.43%**
Total Electoral Areas Only		**29,087,204**	**31,830,732**	**9.43%**	**375,376**	**1,815,765**	**10,065,056**	**19,574,535**	**17,801,539**	**9.96%**
Total CRD excluding Municipal Debt		**351,239,261**	**394,283,607**	**12.25%**	**7,713,058**	**64,000,523**	**226,385,365**	**96,184,661**	**88,454,657**	**8.74%**
1.15X	Municipalities' Own Debt - M.F.A.	18,229,269	17,964,718	-1.45%	-	-	95,050	17,869,668	18,150,549	-1.55%
Total CRD		**369,468,530**	**412,248,325**	**11.58%**	**7,713,058**	**64,000,523**	**226,480,415**	**114,054,329**	**106,605,206**	**6.99%**
CRHD	Capital Regional Hospital District	33,548,386	33,096,568	-1.35%	-	-	6,633,266	26,463,302	26,462,903	0.00%
Total CRD, CRHD & Municipal Debt		**403,016,916**	**445,344,893**	**10.50%**	**7,713,058**	**64,000,523**	**233,113,681**	**140,517,631**	**133,068,109**	**5.60%**

CAPITAL REGIONAL DISTRICT - YEAR 2025 FINANCIAL PLAN

REQUISITION DETAIL

1.010	Legislative & General Government	Gross Expenditure 2024	Gross Expenditure 2025	Gross Exp. % Incr	Carry Fwd. to 2025 Operating	Allocations to Other Services	Other Revenue	Requisition 2025	Requisition 2024	Req. % Incr.
1.011	Board Expenditures	1,420,700	1,412,255	-0.59%	-	-	37,500	1,374,755	1,338,200	2.73%
1.012	Other Legislative	213,426	224,548	5.21%	-	-	-	224,548	213,426	5.21%
1.014	CAO & Executive Office	1,117,777	1,228,861	9.94%	-	-	-	1,228,861	1,117,777	9.94%
1.014B	Corporate Services	3,177,282	4,120,682	29.69%	-	562,089	901,339	2,657,254	2,161,870	22.91%
1.015	Real Estate	544,807	602,202	10.53%	-	487,351	-	114,851	108,961	5.41%
1.016	Human Resources & Corporate Safety	3,798,978	4,251,511	11.91%	-	3,468,047	192,500	590,964	558,372	5.84%
1.017	Finance	9,087,726	9,301,624	2.35%	-	5,300,000	899,717	3,101,907	3,014,114	2.91%
1.018	Health Planning	727,800	746,886	2.62%	-	746,886	-	-	-	0.00%
1.022	Information Systems & ERP	13,385,491	15,392,770	15.00%	-	11,100,000	1,372,531	2,920,240	2,703,143	8.03%
1.024	Planning & Protective Services	596,742	627,059	5.08%	-	302,126	-	324,933	310,844	4.53%
1.025	Corporate Emergency	426,270	572,266	34.25%	-	103,805	64,159	404,302	235,937	71.36%
1.027	First Nations Negotiations	1,463,202	1,880,952	28.55%	-	-	473,000	1,407,951	1,143,502	23.13%
1.028	Environmental Services	516,103	505,679	-2.02%	-	102	-	505,577	516,004	-2.02%
1.029	Electoral Areas	-	249,995	100.00%	-	174,997	-	74,998	-	100.00%
1.118	Corporate Communications	1,545,346	1,458,959	-5.59%	-	900,000	28,000	530,959	570,346	-6.91%
	(Surplus)/Deficit	-	-	0.00%	800,000	-	-	-	-	0.00%
	Other revenue - cc 100001	1,577,876	1,619,356	2.63%	-	1,619,356	1,185,311	(1,985,311)	(1,740,980)	14.03%
Total Legislative & General Government		**39,599,526**	**44,195,605**	**11.61%**	**800,000**	**24,764,759**	**5,154,057**	**13,476,789**	**12,251,516**	**10.00%**

1.10X	Facilities Management	Gross Expenditure 2024	Gross Expenditure 2025	Gross Exp. % Incr	Carry Fwd. to 2025 Operating	Allocations to Other Services	Other Revenue	Requisition 2025	Requisition 2024	Req. % Incr.
1.105	Facility Management	2,151,733	2,158,469	0.31%	-	1,944,015	44,177	170,277	173,734	-1.99%
1.106	CRD HQ Building	2,204,840	2,742,025	24.36%	-	2,644,118	97,907	-	-	0.00%
1.107	Corporate Satellite Offices	249,717	296,421	18.70%	-	296,421	-	-	-	0.00%
Total Facilities Management		**4,606,290**	**5,196,915**	**12.82%**	**-**	**4,884,554**	**142,084**	**170,277**	**173,734**	**-1.99%**

1.15X	Municipalities' Own Debt - M.F.A.	Gross Expenditure 2024	Gross Expenditure 2025	Gross Exp. % Incr	Carry Fwd. to 2025 Operating	Allocations to Other Services	Other Revenue	Requisition 2025	Requisition 2024	Req. % Incr.
1.151	Debt - Victoria	5,592,523	5,679,311	1.55%	-	-	37,550	5,641,761	5,562,373	1.43%
1.152	Debt - C. Saanich	613,778	608,588	-0.85%	-	-	4,100	604,488	610,888	-1.05%
1.153	Debt - Esquimalt	2,283,659	2,081,325	-8.86%	-	-	13,240	2,068,085	2,270,279	-8.91%
1.154	Debt - Saanich	6,764,676	6,422,216	-5.06%	-	-	24,620	6,397,596	6,747,816	-5.19%
1.155	Debt - Oak Bay	-	-	0.00%	-	-	-	-	-	0.00%
1.156	Debt - N. Saanich	665,641	679,783	2.12%	-	-	640	679,143	662,611	2.49%
1.157	Debt - Sidney	545,456	642,435	17.78%	-	-	4,140	638,295	542,536	17.65%
1.160	Debt - V. Royal	568,396	620,263	9.13%	-	-	3,100	617,163	566,216	9.00%
1.162	Debt - Highland	79,861	54,295	-32.01%	-	-	180	54,115	79,521	-31.95%
1.163	Debt - Colwood	635,294	695,427	9.47%	-	-	3,110	692,317	631,604	9.61%
1.164	Debt - Sooke	479,985	481,075	0.23%	-	-	4,370	476,705	476,705	0.00%
Total Municipalities' Own Debt - M.F.A.		**18,229,269**	**17,964,718**	**-1.45%**	**-**	**-**	**95,050**	**17,869,668**	**18,150,549**	**-1.55%**

1.57X	Environmental Services	Gross Expenditure 2024	Gross Expenditure 2025	Gross Exp. % Incr	Carry Fwd. to 2025 Operating	Allocations to Other Services	Other Revenue	Requisition 2025	Requisition 2024	Req. % Incr.
1.575	Env. Ser. - Administration	206,947	221,376	6.97%	-	217,772	3,604	-	-	0.00%
1.576	Env. Engineering Services	3,007,695	3,851,300	28.05%	-	3,738,818	112,482	-	-	0.00%
1.577	Wastewater Operations	14,549,517	15,682,076	7.78%	-	14,975,962	706,114	-	-	0.00%
1.578	Env. Protection and Water Quality	9,337,895	9,728,043	4.18%	-	9,649,416	78,627	-	-	0.00%
Total Environmental Services		**27,102,054**	**29,482,795**	**8.78%**	**-**	**28,581,968**	**900,827**	**-**	**-**	**0.00%**

3.71X	Core Area Wastewater Operations	Gross Expenditure 2024	Gross Expenditure 2025	Gross Exp. % Incr	Carry Fwd. to 2025 Operating	Allocations to Other Services	Other Revenue	Requisition 2025	Requisition 2024	Req. % Incr.
3.709	I & I Enhanced Program	417,843	430,633	3.06%	-	430,633	-	-	-	0.00%
3.717	Core Area Wastewater Operations	34,192,131	37,196,627	8.79%	-	216,480	1,665,909	35,314,238	32,808,996	7.64%
	Core Area Wastewater - Operations Total	**34,609,974**	**37,627,260**	8.72%	**-**	**647,113**	**1,665,909**	**35,314,238**	**32,808,996**	**7.64%**
	Invoice by Agreement						29,295,036	(29,295,036)	(27,380,822)	
Total Sewer Operating		**34,609,974**	**37,627,260**	**8.72%**	**-**	**647,113**	**30,960,945**	**6,019,202**	**5,428,174**	**10.89%**

3.718	Peninsula Wastewater TP	Gross Expenditure 2024	Gross Expenditure 2025	Gross Exp. % Incr	Carry Fwd. to 2025 Operating	Allocations to Other Services	Other Revenue	Requisition 2025	Requisition 2024	Req. % Incr.
3.718	Peninsula Wastewater TP	4,993,969	5,215,006	4.43%	-	158,602	127,542	4,928,862	4,650,904	5.98%
	Invoice by Agreement						2,681,910	(2,681,910)	(2,567,541)	
Total Peninsula Wastewater TP		**4,993,969**	**5,215,006**	**4.43%**	**-**	**158,602**	**2,809,452**	**2,246,952**	**2,083,363**	**7.85%**

3.750	LWMP - Core and West Shore	Gross Expenditure 2024	Gross Expenditure 2025	Gross Exp. % Incr	Carry Fwd. to 2025 Operating	Allocations to Other Services	Other Revenue	Requisition 2025	Requisition 2024	Req. % Incr.
3.750	LWMP - Core and West Shore	584,072	590,804	1.15%	-	-	218,842	371,962	363,721	2.27%
	Invoice by Agreement						139,235	(139,235)	(136,395)	
Total LWMP - Core and West Shore		**584,072**	**590,804**	**1.15%**	**-**	**-**	**358,077**	**232,727**	**227,326**	**2.38%**

3.751	LWMP - Core and West Shore Debt	Gross Expenditure 2024	Gross Expenditure 2025	Gross Exp. % Incr	Carry Fwd. to 2025 Operating	Allocations to Other Services	Other Revenue	Requisition 2025	Requisition 2024	Req. % Incr.
3.751	LWMP - Core and West Shore Debt	-	21,427	100.00%	-	-	-	21,427	-	100.00%
	Invoice by Agreement						7,703	(7,703)	-	
Total LWMP - Core and West Shore Debt		**-**	**21,427**	**100.00%**	**-**	**-**	**7,703**	**13,724**	**-**	**100.00%**

3.7XX	Core Area & Legacy Trunk Sewer - Debt	Gross Expenditure 2024	Gross Expenditure 2025	Gross Exp. % Incr	Carry Fwd. to 2025 Operating	Allocations to Other Services	Other Revenue	Requisition 2025	Requisition 2024	Req. % Incr.
3.770A	Debt - NET & ECI Sewer Upgrade	-	-	0.00%	252	-	-	(252)	(9,695)	-97.40%
3.792	Debt - Craigflower PS	-	-	0.00%	8	-	-	(8)	(336)	-97.62%
3.798	Debt - Core Sewage Integrated Treatment Facilities	-	-	0.00%	5,262	-	-	(5,262)	(201,572)	-97.39%
3.798B	Debt - Core Sewage Integrated Treatment Facilities	814,559	735,643	-9.69%	-	-	200,409	535,234	772,849	-30.75%
3.798C	Debt - Core Area Wastewater Treatment Program	21,075,107	23,497,237	11.49%	-	-	669,612	22,827,625	20,437,266	11.70%
	Core Area & Legacy Trunk - Debt - Total	**21,889,666**	**24,232,880**	10.70%	**5,522**	**-**	**870,021**	**23,357,337**	**20,998,512**	**11.23%**
	Invoice by Agreement						16,868,526	(16,868,526)	(15,198,000)	
Total Sewer Debt		**21,889,666**	**24,232,880**	**10.70%**	**5,522**	**-**	**17,738,547**	**6,488,811**	**5,800,512**	**11.87%**

CAPITAL REGIONAL DISTRICT - YEAR 2025 FINANCIAL PLAN

ELECTORAL AREAS ONLY

	Function	Gross Expenditure 2024	Gross Expenditure 2025	Gross Exp. % Incr	Carry Fwd. to 2025 Operating	Allocations to Other Services	Other Revenue	Requisition 2025	Requisition 2024	Req. % Incr.
	Joint Electoral Area Services									
1.103	Elections	40,580	162	-99.60%	-	-	162	-	40,309	-100.00%
1.104	U.B.C.M.	13,036	13,600	4.33%	-	-	100	13,500	12,478	8.19%
1.108	Joint Electoral Area Admin	-	174,997	100.00%	-	-	-	174,997	-	100.00%
1.318	Building Inspection	2,241,973	2,403,242	7.19%	-	33,016	1,703,464	666,762	565,156	17.98%
1.320	Noise Control	65,371	77,618	18.73%	-	-	269	77,349	65,053	18.90%
1.322	Nuisances & Unsightly Premises	57,419	59,900	4.32%	-	-	3,664	56,236	51,570	9.05%
1.369	Electoral Area Fire Services (JDF & SGI)	378,064	491,492	30.00%	-	-	90,724	400,768	206,240	94.32%
1.372	Electoral Area Emergency Program	923,997	1,119,770	21.19%	-	524,820	415,608	179,342	166,090	7.98%
21.E.A.	Feasibility Study Reserve Fund - E.A.	-	-	0.00%	-	-	-	-	(10,000)	-100.00%
	TOTAL JOINT ELECTORAL AREA SERVICES	**3,720,440**	**4,340,781**	**16.67%**	**-**	**557,836**	**2,213,991**	**1,568,954**	**1,096,896**	**43.04%**
	Juan de Fuca Electoral Area									
1.109	Electoral Area Admin Exp - JDF	72,645	74,777	2.93%	-	-	260	74,517	72,399	2.93%
1.114	Grant-in-Aid - Juan de Fuca	29,515	30,282	2.60%	18,516	-	290	11,476	-	100.00%
1.317	JDF Building Numbering	13,884	14,270	2.78%	52	-	49	14,169	13,750	3.05%
1.319	Soil Deposit Removal	6,180	26,294	325.47%	-	-	15,225	11,069	6,060	82.66%
1.325	Electoral Area Services - Planning	879,137	977,003	11.13%	-	34,176	125,911	816,916	743,790	9.83%
1.340	JDF Livestock Injury Compensation	3,158	3,158	0.00%	3,104	-	41	13	13	0.00%
1.370	Juan de Fuca Emergency Program	105,295	109,407	3.91%	-	-	269	109,138	105,055	3.89%
1.377	JDF Search and Rescue	101,252	94,550	-6.62%	-	-	22,500	72,050	69,952	3.00%
1.405	JDF EA - Community Parks	233,885	256,379	9.62%	-	-	1,005	255,374	232,973	9.62%
1.924	Emergency Comm - CREST - JDF	160,323	154,780	-3.46%	24,787	-	289	129,704	148,289	-12.53%
	Total JDF Regional	**1,605,274**	**1,740,900**	**8.45%**	**46,459**	**34,176**	**165,839**	**1,494,426**	**1,392,281**	**7.34%**
1.119	Vancouver Island Regional Library	404,447	426,494	5.45%	563	-	742	425,189	403,818	5.29%
1.129	Vancouver Island Regional Library - Debt	339,366	340,166	0.24%	-	-	340,166	-	-	0.00%
1.133	Langford E.A. - Greater Victoria Public Library	33,671	34,683	3.01%	723	-	100	33,860	33,256	1.82%
1.232	Port Renfrew Street Lighting	9,199	11,092	20.58%	2,274	-	4,670	4,148	3,722	11.45%
1.350	Willis Point Fire Protect & Recreation	203,796	195,629	-4.01%	-	-	35,000	160,629	145,730	10.22%
1.353	Otter Point Fire Protection	671,460	750,559	11.78%	8,097	-	350	742,112	671,120	10.58%
1.354	Malahat Fire Protection	73,672	69,009	-6.33%	2,775	-	-	66,234	73,055	-9.34%
1.355	Durrance Road Fire Protection	3,016	3,016	0.00%	-	-	-	3,016	3,016	0.00%
1.357	East Sooke Fire Protection	586,306	721,891	23.13%	8,781	-	100,444	612,666	477,950	28.19%
1.358	Port Renfrew Fire Protection	202,438	228,171	12.71%	-	-	93,102	135,069	120,400	12.18%
1.360	Shirley Fire Protection	200,090	231,094	15.50%	-	-	220	230,874	199,880	15.51%
1.408	JDF EA - Community Recreation	98,812	95,380	-3.47%	-	-	22,630	72,750	70,632	3.00%
1.523	Port Renfrew Refuse Disposal	110,631	164,775	48.94%	-	27,233	75,196	62,346	39,376	58.34%
2.650	Port Renfrew Water	144,180	184,040	27.65%	-	-	96,711	87,329	72,248	20.87%
2.682	Seagirt Water System Debt	114,767	114,767	0.00%	-	-	-	114,767	114,767	0.00%
2.691	Wilderness Mountain Water Service	171,071	205,500	20.13%	-	-	126,530	78,970	67,495	17.00%
3.850	Port Renfrew Sewer	135,608	142,348	4.97%	-	-	71,979	70,369	67,019	5.00%
	Total JDF Local/Specified/Defined Services	**3,502,530**	**3,918,614**	**11.88%**	**23,213**	**27,233**	**967,840**	**2,900,328**	**2,563,484**	**13.14%**
	TOTAL JUAN DE FUCA ELECTORAL AREA	**5,107,804**	**5,659,514**	**10.80%**	**69,672**	**61,409**	**1,133,679**	**4,394,754**	**3,955,765**	**11.10%**

CAPITAL REGIONAL DISTRICT - YEAR 2025 FINANCIAL PLAN

ELECTORAL AREAS ONLY

	Function	Gross Expenditure 2024	Gross Expenditure 2025	Gross Exp. % Incr	Carry Fwd. to 2025 Operating	Allocations to Other Services	Other Revenue	Requisition 2025	Requisition 2024	Req. % Incr.
	Salt Spring Island Electoral Area									
1.111	Electoral Area Admin Exp - SSI	1,397,753	1,598,333	14.35%	53,264	720,640	13,194	811,235	659,598	22.99%
1.116	Grant-in-Aid - Salt Spring Island	58,785	73,995	25.87%	147	-	123	73,725	43,752	68.51%
1.124	SSI Economic Development Commission	129,349	120,089	-7.16%	51,652	-	3,955	64,482	53,699	20.08%
1.236	Salt Spring Island Fernwood Dock	16,547	18,040	9.02%	-	-	170	17,870	16,380	9.10%
1.141	Salt Spring Island Public Library	718,950	768,618	6.91%	-	-	1,940	766,678	717,294	6.88%
1.238A	Community Transit (SSI)	632,673	672,382	6.28%	-	-	217,811	454,571	353,679	28.53%
1.238B	Community Transportation (SSI)	88,489	72,390	-18.19%	-	-	375	72,015	88,059	-18.22%
1.299	Salt Spring Island Arts	133,806	147,895	10.53%	2,312	-	190	145,393	133,716	8.73%
1.316	SSI Building Numbering	10,285	10,594	3.00%	-	-	19	10,575	10,265	3.02%
1.342	SSI Livestock Injury Compensation	3,158	3,158	0.00%	3,143	-	2	13	13	0.00%
1.371	SSI Emergency Program	144,181	136,329	-5.45%	-	-	12,249	124,080	130,170	-4.68%
1.378	SSI Search and Rescue	25,804	27,525	6.67%	945	-	100	26,480	22,917	15.55%
1.455	Salt Spring Island - Community Parks	1,025,297	1,050,126	2.42%	-	371,867	24,723	653,536	588,527	11.05%
1.458	Salt Spring Is.- Community Rec	399,235	402,378	0.79%	-	-	267,318	135,060	118,975	13.52%
1.459	Salt Spring Is- Pool, Parks, Land, Art & Rec. Prog	2,439,891	2,713,369	11.21%	-	92,073	551,345	2,069,951	1,888,013	9.64%
1.535	Stormwater Quality Management - SSI	66,034	57,582	-12.80%	15,000	-	27,232	15,350	24,610	-37.63%
1.925	Emergency Comm - CREST - SSI	150,978	156,054	3.36%	123	-	160	155,771	150,818	3.28%
3.705	SSI Liquid Waste Disposal	1,208,171	1,223,914	1.30%	-	-	817,737	406,177	416,125	-2.39%
	Total S.S.I. Regional	**8,649,386**	**9,252,771**	**6.98%**	**126,586**	**1,184,580**	**1,938,643**	**6,002,962**	**5,416,610**	**10.83%**
1.234	SSI Street Lighting	31,909	32,872	3.02%	-	-	40	32,832	31,869	3.02%
2.620	SSI Highland Water System	31,988	13,844	-56.72%	5,240	-	60	8,544	31,726	-73.07%
2.621	Highland / Fernwood Water - SSI	572,602	584,314	2.05%	-	-	496,558	87,756	77,630	13.04%
2.622	Cedars of Tuam	48,397	54,026	11.63%	-	-	54,026	-	-	0.00%
2.624	Beddis Water	293,927	316,694	7.75%	-	-	222,171	94,523	85,940	9.99%
2.626	Fulford Water	259,231	246,858	-4.77%	-	-	189,970	56,888	55,230	3.00%
2.628	Cedar Lane Water (SSI)	95,342	96,039	0.73%	-	-	76,922	19,117	17,820	7.28%
2.660	Fernwood Water	14,731	7,165	-51.36%	2,091	-	40	5,034	14,621	-65.57%
3.810	Ganges Sewer	1,264,781	1,298,564	2.67%	-	-	1,234,564	64,000	62,134	3.00%
3.820	Maliview Estates Sewer System	268,646	239,608	-10.81%	-	-	234,388	5,220	5,070	2.96%
	Total S.S.I. Local/Specified/Defined Services	**2,881,554**	**2,889,984**	**0.29%**	**7,331**	**-**	**2,508,739**	**373,914**	**382,040**	**-2.13%**
	TOTAL S.S.I. ELECTORAL AREA	**11,530,940**	**12,142,755**	**5.31%**	**133,917**	**1,184,580**	**4,447,382**	**6,376,876**	**5,798,650**	**9.97%**
	Southern Gulf Islands Electoral Area									
1.110	Electoral Area Admin Exp - SGI	572,636	515,635	-9.95%	50,000	-	38,983	426,652	414,160	3.02%
1.117	Grant-in-Aid - Southern Gulf Islands	111,608	119,099	6.71%	4,489	-	1,258	113,352	110,354	2.72%
1.125	SGI Economic Development Commission	155,896	666,772	327.70%	39,172	-	496,995	130,605	126,778	3.02%
1.138	Southern Gulf Islands Regional Library	247,999	252,930	1.99%	2,565	-	2,560	247,805	242,724	2.09%
1.235	SGI Small Craft Harbour Facilities	483,760	513,059	6.06%	-	-	168,460	344,599	325,161	5.98%
1.314	SGI House Numbering	10,111	10,412	2.98%	-	-	122	10,290	9,987	3.03%
1.341	SGI Livestock Injury Compensation	3,180	3,185	0.16%	3,165	-	20	-	-	0.00%
1.373	SGI Emergency Program	275,218	332,706	20.89%	-	-	77,608	255,098	247,483	3.08%
1.533	Stormwater Quality Management - SGI	41,480	42,828	3.25%	-	-	576	42,252	41,000	3.05%
1.923	Emergency Comm - CREST - SGI	187,299	191,570	2.28%	379	-	1,976	189,215	185,093	2.23%
	Total Southern Gulf Islands Regional	**2,089,187**	**2,648,196**	**26.76%**	**99,770**	**-**	**788,558**	**1,759,868**	**1,702,740**	**3.36%**
1.137	Galiano Island Community Use Building	70,590	72,936	3.32%	2,500	-	330	70,106	67,056	4.55%
1.170	Gossip Island Electric Power Supply	63,213	63,552	0.54%	297	-	380	62,875	62,640	0.38%
1.227	Saturna Island Medical Clinic	26,027	12,521	-51.89%	1,327	-	1,571	9,623	24,416	-60.59%
1.228	Galiano Health Service	144,768	149,125	3.01%	486	-	130	148,509	144,629	2.68%
1.229	Pender Islands Health Care Centre	266,575	279,682	4.92%	-	-	2,306	277,376	264,601	4.83%
1.352	South Galiano Fire Protection	606,587	636,003	4.85%	-	-	1,420	634,583	605,467	4.81%
1.356	Pender Fire Protection	1,399,332	1,479,126	5.70%	-	-	125,022	1,354,104	1,276,153	6.11%
1.359	North Galiano Fire Protection	340,969	338,770	-0.64%	10,000	-	1,275	327,495	315,461	3.81%
1.363	Saturna Island Fire	316,453	337,571	6.67%	313	-	15,349	321,909	302,461	6.43%
1.465	Saturna Island Comm. Parks	33,467	31,409	-6.15%	1,299	-	1,516	28,594	28,909	-1.09%
1.468	Saturna Island - Community Rec.	20,177	20,878	3.47%	3,576	-	788	16,514	15,149	9.01%
1.475	Mayne Is. Com. Parks & Rec	96,569	100,553	4.13%	-	-	300	100,253	96,281	4.13%
1.476	Mayne Is. Comm. Parks (reserve)	29,771	34,889	17.19%	23,999	-	10,890	-	-	0.00%
1.478	Mayne Is. Community Rec.	58,682	46,056	-21.52%	8,076	-	60	37,920	36,816	3.00%
1.485	North & South Pender Com. Parks	175,470	189,018	7.72%	-	-	2,257	186,761	173,335	7.75%
1.488	North & South Pender Com. Rec	70,816	75,708	6.91%	4	-	850	74,854	69,632	7.50%
1.495	Galiano Parks	128,309	165,600	29.06%	20,000	-	34,890	110,710	107,482	3.00%
1.498	Galiano Community Recreation	43,880	47,934	9.24%	140	-	30	47,764	43,850	8.93%
2.630	Magic Lakes Estate Water System	1,009,370	1,103,811	9.36%	-	-	506,351	597,460	580,060	3.00%
2.640	Saturna Island Water System (Lyall Harbour)	290,019	300,159	3.50%	-	-	152,330	147,829	140,696	5.07%
2.642	Skana Water (Mayne)	96,840	112,321	15.99%	-	-	83,880	28,441	26,580	7.00%
2.665	Sticks Allison Water (Galiano)	75,777	84,900	12.04%	-	-	79,340	5,560	5,100	9.02%
2.667	Surfside Park Estates (Mayne)	129,572	165,709	27.89%	-	-	135,180	30,529	24,620	24.00%
3.830	Magic Lake Estates Sewer System	913,885	959,050	4.94%	-	11,940	322,280	624,830	606,635	3.00%
3.830D	Magic Lake Estates Sewer Debt	231,715	232,205	0.21%	-	-	2,721	229,484	229,459	0.01%
	Total SGI Local/Specified/Defined Services	**6,638,833**	**7,039,486**	**6.03%**	**72,017**	**11,940**	**1,481,446**	**5,474,083**	**5,247,488**	**4.32%**
	TOTAL SGI ELECTORAL AREA	**8,728,020**	**9,687,682**	**11.00%**	**171,787**	**11,940**	**2,270,004**	**7,233,951**	**6,950,228**	**4.08%**
	TOTAL FOR ELECTORAL AREAS ONLY	**29,087,204**	**31,830,732**	**9.43%**	**375,376**	**1,815,765**	**10,065,056**	**19,574,535**	**17,801,539**	**9.96%**

Overview of service planning process improvements since 2013

2013-2015: Staff developed three-year Service Plans to align timeframes with the Financial Plan. Each service had a standardized Service Plan that included:

1. Overview: scope, organization chart, trends and issues, annual expenditures and capital.
2. Services: core services list, planned service levels adjustments, workforce considerations, customers and governance, delivery strategy, assumptions and risks.
3. Divisional Initiatives: initiatives supporting core service and CRD Strategic Priorities.
4. Performance Monitoring.

The Service Plans were developed in the first year, and staff prepared a Service Plan Update Summary in each subsequent year that provided information about:

1. Changes in assumptions, trends and other issues.
2. Overall budget performance.
3. Updates to/new division initiatives.
4. Service adjustments and staffing levels.
5. Key performance indicators.

The standing committee or commission overseeing the service approved the Service Plan, while the CRD Board, through the Committee of the Whole, approved the Financial Plan.

2016-2019: The Service Plan timeframe was extended to four years to align with the CRD Board term. The Service Plan templates were updated, and the following changes were made:

- Division and Service Summary replaced Scope.
- Links to Board Strategic Priorities were added.
- Core Services and Service Level Adjustments were combined.
- Removed: Summary of Expenditures and Capital, Customers & Governance, Delivery Strategy, Assumptions & Risks.

Starting in 2016, the standing committees and commissions reviewed the Service Plans and recommended their approval to the CRD Board, through the Committee of the Whole. The Committee of the Whole received a report to accept all recommendations.

Starting in 2017, internal process improvements were made including better guidance for staff to improve the quality and standardization of the Service Plans, and a centralized location to easily locate, update, and save all Service Plans.

In 2018, the CRD Board approved the first annual Service and Financial Planning Guidelines which provided staff with direction on how to prepare the draft service and financial plans.

Due to the B.C. General Local Election, standing committees and commissions did not review Service Plans in 2018. The Committee of the Whole received a for-information report with all Service Plans and continued to recommend approval of the Financial Plan to the CRD Board.

2019-2022: The Service Plan format was simplified and renamed Community Need Summary, aligning with the revised CRD Corporate Plan. Community Need Summaries grouped services together with similar goals to improve oversight and visibility of like-services.

The Community Need Summary template provided the following information:

1. Target outcome
2. Related strategies
3. Core service levels
4. Initiatives
5. Business Model, including value proposition and who contributes
6. Performance metrics

Additional improvements were made to the internal process including:

- Development of a multi-criteria prioritization framework to guide decisions.
- The introduction of the Initiative Business Case; this internal document is developed by staff to captures all relevant information, including internal dependencies, about future initiative and supports the assessment of initiatives by the Executive Leadership Team.

Standing committees and commissions continued to review the Service Plans and recommend approval to the CRD Board, through the Committee of the Whole. Due to the grouping of similar services within a single Community Need Summary, several standing committees and/or commissions sometimes reviewed and recommended approval of the same Community Need Summary[1]. The Committee of the Whole continued to recommend approval of the Financial Plan to the CRD Board.

Starting in 2020, further internal process improvements were made, including:

- Refinements on timing, roles and responsibilities, guidance for staff, and assessment of internal dependencies.
- Enhanced information in Initiative Business Cases.
- Annual workshops for in-depth discussion on each initiative's strategic and financial implications for the Executive Leadership Team and Senior Managers.

Further, improvements were made to the Community Need Summary including new sections for trends, risks and issues, governance, and a list of previously approved initiatives.

Also in 2020 was the first Board Priorities strategic check-in. This annual discussion confirms the strategic direction for the following year. This direction, along with direction from committees about

[1] For example, recreation contained both SEAPARC and Panorama Recreation services, which are overseen by two distinct commissions.

advancing corporate priorities, informs the recommendations brought forward by staff for new initiatives, resourcing and core service delivery adjustments.

Starting in 2021, the Executive Leadership Team introduced the service planning parameters which provide staff with clearer guidance on planning for the future. This direction supplements the CRD Board Service and Financial Planning Guidelines.

In 2022, due to the General Election, standing committees and commissions did not review Service Plans. The Committee of the Whole received a for-information report with all Service Plans and continued to recommend approval of the Financial Plan to the CRD Board.

2023-2026: Service planning documents were refreshed to align with the new CRD Board Priorities and Corporate Plan, and enhance the information captured.

The Community Need Summary template was updated to include:

1. Achievements in previous year.
2. Additional operational data
3. Enhanced core service information, including budget and workforce references, and enhanced service level descriptions.
4. Improved performance measures aligned with the goals listed in the Corporate Plan.

The internal Initiative Business Case template was also enhanced to include:

1. An assessment of the Board-directed lenses (Climate Action, First Nations Reconciliation, and Equity, Diversity and Inclusion)
2. Additional information about assumptions, constraints, dependencies, previously approved resources, options analysis, and an implementation plan

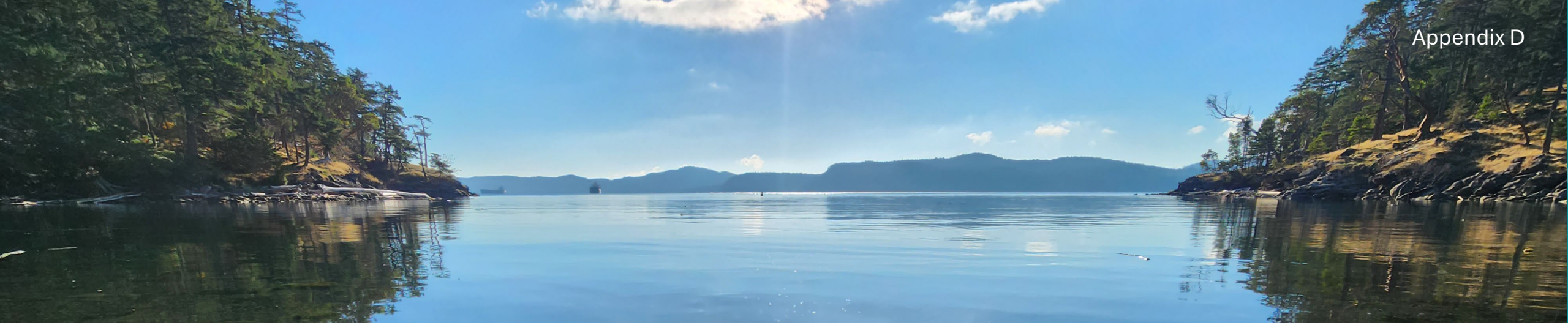
Standing committees and commissions continued to review the Service Plans and recommend approval to the CRD Board, through the Committee of the Whole. The Committee of the Whole continued to recommend approval of the Financial Plan to the CRD Board.

Starting in 2024, the Community Need Summaries were presented directly to the Committee of the Whole to address governance overlaps and gaps at standing committee and commission level.

Staff created multi-year roadmaps of future initiatives, grouped thematically, for an improved view of upcoming activities and changes.

Board Directed Initiatives

Type	Budget Year	Initiative Name	Service Name	$ Millions 2022	2023	2024	2025	2026	2027	2028	2029	Community Need	Notes
One-Time Investment Decisions													
Board Directed Initiative	2024	Trestle Trail Widening Project (Capital)	Regional Parks	-	-	2.4	9.8	10.0	10.0	10.0	10.0	Active Transportation	Costs start in 2026 per 2023 Capital Plan
Board Directed Initiative	2023	Royal Oak Golf Course Land Park Acquisition (Capital)	Regional Parks	-	8.5	0.3	0.3	-	-	-	-	Parks & Environmental Protection	Land Acquisition
	Annual	Final Approved Capital Plan	ERM	-	-	5.4	0.5	1.0	-	-	-	Landfill & Recycling	SWMP Targets - Diversion / Beneficial Use
	Annual	Final Approved Capital Plan	Saanich Peninsula Water Supply	4.4	5.3	11.9	16.8	1.9	2.3	1.4	0.6		
	Annual	Final Approved Capital Plan	Regional Water Supply	26.7	41.3	60.9	106.4	45.1	62.8	81.7	53.8		
	Annual	Final Approved Capital Plan	Juan de Fuca Water Distribution	37.1	26.8	22.2	25.7	14.5	15.1	10.5	11.5		
	Annual	Final Approved Capital Plan	Regional Water & JDF Water Shared Projects	2.2	2.3	1.2	2.0	0.5	0.7	0.5	0.5		
	Annual	Final Approved Capital Plan	Debt - Core Area Wastewater Treatment Pro	36.9	23.2	32.8	28.4	16.5	15.8	15.7	6.3		
	Annual	Final Approved Capital Plan	Peninsula Wastewater	3.1	3.1	2.8	5.6	2.9	2.5	1.4	2.5		
Board Directed Initiative	2021	Feasibility study on establishing a Regional Arts Facilities Service	Feasibility Reserve Fund	-	-	-	0.1	-	-	-	-	Arts & Recreation	Support for RPA Select Committee Initiatives & Studies
Board Directed Initiative	2025	Supportive Housing for the Region Assessment	Land Banking & Housing	-	-	-	0.1	-	-	-	-	Housing & Health	CRD Board February 12, 2025
Board Directed Initiative	2024	Feasibility study on Transportation Service	Feasibility Reserve Fund	-	-	0.4	-	-	-	-	-	Transportation	Feasibility Studies
				110.4	**110.5**	**140.1**	**195.6**	**92.4**	**109.2**	**121.2**	**85.2**		
Ongoing Impact Decisions - in Budget				-	-	-	-	-	-	-	-		
Board Directed Initiative	2022	Climate Action Initiatives - annualization of 2021 initiatives	Climate Action and Adaption	0.9	0.9	0.9	0.9	0.9	0.9	0.9	0.9	Climate Action	A Board directive to respond to a declaration of Climate Emergency
Board Directed Initiative	2024	Aboriginal Coalition to End Homelessness	Community Health	-	0.2	0.2	0.2	0.2	-	-	-	Affordable Housing, Health	Grant to external agency
Board Directed Initiative	2023	Government to Government Relationship Building	First Nations Relations	-	0.3	0.3	0.3	0.3	0.3	0.3	0.3	First Nations	CRD Board September 21, 2022
Corporate Plan Priorities	2023	Goose Management Service Establishment	Regional Goose Management	-	0.2	0.2	0.3	0.3	-	-	-	Parks & Environmental Protection	Service was established on February 8, 2023 and included in the 2023 Final Budget
Corporate Plan Priorities	2023	SSI Local Community Commission Establishment	Electoral Area Admin Exp - SSI	-	0.1	0.1	0.2	0.2	0.1	0.1	0.1	Accountability	The commission was established in 2023.
Major Strategic Initiative	2023	Provincially mandated regional Solid Waste Management Plan	Environmental Resource Management	-	0.7	5.5	2.0	2.2	2.4	2.6	2.8	Landfill & Recycling	The CRD's solid waste mandate is delivered to the community through a provincially mandated regional Solid
Board Directed Initiative	2024	Trestle Trail Widening Project (Operating)	Regional Parks	-	-	0.0	0.2	0.8	1.7	2.6	3.6	Active Transportation	Regional Parks capital project
Board Directed Initiative	2024	Alliance to End Homelessness in the Capital Region	Community Health	-	-	0.1	-	-	-	-	-	Housing & Health	Grant to external agency
Major Strategic Initiative	2024	Implement Climate Action Strategy	Climate Action and Adaptation	-	-	0.2	0.2	0.3	0.3	0.3	0.3	Climate Action	The CRD Climate Action Service responds to existing commitments in the 2021 Climate Action Strategy
Board Directed Initiative	2025	Biodiversity & Environmental Stewardship Service Establishment	Biodiversity & Environmental Stewardship	-	-	-	0.2	0.2	0.2	0.2	0.2	Parks & Environmental Protection	Service was established on Feb 12, 2025 and included in the 2025 Final Budget
Corporate Plan Priorities	2025	Foodland Access Service Establishment	Foodlands Access	-	-	-	0.3	0.4	0.5	0.5	0.5	Planning	Service was established on Feb 12, 2025 and included in the 2025 Final Budget
	2025	New services for GM Electoral Area	Electoral Areas - GM	-	-	-	0.1	0.1	0.1	0.1	0.1	Electoral Area Governance	CRD Evolves change
	2025	New services for GM Electoral Area	Joint Electoral Area Admin	-	-	-	0.2	0.3	0.3	0.3	0.3	Electoral Area Governance	CRD Evolves change
Board Directed Initiative	2018	Housing project development (Debt servicing costs for exisiting loan authorization)	Land Banking & Housing	-	-	-	2.3	2.4	2.4	2.4	2.4	Affordable Housing	This represents the full $25.5M borrowing for CRD's commitment to the RHFP program.
Board Directed Initiative	2024	Land, Banking and Housing Loan Authorization (Debt servicing costs on $85M LA)	Land Banking & Housing	-	-	-	0.0	0.1	0.1	0.1	0.1	Affordable Housing	The first $1M planned to begin this Fall ($0.5M Fall 2025; $0.5M Spring 2026). This money was intended for the
Board Directed Initiative	2023	Royal Oak Golf Course Land Park Acquisition (Operating)	Regional Parks	-	-	0.6	0.5	0.5	0.5	0.5	0.5	Parks & Environmental Protection	Land Acquisition
Board Directed Initiative	2025	Long-Term Biosolids Management	ERM / LWMP - Core and Westshore	-	-	-	0.4	0.6	0.9	1.2	1.5	Wastewater	2025-2029 Budget is based on Total Budget $10M Biosolids Advanced Thermal Pilot Demonstration Plant
				0.9	**2.4**	**8.1**	**8.7**	**11.4**	**13.7**	**15.2**	**16.7**		
Ongoing Impact Decisions - Excluded from Budget													
Board Directed Initiative	2025	Transportation Service Establishment - Known	Regional Transportation	-	-	-	-	0.7	0.7	0.8	0.7	Transportation	Service has not yet been established - AAP. Budget per IBC, will be refined when service established
Board Directed Initiative	n/a	Transportation Service Establishment - Unknown	Regional Transportation	-	-	-	-	2.3	4.6	6.9	9.3	Transportation	Utilization of full scope of service
Board Directed Initiative	n/a	Land, Banking and Housing Loan Authorization (Debt servicing costs on $85M LA)	Land Banking & Housing	-	-	-	-	2.8	5.5	5.5	5.5	Affordable Housing	Utilization of $85M loan authorization
Corporate Plan Priorities	n/a	Regional Foodlands	Foodlands Access	-	-	-	-	-	0.5	0.5	0.5	Planning	Utilization of full scope of service
Board Directed Initiative	n/a	Long-Term Biosolids Management	ERM / LWMP - Core and Westshore	-	-	-	-	-	0.3	0.3	0.3	Wastewater	Biosolids Advanced Thermal Pilot Demonstration Plant
Corporate Plan Priorities	n/a	Estimated Other Debt - majority driven by Island Health Capital Planning	Other Debt Commitments	-	-	-	-	5.0	10.0	15.0	20.0	Various	Other Commitments including CRHD
				-	**-**	**-**	**-**	**10.8**	**21.7**	**29.0**	**36.3**		



Appendix D

CRD Regional Services Profiles

Prepared for the CRD Board meeting of April 9, 2025

Picture: St. John Point Regional Park

This catalogue of service profiles was created in early 2025 to support Board-level discussions about service efficiency. The information presented is accurate as of April 2025.

The services selected for this catalogue have a regional focus and an annual budget of $5 million or more, collectively representing around 63% of the total CRD operating budget.

For each service, staff have provided comprehensive background information to help readers understand the evolution of the service, the resources and capacity available, and the value it provides to the region. Where a service is an enabler for other services, supplementary profiles have been provided for a more complete view.

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Terminology Definitions and Abbreviations

TERM	DEFINITION
Service Types	Standardized categorization of services.
Internal	▸ Customers are inside the organization.
External	▸ Customers are outside of the organization.
Mandatory	▸ Service is mandated by regulation or legislation.
Essential	▸ Service required to ensure or maintain public health and safety
Traditional	▸ Service is typically delivered by local governments of a comparable size and complexity; there is a public expectation that the service will be provided.
Discretionary	▸ Service is provided at the direction of the CRD Board.
Service Categories	
Regional	Where all municipalities and electoral areas are served
Sub-regional	Where two or more jurisdictions are served
Local	In the electoral areas where the CRD is the local government
History	Key decisions and approvals related to the service that illustrate how the service has evolved over time as a result of regulatory, policy or operational direction.
Value to the Region	Short statements that explain how the service solves problems, addresses community needs or provides benefits to internal or external customers.
Service	An authority to achieve an outcome. An outcome is a broad, long-term desired effect or change (e.g. reduced greenhouse gas emissions in the region) that may be tangible or intangible.
Program	A commitment to deliver either a tangible or intangible output. See definition of output below.
Output	The tangible or intangible products of a process or activity that meet a customer requirement or need (e.g., process 1,000 building permits every year).

ACRONYM	DEFINITION
CapEx	Capital Expenditure
CRHC	Capital Region Housing Corporation
DCC	Development Cost Charge
ERM	Environmental Resource Management (Solid Waste Management)
FY2025	Financial Year 2025 (Final), as approved by the CRD Board on March 12, 2025
OpEx	Operating Expenditure
RHFP	Regional Housing First Program
RNG	Renewable Natural Gas
RWS	Regional Water Supply
SWMP	Solid Waste Management Plan

Environmental Resource Management

Service Profiles 1.521 and 1.525

Picture: Hartland Landfill

1.521 & 1.525 Environmental Resource Management (ERM)

Overview

Governance: Environmental Services Committee

Division/Department: ERM / Parks, Recreation & Environmental Services

Participation: All costs are recovered through tipping fees, user fees and sale of services. Waste streams generated in the municipalities and electoral areas within the Capital Region must be directed to the Hartland Landfill.

Service type: External – **Mandatory**

History

- The CRD became responsible for solid waste disposal for the region in **1973** when, at the request of the CRD Board, the Province established solid waste disposal as a regional function of the CRD.
- The CRD acquired Hartland Landfill in 1975 and assumed direct operation of the site in **1985**. Hartland Landfill is owned and operated by the CRD and is the only landfill in the capital region.
- The CRD Board amended the Tipping Fees and Regulation Bylaw in **2015** to ban kitchen scraps and create a stewardship program for printed paper; in **2016** to address tipping fees for asbestos containing materials; in **2023** to ban asphalt roofing shingles, carpets and underlays, and wood waste; and in **2024** to ban salvageable wood and carpet and underlay. Fees were also amended in **2015**, **2021**, **2023** and **2024**.
- The CRD's solid waste mandate is delivered to the community through a provincially mandated regional Solid Waste Management Plan (SWMP) which was approved in **2021**. The SWMP set targets that go beyond the provincially mandated per capita waste reduction targets.
- Total debt outstanding (LA4515) at December 31, 2024, is $16,866,744.

Benchmarks & Targets

1. Reduce per capita waste generation from the current rate of 356 kg/capita to 250 kg/capita by 2030* - SWMP target
2. Extend the life of Hartland Landfill to 2100 - SWMP target
3. Capture 75% of landfill gas at Hartland Landfill
4. Maintain waste compaction rate at Harland landfill of 850 kg/m3

Value To The Region

- The ERM division is responsible for municipal solid waste management in the region, including **waste reduction**, **recycling programs** and the **operation of Hartland Landfill**. The division's approach is based on the B.C. Ministry of Environment & Climate Change Strategy's "5R" pollution prevention hierarchy of **Reduce**, **Reuse**, **Recycle**, **Resource Recovery** and **Residuals Management**.
- The **Hartland Landfill facility** provides recycling, household hazardous waste collection, a salvage area, construction and demolition material, yard and garden waste collection and processing, food scraps, controlled waste disposal and landfill services to commercial and residential customers.
- The **SWMP and Diversion Services** aim 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. By minimizing waste disposal and maximizing diversion opportunities the service aims to extend the life of the landfill to 2100.

2025 Financial Plan Summary (000)

Operating Cost	$47,343
Debt Servicing	$2,026
Transfer to Capital / Reserves	$4,880
Non-Requisition Revenue	**$54,249**
Requisition Revenue	**-**

2025 Staff Establishment (FTEs)

Regular**	34.2
Fixed Term	1

2025 Capital Plan Summary (000)

Capital Expenditure (2025)	$28,373
Capital Expenditure (2025-2029)	$52,588
Total Number of Projects	42
Average Total Project Cost	$1,252

Capital Plan Highlights

Projects can be grouped into five categories:

- Sustaining capital required to support ongoing daily operations
- Progressive closure of the Landfill
- Cell 4, 5 and 6 preparation and north end commercial access improvements
- Renewable natural gas projects
- SWMP Diversion and Beneficial Use targets

** At the time of preparing the SWMP, the provincial target was 350kg per capita*
*** FTE's – includes Innovation Project staffing (3.0 FTE's)*

1.521 & 1.525 Environmental Resource Management (ERM)

Resources* FY2025 (000)	**Services** Authority to achieve an outcome	**Programs** Commitment to deliver output	**Outputs** Product(s) that meet a customer requirement or need
OpEx: $28,673 CapEx: $ 539 FTEs: 16.2	**Diversion Services** Solid waste management planning in the capital region including policy and program development to increase waste reduction or recycling	• Curbside Collection (Blue Box) Program (contracted) • Solid Waste Management Plan programming • Waste Flow Management • Education and outreach campaigns • Wood Waste Diversion Program • Yard and Garden Diversion Program	• Planning and policy development activities include the SWMP and the administration of 49 contracts and agreements and Compost Facilities Bylaw. • Delivery of the recycling programs, including curbside collection from 132,232 households and packaging, printed paper and glass collection from six electoral area depots. • Collection of more than 80 items from 28 product categories at the Hartland recycling facility. • Implementation of new diversion policies that will reduce the amount of waste received at Hartland Landfill and increase reuse, recycling, recovery and beneficial use. • Delivery of material stream diversion transfer service for wood waste, asphalt shingles, carpet and underlay. • Preparation of a Solid Waste Composition Study every five years (last dated 2022) to monitor community behaviour change.
OpEx: $14,989 CapEx:$19,073 FTEs: 12.8	**Landfilling Services** Operate the Hartland Landfill and manage capital investments to ensure compliance with landfill regulations (inc. leachates and landfill gas management infrastructure).	• Ongoing landfill operations (Standard Refuse and Controlled Waste) • Hartland Tipping Fees and Regulation • Processing Materials • Material Stream Diversion Transfer Station • Recycling Services (contracted) • Kitchen Scraps and Composting Facility (contracted) • Hartland Landfill Environmental Program • Heavy Equipment and Mechanical Services (contracted) • Compliance Enforcement	• Administration of five contracts and agreements. • Residential service at bin area (9am-5pm weekdays, 9am-2pm Saturdays). • Commercial service at Hartland Landfill active face (7am-5pm weekdays, 9am-2pm Saturdays).
OpEx: $ 3,679 CapEx: $8,759 FTEs: 6.2	**Energy Recovery Services** Monitor, assess and report to support regulatory compliance and contaminant reduction at Hartland Landfill.	• Renewable Natural Gas (RNG) Operations and Maintenance • RNG Plant Electricity Use	• Production of RNG from upgraded landfill gas for sale to FortisBC, to reduce greenhouse gas emissions by approximately 450,000 tonnes carbon dioxide equivalent over the next 25 years (beginning in 2024).

ACRONYMS: *OpEx: Operating Expenditure – CapEx: Capital Expenditure – FTE: Full Time Equivalent – FY2025: Financial Year 2025 (Final)*
** Breakdown of resources is indicative only and may not reflect the intricacies of highly integrated functions*

Land Banking & Housing

Service Profile 1.310

Picture: Westview

1.310 Land Banking & Housing

Overview

Governance: Hospitals and Housing Committee

Division/Department: Regional Housing / Housing, Planning & Protective Services

Participation: All member municipalities, electoral areas, Songhees and Tsawout First Nations

Service type: External – Discretionary

Benchmarks & Targets

1. Total number of approved RHFP units that are under construction or completed: meet the terms of the RHFP Definitive Agreement by December 31, 2025, of having 400 shelter rate units under construction or completed
2. Decrease number of people experiencing homelessness in the capital region

History

- In **1974**, the CRD acquired the functions of land assembly, housing, and land banking to facilitate the acquisition of land for housing, either public or private, and public housing as if the CRD was a municipality. In **1982**, the letters patent were amended to allow the CRD to incorporate a company dedicated to public housing, leading to the creation of the Capital Region Housing Corporation (CRHC). For more information about the CRHC, see the supplementary profile.
- The Land Banking and Housing Service was established in **2010** to formalize the service and provide continued support for Regional Housing's activities.
- The Regional Housing Affordability Strategy, which was adopted in **2001** and revised in **2018**, provides a framework to address housing affordability challenges in the capital regions and sets key housing-related priorities.
- In **2016**, the CRD and the Province entered a partnership called the Regional Housing First Program (RHFP), with both parties providing funding for affordable or supportive housing projects across the capital region. The program is a partnership between the CRD, BC Housing, Canada Mortgage and Housing and Island Health. In **2020**, all parties increased their contribution, raising the total value to $120 million.
- In **2024**, following an Alternative Approval Process, the CRD Board increased the service's borrowing authority by $85 million.

Value To The Region

- The service enables the CRD to combine multiple adjacent properties into a single parcel (land assembly) to construct and operate public or private housing. It also allows the CRD to develop and operate public housing in accordance with the National and Provincial Housing Acts, with all the powers of a municipality. The service can take on debt to fund these activities and enables the CRD to participate in provincial/federal programs and enter into housing agreements.
- In simpler terms, the service **raises and invests funds to buy land and plan, design, and build housing units**. These efforts increase the overall stock of quality, affordable housing in the region, helping to address housing shortages that can lead to higher rates of unhoused people, inadequate housing, and affordability challenges. Once built, these units are managed by the CRHC.
- The service also administers and distributes grant funding to the region on behalf of government partners, and in line with agreements, and makes financial contributions to the RHFP.

2025 Financial Plan Summary (000)*

Operating Cost	$3,258
Debt Servicing	$2,260
Transfer to Capital / Reserves	$4
Non-Requisition Revenue**	**$2,242**
Requisition Revenue	**$3,280**

2025 Staff Establishment (FTEs)

Regular	3
Fixed Term	5

2025 Capital Plan Summary (000)

Capital Expenditure (2025)	$26,058
Capital Expenditure (2025-2029)	$26,568
Total Number of Projects	6
Average Total Project Cost	$4,428

Capital Plan Highlights

- RHFP Contribution to Village on the Green Redevelopment
- RHFP Contribution to Campus View Redevelopment
- RHFP Contribution to Verdier Project
- Growing Communities Fund Contribution to Forest Homes Affordable Housing Project
- Rural Housing Program Pilot Project capital grants

** The Financial Plan Summary excludes funding for services facilitated through Land Banking & Housing, including the CRHC*
*** Internal recoveries, and external grants*

1.310 Land Banking & Housing

Resources* FY2025 (000)	**Services** Authority to achieve an outcome	**Programs** Commitment to deliver output	**Outputs** Product(s) that meet a customer requirement or need
OpEx: $5,411 CapEx: $25,558 FTEs: 7.0	**Housing Planning, Policy, & Programs**	Undertake land assembly	• Facilitate the development of affordable housing through collaboration with other levels of government, community and housing agencies, private development industry, and other funders. • Steward applications to the Canada Mortgage and Housing Corporation Affordable Housing Innovation Fund.
		Receive and administer grants from federal and provincial agencies	• Receive grants from federal and provincial partner agencies, provide oversight, and deploy funds within the region. • Act as the Community Entity for the Government of Canada on the **Reaching Home Program: Canada's Homelessness Strategy** to address the needs of individuals experiencing homelessness including the expansion of the use of the Homeless Individuals and Families Information System (HIFIS) and the roll out of a Coordinated Access (CA) process to better connect individuals to housing and services. • Administer funds under the **Rapid Housing Initiative**, **Regional Housing First Program**, and the **Regional Housing Trust Fund**. • Enter and administer **Housing Agreements** on behalf of municipalities under the Local Government Act. • Manage/support **Service Agreements** with non-profit societies, including the Aboriginal Coalition to End Homelessness and Alliance to End Homelessness in the Capital Region.
		Conduct planning and research	• Produce and consolidate data on housing development and provide expertise in the delivery of affordable housing across the region, including policy, planning, and development support to municipalities, electoral areas, housing providers, and community-based service agencies and partners.
OpEx: $111 CapEx: $500 FTEs: 1.0 (Term)	**Rural Housing Program** Pilot project for the Southern Gulf Islands and Salt Spring Island Electoral Areas in response to the ongoing housing crisis and unique characteristics of these communities.	Prototype various housing solutions that are better suited to the rural context	• Fund incentives for the development of accessory dwelling units in the secondary housing market. • Support non-profit housing providers with pre-development costs for smaller scale, multi-unit affordable housing. • Ongoing coordination and engagement for rural housing solutions.

ACRONYMS: *OpEx: Operating Expenditure – CapEx: Capital Expenditure – FTE: Full Time Equivalent – FY2025: Financial Year 2025 (Final)*
** Breakdown of resources is indicative only and may not reflect the intricacies of highly integrated functions*

Supplementary Service Profile for Land Banking & Housing

Capital Region Housing Corporation (CRHC)

Picture: Michigan Square

Capital Region Housing Corporation

Overview

Governance: CRHC Board, Hospital and Housing Committee

Division/Department: Regional Housing / Housing, Planning & Protective Services

Participation: CRD Board is the shareholder of the CRHC as defined in the *Business Corporations Act*

Service type: External – Discretionary

History

- The Capital Region Housing Corporation (CRHC), a not-for-profit, wholly owned CRD subsidiary, was created in **1982** and opened its first building in **1983**. The legal authority for this separate corporate entity comes from the Land Banking & Housing service, a CRD service, and the CRD is the sole shareholder.
- Within its first year of operation, the CRHC had 105 townhouses under construction. These buildings had a capital value of over $8 million. Between **1984** and **1986**, another 432 family units were opened for residents of the region. In **1986**, the CRHC expanded its mandate to include seniors' independent living, in which it has continued to play an important role.
- Between **2002** to **2018**, the CRHC only introduced 39 units in two buildings due to drying up of funding available to support development and operations. Since **2019**, the CRHC has increased its housing portfolio by more than 800 homes through development and acquisition.

Benchmarks & Targets

1. Increase directly managed affordable housing for low-to-moderate income households to 3,000 (managed by the CRHC)
2. Invest $15M from 2025-2029 to improve existing CRHC housing stock under Umbrella Operating Agreement.
3. Ensure turnover of CRHC unit after it has been vacated is no greater than 30 days

Value To The Region

- **Access to affordable housing supports a strong economy and a healthy region.** The CRHC works collaboratively with the stakeholders, community partners and its tenants to build safe, vibrant and accessible communities where tenants can feel a sense of pride and belonging.
- The CRHC **develops and manages homes for low-to-moderate income households** in Greater Victoria and the capital region. Its goal is to meet the community's current and future housing needs.
- The primary activities of the CRHC are the day-to-day management of housing, providing property management services, and providing services to more than **4,500 residents who live in 54 housing complexes across eight municipalities**.
- As of December 31, 2024, the CRHC owns and operates 2,028 affordable rental homes in the region, with an additional 180 homes under construction and over 1,000 homes in various phases of development and pre-construction.

2025 Financial Plan Summary (000)

Operating Cost	$16,583
Debt Servicing	$12,890
Transfer to Capital / Reserves	$2,730
Non-Requisition Revenue*	**$32,610**
Requisition Revenue	**-**

2025 Staff Establishment (FTEs)

Regular	61
Fixed Term	12

2025 Capital Plan Summary (000)

Capital Expenditure (2025)	$91,801
Capital Expenditure (2025-2029)	$484,769**
Total Number of Projects	10
Average Total Project Cost	$48,477

Capital Plan Highlights

- Caledonia – Community Housing Fund (CHF)
- Carey Lane – Building Envelope Remediation
- Pandora – CHF
- Campus View Redevelopment – Regional Housing First Program (RHFP)
- Village on the Green Redevelopment – RHFP
- Cedar Hill Library & HSG Redevelopment – CHF
- Verdier/Brentwood – CHF
- Contributions towards new and future redevelopment projects

** Tenant rent contribution, BC Housing Management Commission (BCHMC) subsidy and other revenue sources*

*** Funded 3% from reserve, 31% from grants, and 66% by mortgage debt*

Supplementary Service Profile: Capital Regional Housing Corporation

Resources* FY2025 (000)	**Services** Authority to achieve an outcome	**Programs** Commitment to deliver output	**Outputs** Product(s) that meet a customer requirement or need
OpEx: $32,203 CapEx: $3,974 FTEs: 62.0	**Operations** (CRHC Administrative Budget)	Operate and maintain affordable, inclusive, sustainable housing for low- and moderate-income families	• Operational management of units (total of 54 properties and 2,028 units and 4,500 tenants as of 2024), adjusting service delivery needs as required. The CRHC currently has approximately 1,000 funded units under development and the CRHC expects to own and operate almost 3,000 units by 2029. • Contract management of Umbrella Operating Agreement with BC Housing.
OpEx: $1,879 CapEx: $87,827 FTEs: 11.0	**Planning & Development and Capital Construction** (CRHC Development Services Budget)	Develop/redevelop and ongoing capital investment in CRD/CRHC-owned assets.	• Identify and pursue opportunities to develop or redevelop housing stock owned by the CRD and CRHC. • Asset management and ongoing delivery of the routine capital plan and building envelope remediations, including the currently active one at Carey Lane.
		Support all planning and development processes related to achieving the approval of CRHC projects by municipal authorities and other approval bodies	• Evaluate and recommend opportunities for new land acquisitions or air space parcel leases to provide additional affordable housing to low- and moderate-income residents of the capital region. • Identify and secure new and continued funding sources to allow for the continued development of new affordable housing units in the capital region. • Apply for and receive grant and project recovery funding and prepare approved projects for implementation. • Develop strategic partnerships to enable the planning, design and construction of new affordable housing units within the capital region in a manner that is environmentally, socially and financially responsible. • Development of early feasibility, site analysis, and conceptual design and coordination of municipal approvals required to progress new affordable housing developments to the construction stage.
		Facilitate the construction of all CRHC projects and supervises the construction of RHFP projects that will be acquired by the CRD/CRHC for operations	• Support the ongoing delivery of all new homes under development and construction.

ACRONYMS: *OpEx: Operating Expenditure – CapEx: Capital Expenditure – FTE: Full Time Equivalent – FY2025: Financial Year 2025*

** Breakdown of resources is indicative only and may not reflect the intricacies of highly integrated functions*

Legislative & General Government Service

Service Profiles

Picture: CRD Boardroom, Fisgard St.

Legislative & General Government Service

Overview

Governance: Governance and First Nations Relations Committee, Environmental Services, Finance Committee

Departments: Corporate Services, Executive Services, Finance & Technology, Parks Recreation & Environmental Services, and Housing, Planning & Protective Services

Participation: All municipalities and electoral areas

Service type: Internal and External – **Mandatory**, Traditional and Discretionary

History

- The CRD was created on February 1, **1966,** by the British Columbia Provincial Government. By legislation, cost for legislative and general government activities are funded through a Legislative & General Government Service.
- Over the next fifty years, the CRD Board progressively expanded the organization's scope, with administrative functions evolving to support new services. New services and programs created include the Capital Regional Hospital District in **1967**, Solid Waste Management Planning in **1973**, the Capital Region Housing Corporation in **1982**, the Galloping Goose Regional Trail in **1987**, Blue Box Curbside Recycling Program in **1989**, Regional Drinking Water System for Greater Victoria in **1997**, Parks Land Acquisition Fund in **2000**, Regional Growth Strategy in **2003** and Regional Emergency Response in **2004**. The CRD established the Climate Action & Adaptation Service in **2009**.
- The First Nations Relations function was established in **2013**. The First Nations Task Force was established in **2014**. The Task Force recommendations were approved by the Board in **2018**.

Benchmarks & Targets

Refer to supplementary profiles for examples of performance benchmarks and targets.

Value To The Region

- The CRD provide regional decision-making on matters that transcend municipal boundaries and enables more effective service delivery through **region-wide or shared delivery models**. As the local government for electoral areas, the CRD also facilitates and delivers projects and services for residents living in unincorporated areas.
- The governance structure include a 24-member Board of Directors composed of one of more elected officials from each municipality and electoral area within the CRD Boundaries.
- The Legislative and General Government service includes a **range of mandatory, traditional and discretionary functions** including Board Expenditures, Chief Administrative Officer and Executive Services, Corporate Climate Action, Corporate Communications, Corporate Emergency Services, Corporate Services, Financial Services, First Nations Relations, Human Resources, Information Technology and select General Managers.
- The services funded through this budget also provide core administrative functions for the Capital Regional Hospital District and the Capital Region Housing Corporation.

2025 Financial Plan Summary (000)

Operating Cost	$40,886
Debt Servicing	$98
Transfer to Capital / Reserves	$3,212
Non-Requisition Revenue*	**$30,719**
Requisition Revenue	**$13,477**

2025 Staff Establishment (FTEs)

Regular	176**
Fixed Term	8

2025 Capital Plan Summary (000)

Capital Expenditure (2025)	$4,998
Capital Expenditure (2025-2029)	$10,911
Total Number of Projects	35
Average Total Project Cost	$143

Capital Plan Highlights

- Boardroom improvements project
- Additional corporate office space at the Infrastructure & Water Services (IWS) Field Operation Centre
- Continued migration of the CRD's enterprise resource planning platform and other application modernization enhancements
- Upgrades to the CRD Headquarters Building
- Provisions for emergency facilities repairs

** Note that this includes allocations to other services which may be requisition funded*
*** FTE count does not include staff embedded in non-Legislative & General Government service budgets.*

Legislative & General Government Service

Resources* FY2025 (000)	**Services** Authority to achieve an outcome	**Programs** Commitment to deliver output	**Outputs** Product(s) that meet a customer requirement or need
OpEx: $1,412 CapEx: $751	**1.011 Board Expenditures**	Budget authorized by Letters Patent.	• Provides for the remuneration and expenses of the CRD members of the Board. Expenses include equipment replacement for the Boardroom at 625 Fisgard Street.
OpEx: $224 CapEx: - FTEs: 1.0	**1.012 Other Legislative & General – Climate**	Support the organization with its corporate climate goals/commitments, develop and monitor corporate policies related to climate action, undertake annual reporting, support corporate building and fleet energy and emission reduction and climate preparedness initiatives.	• Develop and monitor corporate energy and climate action initiatives, policies and strategies. • Facilitate internal coordination, knowledge sharing, capacity building and project identification and execution. • Pursue grants and support services in implementing corporate projects. • Complete annual reporting. *Note that CRD services embed climate action within their own service delivery, with support from Climate Action program staff.* ***This service operates in conjunction with the 1.309 Climate Action & Adaptation Service.***
OpEx: $1,229 CapEx: $2 FTEs: 6.0	**1.014 Chief Administrative Officer and Executive Services**	Provides overall management of CRD departments and programs and support the Board Chair, as required.	• Provide overall management of CRD departments and programs through the Chief Administrative Officer's office and, with the Executive Leadership Team, oversee all Board and Corporate reporting and implementation of Board direction.
OpEx: $602 CapEx: - FTEs: 3.0	**1.015 Real Estate**	Acquire, dispose of and manage real estate interests on behalf of CRD departments and commissions/ committees.	• Manage the real estate portfolio and property management services across the organization • Manage and complete due diligence for acquisitions and dispositions of property for: Regional Parks, Housing (CRHC), Capital Regional Hospital District, Hartland Landfill, Community Parks, Small Craft Harbours, Communications Towers and IWS • Coordinate the internal review and response to third-party referrals submitted to the CRD • Manage corporate land and land agreement data, both tabular and spatial • Coordinate, complete and manage leases, licenses, permits, and land-use applications • Oversee the completion and registration of ~150 new covenants and statutory right-of-way annually in favour of CRD • Conduct land research and due diligence to support corporate initiatives and decisions
OpEx: $747 CapEx: - FTEs: 3.0 (including 1 Term)	**1.018 Health & Capital Planning Strategies**	Administrative and operational support for community health, public health bylaws, and the Capital Regional Hospital District (CRHD).	• Provides administrative and operational support to community health, public health bylaws and the Capital Regional Hospital District (CRHD).

ACRONYMS: *OpEx: Operating Expenditure – CapEx: Capital Expenditure – FTE: Full Time Equivalent – FY2025: Financial Year 2025 (Final)*

** Breakdown of resources is indicative only and may not reflect the intricacies of highly integrated functions*

Legislative & General Government Service

Resources* FY2025 (000)	**Services** Authority to achieve an outcome	**Programs** Commitment to deliver output	**Outputs** Product(s) that meet a customer requirement or need
OpEx: $627 CapEx: - FTEs: 2.5	**1.024 General Manager – Housing, Planning & Protective Services****	Oversee the Housing, Planning & Protective Services department for the CRD Board.	• The General Manager provides overall direction and supporting administrative oversight for CRHC, CRHD, Regional Planning, Protective Services, Regional Housing, Building Inspection and Juan de Fuca Local Area Services. • The department and its divisions report to the CRD Board, CRHD Board, CRHC Board, Planning and Protective Services Committee, Emergency Management Committee, Transportation Committee, Hospitals and Housing Committee, Electoral Areas Committee, Juan de Fuca Land Use Committee, and also provide corporate administration for 17 commissions and the Capital Regional Housing Corporation. *Note that responsibility for Building Inspection and Juan de Fuca Local Area Services will transfer to the Electoral Area Services department later in 2025.*
OpEx: $572 CapEx: $14 FTEs: 2.0	**1.025 Corporate Emergency Services**	Administer the Corporate Emergency Plan.	• Coordinate and administer the Corporate Emergency Plan in accordance with the *Emergency Program Act* as a local authority and regional service provider and ensure integration with the three Electoral Area Emergency Plans to provide business continuity and CRD divisional coordination in the case of an emergency.
OpEx: $1,881 CapEx: - FTEs: 6.0	**1.027 First Nations Relations**	Leadership, vision and support for the Board Priority through facilitating opportunities to build government-to-government relationships between Board Directors and First Nations' elected leadership.	• Development of formal agreements, including service agreements and Memoranda of Understanding. • Advance inclusive governance across CRD. • Identify opportunities for gatherings or events. • Provide updates to committee on the progress of various items related to Board Priority. • Provide cultural perspectives training and coaching for Board Directors. *Note that this budget includes capacity funding for the Government-to-Government Relationship Building initiative, advanced in 2024.*
OpEx: $506 CapEx: - FTEs: 2.0	**1.028 General Manager – Parks, Recreation and Environmental Services****	Oversee the Parks, Recreation & Environmental Services department for the CRD Board.	• The General Manager provides overall direction and supporting administrative oversight for all Environmental Services as well as Regional Parks and two recreation centres. • The department and its divisions report to the Board, the Environmental Services Committee and the Regional Parks Committee
OpEx: $250 CapEx: - FTEs: 2.0	**1.029 General Manager – Electoral Area Services****	Oversee the Electoral Area Services department for the CRD Board (start in Q3 2025).	• The General Manager provides overall direction and supporting administrative oversight for all Electoral Area Services, excluding fire protection and emergency management services. • The department and its divisions report to the CRD Board, Electoral Areas Committee and the Salt Spring Island Local Community Commission.

ACRONYMS: *OpEx: Operating Expenditure – CapEx: Capital Expenditure – FTE: Full Time Equivalent – FY2025: Financial Year 2025 (Final)*

** Breakdown of resources is indicative only and may not reflect the intricacies of highly integrated functions*

*** The positions of General Manager – Infrastructure & Water Services, General Manager – Corporate Services (and Corporate Officer), General Manager – Finance & Technology (and Chief Finance Officer) are funded through the following operating budgets: 2.670 Regional Water Supply/2.680 JDF Water Distribution, 1.014B Corporate Services, and 1.017 Finance.*

Legislative & General Government Service

Resources* FY2025 (000)	**Services** Authority to achieve an outcome	**Programs** Commitment to deliver output	**Outputs** Product(s) that meet a customer requirement or need
Res Trsf: $1,619 CapEx: -	**1.010 Other Revenue**	Legislative & General Government Services surplus carry forward.	• Legislative & General Government Services surplus carry forward.

See pages 18-33 for supplementary service profiles for **1.014 Corporate Services, 1.016 Human Resources, 1.017 Finance, 1.022 Information Technology** and **1.118 Corporate Communications.** These services make up around 78% of the Legislative & General Government operating budget.

ACRONYMS: *OpEx: Operating Expenditure – CapEx: Capital Expenditure – FTE: Full Time Equivalent – FY2025: Financial Year 2025 (Final)*

** Breakdown of resources is indicative only and may not reflect the intricacies of highly integrated functions*

Supplementary Service Profile for Legislative & General Government

Corporate Services 1.014B

1.014B Corporate Services

Overview

Governance: Governance and First Nations Relations Committee

Division/Department: Legal Services & Risk Management, Legislative Services, Privacy & Information / Corporate Services

Participation: All municipalities and electoral areas

Service type: Internal – Traditional and **Mandatory**

History

- The service was authorized by Letters Patent in **1966** to provide for administrative expenditures of the CRD Board.

Benchmarks & Targets

Compliance with the *Freedom of Information and Protection of Privacy Act* (FOIPPA):

1. Freedom of Information (FOI) and Privacy Program compliance for access request
2. Volume of FOI requests
3. Volume of Private Impact Assessments (PIAs) completed

Value To The Region

- The service supports **coordinated and collaborative organizational governance and service delivery** through the provision of a suite of professional advisory services.
- It provides for **in-house professional advisory support** for:
  - All legal matters, including bylaws, contracts and legislative compliance.
  - Meetings management, parliamentary procedures, appointments, electoral approval processes and elections.
  - To ensure compliance with FOIPPA, managed privacy and information access.
  - Liability, risk management, business continuity and insurance.

2025 Financial Plan Summary (000)

Operating Cost	$4,111
Debt Servicing	-
Transfer to Capital / Reserves	$10
Non-Requisition Revenue*	**$1,464**
Requisition Revenue	**$2,657**

2025 Staff Establishment (FTEs)

Regular	17.6
Fixed Term	-

2025 Capital Plan Summary (000)

Capital Expenditure (2025)	$4
Capital Expenditure (2025-2029)	$48
Total Number of Projects	5
Average Total Project Cost	$10

Capital Plan Highlights

- Scheduled office equipment replacements

** Internal recoveries*

1.014B Corporate Services

Resources* FY2025 (000)	**Services** Authority to achieve an outcome	**Programs** Commitment to deliver output	**Outputs** Product(s) that meet a customer requirement or need
OpEx: $687 CapEx: $1 FTEs: 5.0	**Legal services**	Provide professional advice and expertise related to bylaws, contracts, agreements, procurement, legislative compliance and all legal matters.	• Bylaw drafting and review, including supervision of outside counsel when required. • Manage governance changes and advise on legislative and statutory interpretation. • Manage policy development to ensure compliance with policy framework and modern principles of policy development. • Staff training in procurement, policy, and contract and bylaw drafting. • Manage and litigate commercial, administrative, and public law claims for CRD, CRHD and CRHC. • Advise on ticket enforcement, bylaw application, regulatory compliance, real estate matters, building inspection, and other areas. • Draft, develop, and revise contract and procurement templates . • Assist with contract amendments and third party negotiations. • Report quarterly on contracts and procurement trends at the CRD. • Draft, review and approve 800+ agreements per year, and respond to 1,500+ inquiries for legal advice. *Note that the responsibility for procurement-related functions are transferring to Financial Services in 2025. This includes 2.0 FTEs.*
OpEx: $1,100 CapEx: $1 FTEs: 4.0	**Legislative services**	Provide professional advice and expertise related to meetings, parliamentary procedure, internal and external appointments, legislative requirements and processes, elections and elector approval processes. Fulfills the mandatory functions of the Corporate Officer as set out in the *Local Government Act*.	• Administrative and legislative support to the CRD, CRHC and CRHD Boards, 11 standing committees, and 79 committees and commissions. • Publish agendas and record minutes for over 100 open and closed meetings annually for the three CRD Boards, and their standing and select committees. • Facilitate 40+ delegations from residents and organizations. • Conduct elections and bylaw assent processes. • Process ~70 bylaws annually for adoption and manage the administration of bylaws . • Coordinate ~300 appointments annually to CRD committees and commissions. • Conduct training for commission members, meeting chairs, and staff on parliamentary procedure. • Annually review and distribute 1000+ pieces of correspondence addressed to the CRD Board.

ACRONYMS: *OpEx: Operating Expenditure – CapEx: Capital Expenditure – FTE: Full Time Equivalent – FY2025: Financial Year 2025 (Final)*
** Breakdown of resources is indicative only and may not reflect the intricacies of highly integrated functions*

1.014B Corporate Services

Resources* FY2025 (000)	**Services** Authority to achieve an outcome	**Programs** Commitment to deliver output	**Outputs** Product(s) that meet a customer requirement or need
OpEx: $1,816 CapEx: $ 2 FTEs: 6.6	**Privacy and information services**	Provide professional advice and expertise to guide and support the organization to protect privacy, provide information access and effectively manage and use its valued information resources.	• Administer 250+ FOI requests annually (including 2,000+ associated records each year) • Administer 40+ PIAs annually; review and support documenting initiatives, write collection notices, conduct risk assessments and legal research, advise/make recommendations, coordinate across stakeholders • Develop and administer the corporate privacy and information management programs to support regulatory compliance and effective practices • Conduct regular mandatory and ad hoc specialized privacy training sessions for staff • Respond to complaints or matters involving the Office of the Privacy Commissioner under FOIPPA; lead reviews and incident reporting • Conduct records inventories & appraisals, develop lifecycle management plans for all records and approve disposition (destroy or retain permanently) to ensure timely and effective management of information resources • Develop governance framework for effective documents and records management, including repository management, information architecture, metadata and rules-based recordkeeping in SharePoint Online, Teams and OneDrive for Electronic Document and Records Management System (EDRMS) and associated work • Administer the corporate Stewardship Program for SharePoint and Teams, including permissions management and Helpdesk support • Lead and support digitization projects and addressing legacy records
OpEx: $508 CapEx: - FTEs: 2.0	**Risk management services**	Provide professional advice and expertise related to liability, risk management, business continuity and insurance procurement on behalf of the CRD.	• Manage risks and reporting out through the Corporate Risk Registry on a semi-annual basis • Binding insurance for property loss for $1.25B worth of assets, liability coverage for internal and external claims, and course of construction coverage for capital project • Oversee and maintain volunteer insurance program • Maintain and manage the $2M self-insurance program • Business Continuity Planning assistance for all CRD services • Investigate and adjudicate minor liability claims submitted against the CRD, and manage litigated claims including instructing external counsel • Review contracts and agreements for risk and insurance considerations

ACRONYMS: *OpEx: Operating Expenditure – CapEx: Capital Expenditure – FTE: Full Time Equivalent – FY2025: Financial Year 2025 (Final)*

** Breakdown of resources is indicative only and may not reflect the intricacies of highly integrated functions*

Supplementary Service Profile for Legislative & General Government

Human Resources

1.016

1.016 Human Resource

Overview

Governance: Governance and First Nations Relations Committee, Finance Committee

Division/Department: People Safety & Culture / Executive Services

Participation: All municipalities and electoral areas

Service type: Internal – Traditional

History

- The service was authorized by Letters Patent in **1966** to provide Human Resources services to the Board of the CRD. In those early years, services had a focus on the parks system, community health and community recreation planning. Today, the service provides human resource and occupational health & safety functions for a wide-ranging number of functions and professional specialisms for both indoor and outdoor workers.
- The Organizational Development Plan was published in **2017** to build organizational resilience and complement the Corporate Plan and divisional service plans.
- In **2024**, the People, Safety and Culture Strategic Plan was adopted, focusing on Equity, Diversity, Inclusion and Accessibility; Organizational Capacity; Talent Acquisition; Employee Experience and Recognition; Talent Excellence; and People, Safety and Culture Excellence.
- In **2024**, the CRD Accessibility Plan was developed with support of the Accessibility Advisory Committee.

Benchmarks & Targets

1. Employee turnover rate
2. Unplanned absenteeism (sick leave) rate
3. Regular position vacancy rate
4. Participation rates in Equity, Diversity and Inclusion related training

Additional operational statistics tracked include:

1. Total unionized workforce
2. Average length of service
3. WorkSafe BC employer rate

Value To The Region

- The service provides **comprehensive in-house support** to all departments and divisions, catering to a **multi-faceted inside and outside workforce**. By supporting strong relationships between employees and the employer, this in-house service ensures continuous engagement and strong connections within the organization.
- Specialist staff in human resources and corporate occupational health and safety provide a **one-stop shop** for information, tools, advice and support, ensuring alignment between individual and organizational success while maintaining a healthy and safe workplace.
- This support is wide-ranging and includes employment and labour relations, corporate learning and development, occupational health and safety, corporate wellness, compensation and benefits, abilities management and policy development.

2025 Financial Plan Summary (000)

Operating Cost	$4,240
Debt Servicing	-
Transfer to Capital / Reserves	$12
Non-Requisition Revenue*	**$3,661**
Requisition Revenue	**$591**

2025 Staff Establishment (FTEs)

Regular	18.5
Fixed Term	-

2025 Capital Plan Summary (000)

Capital Expenditure (2025)	$10
Capital Expenditure (2025-2029)	$1,237**
Total Number of Projects	6
Average Total Project Cost	$206

Capital Plan Highlights

- Scheduled office equipment replacements
- Addition of the Talent Suite module to the Human Resources Information System (HRIS), starting in 2026

** Internal recoveries*

*** Capital expenditures include $1.2M for the HRIS Talent Suite project beginning in 2026.*

1.016 Human Resources

Resources* FY2025 (000)	**Services** Authority to achieve an outcome	**Programs** Commitment to deliver output	**Outputs** Product(s) that meet a customer requirement or need
OpEx: $3,095 CapEx: $7 FTEs: 13.5	**Human resources services**	Talent acquisition	• Responsible for a variety of activities to assist in attracting, selecting, promoting and retaining the best qualified employees who will enhance the potential of the organization to meet the current and future needs of our residents and other customers. • Facilitate more than 480 job opportunities annually.
		Labour relations	• Maintain labour relations with relations for two unions. • Provide advice and information on Legislative and Collective Agreement matters to enable departments to meet their objectives in delivering high quality service at a reasonable cost with an understanding of all involved: Board, management, union, employees and the public at large.
		Compensation and benefits	• Develop, monitor and enhance defined compensation programs to ensure that employees are compensated and rewarded for their productivity and accomplishments in a fair, equitable and competitive manner while also balancing fiscal accountability and responsibility. • Benefits services: provide quality management and administration services to all employees for a range of employee benefit plans, meeting organizational and individual needs in a cost effective and efficient manner.
		Learning, development and coaching	• Develop, coordinate and deliver cost-effective training programs to over 600 participants annually which enable employees to acquire and maintain the skills necessary to meet/exceed current and future organizational needs. • Provide quality advice and professional consultative services to managers, supervisors and employees on the CRD Performance Management program.
		Human Resources Information Systems, records and policy	• Maintain all employee records for approximately 1,250 employees and contractors and 1,400 volunteers. • Maintain HRIS and Safety Management information systems to facilitate the work of the department and the organization.
		Employee engagement	• Develop, lead and embed Equity, Diversity, Inclusion and Accessibility into systems, policies, and procedures. • Lead, support and collaborate with other areas of the organization to ensure the success of employee centric corporate initiatives and events including Employee Experience Surveys.
		Abilities management and wellness	• Provide abilities management and wellness programs including proactive tools and resources to keep employees engaged on the job and healthy and safe in the workplace, and to quickly return employees back to work when they may be unable to temporarily be at the workplace.
		Corporate/organizational development	• Work with departments to ensure optimum organization structures, systems and processes are in place that continues cohesive alignment of services and plans. • Develop and administer over 80 personnel policies and corporate safe work practices.

ACRONYMS: *OpEx: Operating Expenditure – CapEx: Capital Expenditure – FTE: Full Time Equivalent – FY2025: Financial Year 2025 (Final)*

** Breakdown of resources is indicative based on staff complement and share of operating costs; it may not reflect the intricacies of highly integrated functions*

1.016 Human Resources

Resources* FY2025 (000)	**Services** Authority to achieve an outcome	**Programs** Commitment to deliver output	**Outputs** Product(s) that meet a customer requirement or need
OpEx: $1,145 CapEx: $3 FTEs: 5.0	**Occupational health and safety (OH&S) services**	Program and compliance management	• Developing and implementing supplementary safety programs. • Continuous improvement of the current OH&S Program. • Maintaining the Safety Management Centre information and systems. • Enforcing OH&S legislation. • Resolving OH&S concerns, disputes and issues. • Conducting and supporting workplace inspections; and monitoring CRD department safety programs. • Delivering impactful stay-at-work/return-to-work disability management activities, ensuring impactful and meaningful employee engagement and absenteeism below rising industry norms.
		Incident investigations	• Providing professional expertise, leadership, and support for workplace incident investigations, including conducting those which are serious in nature • Ensuring the timely implementation of corrective and preventative actions with supervisors and managers.
		Safety training, education and research	• Promoting effective training, education, and research. • Collecting and analyzing health and safety statistics. • Providing health and safety education and training. • Conducting research on special problems. • Attending and providing expert support to health and safety committees and meetings as a professional resource • Disseminating information to improve health and safety in the workplace. • Advising all workers on health and safety matters. • Coordinating interdepartmental health and safety activities.

ACRONYMS: *OpEx: Operating Expenditure – CapEx: Capital Expenditure – FTE: Full Time Equivalent – FY2025: Financial Year 2025 (Final)*

** Breakdown of resources is indicative based on staff complement and share of operating costs; it may not reflect the intricacies of highly integrated functions*

Supplementary Service Profile for Legislative & General Government

Finance

1.017

1.017 Finance

Overview

Governance: Finance Committee

Division/Department: Financial Services / Finance & Technology

Participation: All municipalities and electoral areas

Service type: Internal – Traditional

Benchmarks & Targets

1. Current ratio (or liquidity ratio)
2. Debt balance for both short-term and long-term debt
3. Capital investment funded by new debt ratio
4. Proportion of debt payment going towards paying interests
5. Debt service cost to total revenue ratio
6. Investment in capital over amortization
7. Reserve balance

History

- The service was authorized by Letters Patent in **1966** to provide financial services to the Board of the CRD.
- The service won the Government Finance Officers Association (GFOA) of BC's *Innovative Idea Award*, which recognizes creative programs that result in financial or technical advancement, significantly improved processes with proven cost and benefits, and have garnered recognition:
    - In **2018**, for a tri-party funding model for the Summit long-term care facility, enabling a $100 million project to create 320 beds for the region without impacting local ratepayers.
    - In **2022**, for the Regional Parks Land Acquisition and Infrastructure Financing Strategy, which leveraged debt financing to acquire and protect large biodiverse environments.
- The service won the GFOA of Canada & US's Triple Crown Award annually from **2019 to 2024** for:
    - *Distinguished Budget Presentation Award* for preparing the highest-quality budget documents that adhere to national guidelines and GFOA's best practices.
    - *Popular Annual Financial Reporting Award* for producing annual financial reports that are accessible and understandable to the public and others who do not have a background in finance.
    - *Canadian Award for Excellence in Financial Reporting Program* for preparing annual financial reports that exceed the minimum requirements and demonstrate the spirit of transparency and full disclosure

Value To The Region

- The service is responsible for the CRD, CRHC and CRHD's financial reporting and internal controls and provides guidance for the **overall financial stability of the organization**.
- More specifically, the service is responsible for financial services and systems including budget preparation, financial accounting and reporting, financial analysis, accounts payable and payments, revenue billing and collection, payroll, financial systems support, banking, investments, long term debt and bylaw preparation
- The service is responsible for and completes all legislative requirements in the *Local Government Act* and Community Charter.

2025 Financial Plan Summary (000)

Operating Cost	$9,169
Debt Servicing	$98
Transfer to Capital / Reserves	$35
Non-Requisition Revenue*	**$6,200**
Requisition Revenue	**$3,102**

2025 Staff Establishment (FTEs)

Regular	51.0
Fixed Term	4.0

2025 Capital Plan Summary (000)

Capital Expenditure (2025)	$130
Capital Expenditure (2025-2029)	$305
Total Number of Projects	6
Average Total Project Cost	$51

Capital Plan Highlights

- Regular scheduled equipment / asset replacements
- First year project costs related to the construction of additional office space at the IWS Field Office in 2025

* Internal recoveries and transfers from reserves

1.017 Finance

Resources* FY2025 (000)	**Services** Authority to achieve an outcome	**Programs** Commitment to deliver output	**Outputs** Product(s) that meet a customer requirement or need
OpEx: $9,169 CapEx: $130 FTEs: 55.0	**Financial services**	Financial Planning	• Provide corporate support and coordination for more than 200 CRD services. • Evaluating large project business cases by forecasting financial impact and evaluating market and economic risks.
		Corporate Accounting and Reporting	• Overseeing 38 Operating budgets and 96 Capital projects totalling $414M and $345M respectively. • Providing monthly reporting to over 160 budget owners.
		Internal Controls over Financial Reporting	• Statutory corporate reporting to the CRD Board, including annual audited financial statements and the annual five-year financial plan.
		Revenues and Collections (taxes and fees)	• Monthly and quarterly billing and collections for approximately 30,000 water billing customers
		Disbursements (vendor and employee)	• Weekly cheque and Electronic Funds Transfers runs produce 30,000 vendor payments a year. • Processing over 23,000 invoice payments per year with 45 seconds average processing time per invoice. Over 99% of the payments processed in time.
		Payroll	• Biweekly payroll processing, reporting for 1,500 employees totaling $99M under both the CRD and CRHC.
		Corporate Finance Policy and Decision Support	• Oversight over corporate financial regulatory compliance and provincial and federal legislative and reporting alignment.
		Long Term Financial Planning	• Implementing long-term financial planning beyond the standard five-year financial planning framework to ensure corporate sustainability and achieving long-term objectives.
		Treasury and Banking	• Managing banking services for CRD, overseeing the flow of transactions through 37 banks annually, handling approximately 150,000 transactions per year. • Debt management ($450.66M) for the CRD ($184.06M), CRHD ($85.1M) and CRHC mortgage ($181.5M).
		Financial Systems	• Processing on average four periodic updates to the financial system for legislative and financial system upgrades. • Execute on financial system projects and program development scaling services to address organizational growth and demand.
		Grants Management	• Manage internal grant programs for the Electoral Areas, including Community Works Fund, Grants-in-Aid Fund, and special programs such as COVID Safe Restart Grant, Growing Community Fund. • Manage the organization's external grants portfolio by notifying CRD services of available grant programs weekly, providing advice on grant application. Received over $578M in grant funding from senior levels of government since 2014. • Manage CRD's internal grants portfolio with 69 applicants awarded over $13M in grant funding in 2023.
		Other	• Administrative services, such as transit pass inventory management • Print shop production of high volume of customer billings/other material and daily internal mail & courier service to 14 CRD offices.

** Breakdown of resources is indicative only and may not reflect the intricacies of highly integrated functions*

Supplementary Service Profile for Legislative & General Government

Information Technology

1.022

1.022 Information Technology

Overview

Governance: Governance and First Nations Relations Committee, Finance Committee

Division/Department: Technology & Digital Transformation / Finance & Technology

Participation: All CRD Departments and Divisions

Service type: Internal – Traditional

Benchmarks & Targets

1. **Service Desk Response Target**: 80-90% of tickets responded to within service level agreement (SLA) (e.g., 15 mins for critical, 1 hour for high, 24 hours for low priority).
2. **Incident Resolution Target**: 90% of incidents resolved within SLA (e.g., 4 hours for high, 8 hours for medium, 48 hours for low).
3. **Cybersecurity Incident Response Target**: Investigate and contain 90% of cybersecurity incidents within 2 hours.
4. **Project Completion Target**: 90%+ projects completed on time and within budget.

History

- The service was authorized by Letters Patent in **1966** to provide IT support services to the CRD.
- The CRD has been using Geographic Information Systems (GIS) technology to enhance data management and accessibility since at least **2001**. In **2005**, the Regional Orthophotography Project was initiated, providing geospatial data to municipal partners. By **2006**, GIS services were extended to municipalities through IntraMap. In **2010**, the CRD developed IntraMap 2.0, an internal web mapping application, enabling staff to search, edit, and publish geographic data.
- In **2010**, the service assumed responsibility for the Regional Radio System.
- By **2015**, the service assumed responsibility for the CRD's enterprise resource planning (ERP) system. The system was modernized in **2024** after 23 years in the same environment.
- In **2016**, the CRD Central Intranet was implemented for centralized employee communications.
- In **2017**, Tempest was introduced for Bylaw and Building services.
- In **2018**, an IT Helpdesk was implemented, providing centralized support for all users.
- In **2019**, PerfectMind was adopted for managing Recreation Centers.
- In **2021**, the CRD hired its first Manager of Cybersecurity to further strengthen its IT infrastructure.
- In **2023**, an IT Service Review was completed, and implementation of recommendations is ongoing. Several major initiatives were advanced, including upgrades to Exchange Online, launching a Cybersecurity Enhancement Program, and transitioning staff from desktops to laptops.

Value To The Region

The staffing complement of experts ensures seamless enterprise technology service delivery across 30+ regional sites, supporting 950+ full-time and 400+ auxiliary users, and managing:

1. **Technology Infrastructure & IT Operations** – Support for 150+ enterprise applications, 1,200 computers, 600 smartphones, 300+ servers, Data Center support, Print Services, Network Services, Wi-Fi Services and Virtual Private Network (VPN) Services.
2. **Enterprise Systems & Digital Services** – SAP ERP, cloud solutions, and digital transformation initiatives, Data Analytics, M365 platform & Exchange, SharePoint, and supporting corporate and divisional application support.
3. **Cybersecurity, Network & Communication Services** – Cloud and on-premise data centers, secure corporate networking, video surveillance, radio networks, and telecommunication infrastructure.
4. **Geospatial & Data Management** – GIS platforms, web mapping, property information, analytics, and digital asset management.
5. **Public-Facing Digital Platforms** – Website, social media, Identity Management, MyCRD, community engagement tools, and digital service enhancements.

2025 Financial Plan Summary (000)

Operating Cost	$14,038
Debt Servicing	-
Transfer to Capital / Reserves	$1,355
Non-Requisition Revenue*	**$12,473**
Requisition Revenue	**$2,920**

2025 Staff Establishment (FTEs)

Regular	54.77
Fixed Term	3.0

2025 Capital Plan Summary (000)

Capital Expenditure (2025)	$3,971
Capital Expenditure (2025-2029)	$8,272
Total Number of Projects	21
Average Total Project Cost	$394

Capital Plan Highlights

- IT/OT Scada Cybersecurity Improvements
- Service Improvements of CRD ERP Platform
- Continuing refresh of CRD workstations & devices
- Identity & Access Management Modernization
- Modernization of Voice Infrastructure to MS Teams
- Data Center Upgrades & Transition to Cloud Services
- Radio, MS Teams Rooms & Video Surveillance Upgrades

^ Internal recoveries, capital fund and operating reserve

1.022 Information Technology

Resources* FY2025 (000)	**Services** Authority to achieve an outcome	**Programs** Commitment to deliver output	**Outputs** Product(s) that meet a customer requirement or need
OpEx: $ 7,223 CapEx: $ 615 FTEs: 14.27	**Foundational technologies and enterprise service delivery**	Network Services	• Design, implementation, and maintenance of secure and resilient network infrastructure, including LAN, WAN, VPN, and wireless connectivity. Monitoring network performance, ensuring redundancy, and optimizing bandwidth usage.
		Telecommunications Services	• Management and support of voice communication systems, including Voice over Internet Protocol, traditional telephony, and mobile communications. Integration of Microsoft Teams and other collaboration tools for unified communications.
		Cybersecurity	• Continuous monitoring, threat detection, and incident response to protect against cyber threats. • Implementation of security frameworks, such as NIST or ISO 27001, management of firewalls, intrusion prevention systems, endpoint protection, and vulnerability management programs.
		Device and Endpoint Management	• Procurement, configuration, deployment, and lifecycle management of desktops, laptops, tablets, and mobile devices. Enforcement of security policies such as device encryption, endpoint detection and response, remote wipe capabilities.
		Corporate Applications	• Support and maintenance of enterprise applications, including ERP, HRIS, financial management, procurement, records management, and business intelligence platforms. • Ensuring application integration and Application Programming Interface management for seamless data flow.
		Client Applications	• Management and support of department-specific applications used for service delivery, permitting, inspections, GIS, asset management, and residents' engagement platforms. Providing user support, training, and enhancements.
		Data Centre Services	• Operation, maintenance, and modernization of on-premise data centers, including virtualization, storage management, backup, and disaster recovery. Implementation of high availability and failover strategies to ensure business continuity.
		Enabling and Supporting the Digital Workforce	• Ensure a seamless digital work environment by overseeing and managing collaboration tools and enterprise communication systems, including Microsoft Teams, email, messaging platforms, document sharing, and workflow automation. Support and maintaining corporate-wide voice, data, video conferencing, Wi-Fi, and radio communications systems to enable reliable internal and external communication. Provide ongoing enhancements.
		Microsoft 365 (Office Productivity Suite) Management	• Manage, secure, and optimize the Microsoft 365 suite of applications, including Outlook, SharePoint Online, and Teams. Enable automation and process efficiencies through Power Automate and Power Apps. Ensure best practices for licensing, access control, and governance to optimize costs and improve user experience. Support users through training and change management initiatives to maximize adoption and effective use of tools.
		Corporate Website & Digital Engagement Platform Support	• Maintain and enhance the crd.ca website to ensure accessibility, security, and compliance with web standards. Support digital engagement initiatives by providing technical oversight of web-based platforms used for community feedback, public engagement, and service delivery. Ensure website uptime, integrate online services, and improve user experience through data analytics and feedback-driven improvements.

ACRONYMS: *OpEx: Operating Expenditure – CapEx: Capital Expenditure – FTE: Full Time Equivalent – FY2025: Financial Year 2025 (Final)*

** Breakdown of resources is indicative only and may not reflect the intricacies of highly integrated functions*

1.022 Information Technology

Resources* FY2025 (000)	**Services** Authority to achieve an outcome	**Programs** Commitment to deliver output	**Outputs** Product(s) that meet a customer requirement or need
See page 31	**Foundational technologies and enterprise service delivery (continued)**	Mobility Services	• Support for mobile devices, mobile device management, secure remote access, and mobile security policies. • Enable workforce mobility through VPN alternatives and cloud-based collaboration tools.
		Cloud Hosting and Data Center Management	• Support and maintain hybrid IT infrastructure, including on-premise data centers and cloud-hosted services. Ensure high availability, disaster recovery, and backup solutions for mission-critical applications. • Optimize cloud resource allocation and governance through Microsoft Azure, AWS, or other cloud platforms. Implement cost management strategies to align with budget constraints while ensuring scalability and flexibility.
OpEx: $ 2,873 CapEx: $ 135 FTEs: 8.0	**Service Desk and Desktop Support**	Primary point of contact for technology-related issues, ensuring that employees receive timely and effective support.	• Reactive support for users. In 2024, the team responded to over 1,800 requests, providing troubleshooting, issue resolution, and technical assistance across a wide range of systems and applications. • Proactive maintenance, software updates, security patching, and system optimization for end-user devices. This includes managing a fleet of computers, monitors, and peripheral devices, ensuring that all equipment is up to date, secure, and aligned with organizational IT standards. • Facilitate the deployment of new hardware and software solutions, providing end-user training to improve digital literacy and self-service capabilities. • Operate under a structured SLA, ensuring critical issues are prioritized and resolved swiftly to minimize downtime and maintain operational efficiency.
OpEx: $ 1,756 CapEx: $ 3,220 FTEs: 17.0	**Enterprise Resource Planning System (ERP)**	Provide and support the corporate ERP system for financial, asset management, payroll, and human resources systems.	• Manage the ERP system which provides the system for financial, payroll, purchasing, assets, capital projects, water utility billing and maintenance for CRD, CRHD and CRHD. • In partnership with People, Safety & Culture, develop and implement the upgrade to the ERP platform including the addition of new modules in support of HR business process improvements related to managing employee information and employee onboarding and recruitment.
OpEx: $ 609 CapEx: $ 0.00 FTEs: 7.5	**IT Project Portfolio and Technology Investment**	Manage the IT project portfolio and technology investment planning	• Manage and support the corporate project system, processing $400M annually in capital projects. • Provide project management and technology solutions for approx. 200 projects to address changing and emerging business needs throughout the organization.

ACRONYMS: *OpEx: Operating Expenditure – CapEx: Capital Expenditure – FTE: Full Time Equivalent – FY2025: Financial Year 2025 (Final)*

** Breakdown of resources is indicative only and may not reflect the intricacies of highly integrated functions*

1.022 Information Technology

Resources* FY2025 (000)	**Services** Authority to achieve an outcome	**Programs** Commitment to deliver output	**Outputs** Product(s) that meet a customer requirement or need
OpEx: $ 1,016 CapEx: $ 0.00 FTEs: 9.0	**Applications and Business Solutions**	Develop applications and provide business solutions	• Support Hartland Landfill automated scales, processing 140,000 tones of solid waste and generating $16M of revenue annually. • Provide daily operational and technical support for Tempest system, for the management of bylaws, building inspection, planning, zoning, and dog licensing, generating approximately $1.25M of revenue annually. • Provide daily operational and technical support for PerfectMind Recreation Management System for three recreation centers and Regional Parks, generating approximately $14.5M annually. • Produce and process approximately 30,000 maintenance workorders annually for the maintenance of corporate assets located in Housing, Integrated Water, and Facilities Management.
OpEx: $ 561 CapEx: $ 0.00 FTEs: 2.0	**Vendor and Contract Management Office**	Software and Maintenance Contract Optimization	• Maintain an up-to-date inventory of all IT related software licensing agreements, service agreements and hosted Software as a Service Agreements to ensuring compliance with corporate policies, terms and conditions. • Negotiate software enterprise agreements to leverage volume discounts, reducing overall expenditures. • Regular assessment of IT contracts and agreements to determine if existing software subscriptions and maintenance agreements are delivering value or need adjustments. • Coordinate with IT and business units to ensure software licensing aligns with operational needs and technology roadmaps.
		IT Vendor Management	• Implement an IT vendor performance evaluation framework to assess service reliability, responsiveness, and adherence to contractual obligations. • Conduct periodic reviews and audits of IT vendor relationships to mitigate risks associated with non-compliance, security vulnerabilities, and service disruptions. • Establish contingency plans for critical vendor services to ensure business continuity in case of IT vendor failures or terminations.
		Cost Control and Value Optimization	• Identify cost-saving opportunities by consolidating redundant vendor services and eliminating underutilized contracts. • Work with finance and procurement teams to forecast IT contract expenditures, ensuring budget alignment. • Support the transition to cloud and subscription-based licensing models, balancing scalability with cost efficiency.
		IT-Related Services Procurement Support	• Engage in procurement for IT-related services to secure favorable terms for the organization, reducing unnecessary costs and increasing service guarantees. • Ensure IT procurement follows best practices, aligning with strategic initiatives and long-term technology investments. • Ensure standardized contract management practices (contract management lifecycle) and annual reviews of all IT contract agreements.

ACRONYMS: *OpEx: Operating Expenditure – CapEx: Capital Expenditure – FTE: Full Time Equivalent – FY2025: Financial Year 2025 (Final)*
** Breakdown of resources is indicative only and may not reflect the intricacies of highly integrated functions*

Supplementary Service Profile for Legislative & General Government

Corporate Communications

1.118

1.118 Corporate Communications

Overview

Governance: Governance and First Nations Relations Committee, Finance Committee

Division/Department: Corporate Communications & Engagement / Executive Services

Participation: all municipalities and electoral areas.

Service type: Internal – Traditional

Benchmarks & Targets

1. Unique visits to the crd.ca site (sessions)
2. Social media engagement – average engagement per post (comments, likes, shares, reactions) across CRD social platforms
3. Impressions – Number of pieces of content a users sees on their social media activity stream

History

- The service was authorized by Letters Patent in **1966** to provide administrative services to the Board of the CRD.
- Standardized graphic standards for CRD communications materials were developed in **2007**, launching the CRD's current brand identity.
- The www.crd.ca website was launched in **2014**. Site design and navigation were updated in **2025**.
- The Public Participation Framework was adopted in **2014**. A revision is underway to build principles of Equity, Diversity and Inclusion in the framework, expected to be completed in **2025**.
- An Internal Communications Framework was developed and implemented in **2017** to establish improved protocols and approaches.
- The Get Involved web-based public engagement tool was launched in **2022.**
- A Digital Asset Management System was implemented in **2024** to provide a central repository for all image, video and other multi-media assets.
- The Corporate Communications & Engagement Strategic Plan 2024-2027 was developed and shared with the CRD Board in **2024**.
- Through Evolves 2024-2025, the organization's communications functions and resources are being centralized in **2025** to improve consistency and standardization.

Value To The Region

- Effective communications is crucial to the success of the CRD and the region, and it is a shared responsibility that involves everyone at the CRD.
- The Corporate Communications & Engagement division develops and applies communications strategies, systems, guidelines and tools for **effective communications with external and internal audiences** and in alignment with Board, corporate and service area priorities.
- The mission of the division is to create meaningful connections with residents, partners and colleagues by **communicating at the right time, in the right way**. Staff realize the CRD visions by ensuring residents, partners and colleagues can rely on the CRD to **provide information that is reliable and relevant**. They aim to **deepen trust through every interaction** by listening actively, being inclusive and fostering two-way dialogue.

2025 Financial Plan Summary (000)

Operating Cost	$1,453
Debt Servicing	-
Transfer to Capital / Reserves	$6
Non-Requisition Revenue*	**$928**
Requisition Revenue	**$531**

2025 Staff Establishment (FTEs)

Regular	8
Fixed Term	-

2025 Capital Plan Summary (000)

Capital Expenditure (2025)	$117
Capital Expenditure (2025-2029)	$140
Total Number of Projects	6
Average Total Project Cost	$80

Capital Plan Highlights

- Regular scheduled equipment / asset replacements
- CRD Public Website replacement

^ Operating reserve

* Excludes communications coordinator positions currently embedded in service operations. Starting in 2025, these positions will report to Corporate Communications & Engagement. Consequently, the staff count will increase in 2026 to reflect these relocation, which are not new staff positions.

1.118 Corporate Communications

Resources* FY2025 (000)	**Services** Authority to achieve an outcome	**Programs** Commitment to deliver output	**Outputs** Product(s) that meet a customer requirement or need
OpEx: $364 CapEx: $2 FTEs: 2.0	**Strategic Communications**	Strategic Communications Planning	• Develop comprehensive communication strategies for both external and internal audiences aligned with CRD goals and objectives. • Identify target audiences, define messaging frameworks and outline communication channels and tactics to ensure consistent and impactful communication. • Develop and apply communications guidelines and tools, as well as strategy, advice and alignment
		Media Relations	• Establish and maintain relationships with media outlets and journalists to facilitate accurate and timely coverage of the CRD's activities and initiatives. • Proactively engage with the media, responding to inquiries, and coordinate press releases and media interviews to ensure accurate representation of the CRD's work.
		Crisis Communication and Issues Management	• Responsible for accurate, timely and consistent distribution of information to the public, media and staff. • Develop crisis communication plans, coordinate messaging, and provide guidance and support to CRD leadership and staff in effectively addressing and responding to emerging issues. • Establish regular media routines and procedures and prepare briefings for elected officials.
		Content Development	• Craft clear, compelling, and consistent content that aligns with the CRD's mission, values and priorities utilizing high levels of planning, audience perception and behaviour research to fulfill the organization's mission. • Distil highly technical information into plain language to make the critical information accessible and readable for everyone. • Tailor messaging to specific target audiences and effectively conveys key information, initiatives, and achievements of the CRD.
OpEx: $363 CapEx: $2 FTEs: 2.0	**Communications Services**	Brand and Identity	• Develop and manage brand and visual guidelines. • Ensure the consistent use of a strong visual brand in the projection of the CRD's image, standards and values. • Oversee graphic standards, a sign strategy and a brand identity to ensure that all CRD print, promotional and educational materials maintain a consistent look, feel and tone. The goal is to have the public and other interested parties immediately recognize our work is that of the CRD.
		Internal Communications	• Ensure effective communication within the CRD by developing and implementing internal communication strategies that deliver messages and campaigns to people who need to see them. • Facilitate the flow of information among different departments, disseminating organizational updates, and fostering a culture of transparency, collaboration, and employee engagement. • Develop and implement an internal communications framework outlining the strategic approach to effectively communicate CRD information, and identify resources that encourage accessible, relevant, understandable, timely and engaging communications.

ACRONYMS: *OpEx: Operating Expenditure – CapEx: Capital Expenditure – FTE: Full Time Equivalent – FY2025: Financial Year 2025 (Final)*

** Breakdown of resources is indicative based on staff complement and share of operating costs; it may not reflect the intricacies of highly integrated functions*

1.118 Corporate Communications

Resources* FY2025 (000)	**Services** Authority to achieve an outcome	**Programs** Commitment to deliver output	**Outputs** Product(s) that meet a customer requirement or need
OpEx: $363 CapEx: $2 FTEs: 2.0	**Social Marketing**	Social Media	• Manage the CRD's social media platforms, including Facebook, Twitter, LinkedIn and Instagram. • Maintain an active and positive online presence by choosing the appropriate channels and audiences for different messages, developing engaging and informative content, monitoring online conversations, and responding to public inquiries or comments. • Review and consider the advantages and disadvantages of stand-alone social media channels for some organizational functions. • Monitor social media platforms to identify opportunities and emerging issues, and to respond to public questions in a friendly, timely and credible manner.
		Marketing	• Conceive, develop and implement paid media campaigns and materials to build awareness of CRD programs and initiatives or to address regulatory requirements to promote behaviour change and generate revenue. • Generate media plans that identify the appropriate media and social media platforms and outlets to maximize the benefit of paid media opportunities.
OpEx: $363 CapEx: $111 FTEs: 2.0	**Website and Public Engagement**	Website	• Establish, maintain and update the CRD website to allow members of the public to quickly find relevant, credible and up-to-date information. • Provide training to staff and review updates to ensure that consistent web standards, copyright and brand requirements and approved communication plans are upheld. • Coordinate with Information Technology staff on ongoing improvements to the website and timelines for implementation.
		Community Engagement	• Facilitate community engagement initiatives by developing communication materials, organizing public consultations, and coordinating outreach activities and events. • Ensure that the CRD actively seeks input from the community, listens to concerns, and communicates decisions effectively to foster meaningful engagement and community participation. • Establish and implement policies and related standards for survey creation and public participation initiatives to ensure a consistent and credible process is in place for engaging with the public on matters that impact them. • Provide training and access to corporate engagement tools and review all materials prior to the launch of a new initiative. • Oversee "Get Involved", the corporate, web-based engagement tool.

ACRONYMS: *OpEx: Operating Expenditure – CapEx: Capital Expenditure – FTE: Full Time Equivalent – FY2025: Financial Year 2025 (Final)*

** Breakdown of resources is indicative based on staff complement and share of operating costs; it may not reflect the intricacies of highly integrated functions*

Regional Parks

Service Profile 1.280

Picture: Mill Hill Regional Park

1.280 Regional Parks

Overview

Governance: Regional Parks Committee, Transportation Committee

Division/Department: Regional Parks/Parks, Recreation & Environmental Services

Participation: All municipalities and Electoral Area

Service type: External – Traditional

Benchmarks & Targets

1. Establish Traditional Use Agreements with 2 First Nations
2. Restore a minimum of 15 hectares of regional park land annually
3. Maintain a volunteer base of 600+ people
4. Reduction of 5% in greenhouse gas emissions and energy consumption
5. Complete accessibility audits in all regional parks and regional trails annually and identify at least 10 improvements to access

History

- The CRD has provided a service for the provision and maintenance of regional parks and regional trails since its incorporation in **1966**.
- The interpretation program at CRD Regional Parks was established in **1976**, with an original focus on nature education for children. The type of educational programs have since expanded.
- In **1997**, the Regional Blue/Green Spaces Strategy was approved to promote long-term maintenance, conservation, rehabilitation and restoration of green/blue spaces on public and private lands in the region.
- In **2000**, the 10-year Regional Parks Master Plan was approved along with the Land Acquisition Fund which created a household levy to fund lands acquisitions for parks and trails.
- In **2012**, the Regional Parks Master Plan was replaced by the Regional Parks Strategic Plan.
- In **2019**, the Land Acquisition Fund was extended for the second time to secure funds for growth of the system up to 2029. The Regional Parks Land Acquisition Strategy was approved in **2020** to guide decisions. In **2021**, the Land Acquisition Fund collected approximately $4 million for acquisition. In **2022** Regional Parks adopted a debt financing strategy for Land Acquisition.
- In **2023**, the Regional Parks and Trails Strategic Plan was approved and prioritizes reconciliation, conservation, visitor experience, climate action and resiliency, and access and equity.

Value To The Region

- Regional parks and trails enhance the **region's health, wellbeing, and quality of life** by providing social connections and recreational opportunities.
- As of 2025, the system includes 33 regional parks and 4 regional trails, covering over 13,300 hectares of parkland, nearly 100 km of regional trails, and over 375 km of trails within the parks. The service ensures **safe and clean facilities** to accommodate around 5.2 million visits to regional parks and 4.2 million visits to the regional trails, per 2024 data. This represents a 42% increase since 2015.
- The service approach aligns with **global, national and local conservation goals** and seeks to expand parkland in all park classifications.
- The CRD Regional Parks operate in a diverse region on the territory of up to 20 First Nations, each with unique rights, laws, and cultural protocols. The Regional Parks and Trails Strategic Plan 2022–2032 emphasizes building **strong government-to-government relationships and mutual understanding between the CRD and First Nations**.

2025 Financial Plan Summary (000)

Operating Cost	$15,754
Debt Servicing	$1,326
Transfer to Capital / Reserves	$4,230
Non-Requisition Revenue*	**$2,463**
Requisition Revenue	**$18,847**

2025 Staff Establishment (FTEs)

Regular	80.4**
Fixed Term	-

2025 Capital Plan Summary (000)

Capital Expenditure (2025)	$19,397
Capital Expenditure (2025-2029)	$92,000
Total Number of Projects	35
Average Total Project Cost	$554

Capital Plan Highlights

The capital budget primarily focuses on the Regional Trestle Renewal, Trails Widening, and Lighting Project, as well as potential land acquisitions. It includes:

- Regional Trails Trestles and Surfaces Projects - $58.8M
- Potential Land Acquisition - $10M
- Regional Parks - $7.3M
- Dam Projects - $5.6M
- Vehicle and Equipment Replacement - $6.2M
- HQ/Service Yard Improvements - $3.7M

The focus for 2025 is on meeting dam safety regulatory requirements and addressing the replacement needs of aging infrastructure.

** Donations, facility rentals or lease agreements, bylaw infraction fines, external grant funding and internal recoveries*

*** Excludes Senior Leadership, Administration and Finance positions (3.0 FTEs)*

Service Profile: 1.280 Regional Parks

Resources* FY2025 (000)	**Services** Authority to achieve an outcome	**Programs** Commitment to deliver output	**Outputs** Product(s) that meet a customer requirement or need
OpEx: $7,115 CapEx: N/A FTEs: 13.0	**Planning, Acquisitions and Development**	**Planning** Effective and efficient decision making through plan and policy development.	• Set strategic priorities and actions for parks and trails through the Regional Parks and Trails Strategic Plan and individual Park and Trail Management Plans. Current major projects: Stewardship Plan, Cultural Use and Safety Policy, Land Acquisition Update, Management Plan Prioritization list, Mount Work Management Plan. • Engage and develop partnerships and relationships with First Nations, other levels of government and interest holders. Actively engaging up to 19 First Nation governments on strategic initiatives. • Increase the percentage of management plans that are less than 15 years old and develop Interim Management Guidelines for newer acquisitions; all new management plans seek to have First Nations section written by First Nations. Current status of Management Plans: 11 up to date, seven more than 15 years old, 15 parks without plans. • Develop work plans and traditional use agreements with willing First Nations. Seek economic development opportunities for First Nations in regional parks using $300,000 annually for capacity funding and First Nations contracts.
		Development Through asset management and budgeting, plan and implement capital projects in the Five-year capital plan to address infrastructure renewal, improvement, replacement needs, and new infrastructure development.	• Five-year capital plan (2025-2029): Regional Trails bridges and surfaces $59 million, Dam projects $5.6 million, Parks projects $7.3 million, and worksite Improvement projects $3.7 million. • Manage a Dam Safety Program that includes 14 dams. Seven of those dams are classified by the province as having a high or very high consequence rating. • Provide planning and project management for capital projects (2025 Capital Plan includes 25 projects, 19 of which are led by Parks Team and six by Engineering Services). • Procure engineer assessments of critical built assets (dams, trestles, bridges) up to $225,000 annually. Prepare a 10-year critical asset assessment schedule. Two projects are planned for 2025 : Dam Safety Review for Thetis Lake Dams and partial funding for the Regional Parks Asset Renewal Plan (including condition assessments for 52 park assets). • Manage asset inventory data and the Asset Renewal Plan to establish capital project planning for five, 10 and 20-year capital plans. • Provide spatial and GIS data analysis and collection for a range of purposes, including existing and new digital data-sharing agreements (more than 200 tickets/year). • Implement strategic priorities and actions from the Regional Parks and Trails Strategic Plan and individual Park and Trail Management Plans • Respond to up to 50 referrals/year that impact regional parks and trails.
		Acquisitions Park land acquisition guided by the CRD's Regional Parks Land Acquisition Strategy, which sets guiding principles and criteria for selecting desirable parcels of land to purchase for regional parks.	• Evaluate candidate properties for land acquisition and, where suitability is demonstrated, acquire lands for regional parks and trails. Field visits (environmental and recreational assessment) on four properties and criteria analysis conducted on five properties in 2024. • By June 2026, update the objectives, criteria, process, and principles of the 10-year land acquisition strategy to align with the Regional Parks and Trails Strategic Plan and the new corporate strategic priorities, including reconciliation. • With the support of partners, the CRD has acquired approximately 5,000 hectares of land since 2000 for regional parks and trails valued at over $79 million. In that time, the regional park system has grown from 8,400 ha to more than 13,300 ha.

ACRONYMS: *OpEx: Operating Expenditure – CapEx: Capital Expenditure – FTE: Full Time Equivalent – FY2025: Financial Year 2025 (Final)*

** Breakdown of resources is indicative only and may not reflect the intricacies of highly integrated functions*

Service Profile: 1.280 Regional Parks

Resources* FY2025 (000)	**Services** Authority to achieve an outcome	**Programs** Commitment to deliver output	**Outputs** Product(s) that meet a customer requirement or need
OpEx: $11,068 CapEx: N/A FTEs: 45.4	**Regional Park Operations and Maintenance**	**Facility Servicing** • Operate regional parks facilities from the Southern Gulf Islands to Jordan River 365 days per year, with servicing occurring twice weekly to multiple times daily. • Operate three campgrounds. **Operational Programs** • Deliver operational programs to enhance visitor safety, meet regulatory requirements, and ensure staff safety. **Maintenance** • Undertake visual inspections of regional park and trail assets to monitor conditions. • Conduct facility repairs on existing regional park and trail assets to extend their service life through core budgets. • Support the renewal of existing assets and the development of new assets derived from the Capital Program.	• Operate and maintain over 2,900 built structures and facilities in 33 regional parks and 4 regional trails to host over 9.4m annual visitors. This includes inspecting, maintaining, and servicing 51 washroom facilities, 24 beach areas, 184 waste receptacles, and 81 parking areas. • Deliver public safety-related programs including maintenance and surveillance of 11 dams and annual hazard tree inspections of 346 target areas within regional parks. • Operate three regional campgrounds with a target occupancy of 65% weekend on weekends. • Over 350 km of park trails are managed and regularly maintained, with larger trail projects undertaken through a Trail Repair Program. • Snow clearing and ice management of priority areas within regional parks. • Maintenance of 6,260 identification, directional, regulatory, interpretive, safety and conservation signs for parks and trails and fabrication of approximately 1,300 signs annually through the Sign Program. • Infrastructure replacement and repair for 20+ assets annually. • Respond to infrastructure damage that is resulting from climate change including floods, high winds, and snowstorms. • Support large special-use events in regional parks.
	Regional Trails Operations and Maintenance	**Regional Trails Operations** • Operate four non-motorized regional trails to support active transportation and recreation, while fostering connectivity between municipalities and electoral areas within the region.. **Operational Programs** • Deliver operational programs related to enhancing visitor safety, meeting regulatory requirements, and ensuring staff safety. **Maintenance** • Undertake visual inspections of regional park and trail assets to monitor conditions. • Conduct facility repairs on existing regional park and trail assets to extend their service life through core budgets.	• Operate and maintain nearly 100 km of multi-use regional trails that host over 4.2 million visits per year. This includes inspecting, maintaining, and servicing regional trail assets, including 5 washrooms, 38 waste receptacles, 10 parking areas, and 10 drinking fountains. • Manage vegetation along 100 km of trail corridors and in key areas for public safety and enjoyment. • Provide snow clearing and manage ice conditions in 23 key locations on regional trails. • Provide basic maintenance of regional trail facilities including line painting, fence repairs, and small asphalt and gravel surface renewal projects in localized areas.

ACRONYMS: *OpEx: Operating Expenditure – CapEx: Capital Expenditure – FTE: Full Time Equivalent – FY2025: Financial Year 2025 (Final)*

** Breakdown of resources is indicative only and may not reflect the intricacies of highly integrated functions*

Service Profile: 1.280 Regional Parks

Resources* FY2025 (000)	**Services** Authority to achieve an outcome	**Programs** Commitment to deliver output	**Outputs** Product(s) that meet a customer requirement or need
OpEx: $3,361 CapEx: N/A FTEs: 22.0	**Visitor Experience & Stewardship**	**Compliance & Enforcement** • Provide compliance and enforcement to help alleviate user conflict in parks and trails and protect park values. • Operate a ranger program to ensure park visitors have a positive, safe and respectful visit in regional parks.	• Conduct 5,000+ hours of patrol annually via CRD Bylaw Officers and Park Rangers. • Promote voluntary compliance by educating the public about park regulations. • Work with external emergency services agencies on issues found in regional parks and on regional trails. • Serve as friendly ambassadors, build relationships and assist park visitors.
		Education • Provide opportunities for the public to connect with, learn about and become stewards of regional parks and trails.	• Deliver 160+ public natural and cultural educational programs and events annually and oversee two public nature centres. • Deliver 120+ school and special request programs on natural and cultural values as well as training sessions for educators. • Share traditional and cultural values and Indigenous perspectives with the public through a cultural programmer. • Support communications staff in the execution of awareness campaigns and communications related to key issues like regional trail etiquette and safety, dog management and park etiquette and safety. • Develop and assist communications staff with content for park information kiosks, interpretive signs, conservation signs, regulatory signs, articles and social media.
		Conservation & Stewardship • Lead conservation and stewardship initiatives in regional parks and encourage active stewards through volunteer initiatives and projects with partners.	• Conduct ecological monitoring, environmental impact assessments, species at risk stewardship and state of the parks evaluations and reporting. • Lead a robust and diverse 40+ year volunteer program with 6,600+ hours of volunteer hours annually. • Collaborate with community groups to improve biodiversity through invasive species removal and other restoration initiatives.
		Outdoor Recreation • Manage and minimize possible impacts to ecological and cultural integrity caused by recreational activities.	• Conduct annual accessibility audits of all 33 regional parks and four regional trails. • Undertake regular recreational impact assessments for 25 of the most frequently used areas. • Work with 4 recreational activity license agreement holder groups to improve recreational experiences. • Conduct ~200 hours of visitor use monitoring to inform recreational use guidelines and planning for a range of safe and high-quality outdoor recreation experiences while considering emerging rec trends. • Engage with recreational interest holders to improve experience and promote responsible park use.
		Visitor Administration • Manage the regional parks park use permit program, campground registration and payment, as well as nature program registration and payment.	• Process 200+ park use permits annually. • Help park visitors find general information on regional parks, regional trails, campgrounds, park rules and regulations and other queries. • Support the public with campground and nature program registration and payment.

ACRONYMS: *OpEx: Operating Expenditure – CapEx: Capital Expenditure – FTE: Full Time Equivalent – FY2025: Financial Year 2025 (Final)*

** Breakdown of resources is indicative only and may not reflect the intricacies of highly integrated functions*

Regional Water Supply

Service Profile 2.670

Picture: Sooke Lake Reservoir

2.670 Regional Water Supply (RWS) Service***

Overview

Governance: Regional Water Supply Commission, Water Advisory Committee

Division/Department: Infrastructure & Water Services; Environmental Protection / Parks, Recreation & Environmental Services

Participation: District of Central Saanich, District of North Saanich, District of Oak Bay, District of Saanich, Town of Sidney, City of Victoria, Township of Esquimalt, Sc'ianew First Nation, xʷsepsum Nation, CRD Juan de Fuca Water System (Serving Town of View Royal, City of Colwood, City of Langford, District of Metchosin, District of Highlands, District of Sooke, portions of East Sooke in the Juan de Fuca Electoral Area, Songhees First Nation, T'Souke First Nation)

Service type: External – **Mandatory**

Benchmarks & Targets

1. Compliance with Island Health, provincial and federal regulatory requirements and operational certificates
2. Water quality samples analyzed annually from source reservoirs, transmission/distribution systems
3. Uninterrupted supply of drinkable water

History

- The service authority for RWS transferred from the Greater Victoria Water District to the CRD in **1997** under the *Capital Region Water Supply and Sooke Hills Protection Act* and Regulation, provincial legislation enacted to establish a new model for the delivery of Regional Water Supply with the goal of fostering high quality water provision, encourage conservation and ensure stewardship over the water supply catchment area.
- The legislation required the CRD to establish a strategic plan for managing the CRD's water supply. The first plan was approved in **1999** and was renewed and updated in **2004**, **2012**, **2017** and **2025**.
- The Commission approved the RWS 30-Year Master Plan in **2022**. The Master Plan reflects future infrastructure investments required to meet existing service levels, while meeting the pressures of growth, climate changes and aging infrastructure pressures to ensure the future resilience of the utility for generations to come.
- A Regional Water Development Cost Charge (DCC) was initiated in 2023 with implementation, subject to approval, expected in **2025**. The DCC program will drive a benefiter pays model, ensuring growth pays for growth.

Value To The Region

- **A safe, adequate supply of drinkable water is critical to the livability and sustainability of the region.** The service supplies drinking water to more than 430,000 people, supporting residential, commercial, institutional, light industrial, agricultural and public safety uses across the Greater Victoria area.
- The RWS service is responsible for the water **supply**, **treatment**, and **transmission system for drinkable water the Greater Victoria Water Supply Area**, providing wholesale water to municipalities and First Nations that operate distribution systems. The latter are responsible for the delivery of water through the distribution system to end user. While all 13 municipalities and the Juan de Fuca Electoral Area receive water supply service, not all areas of each municipality/electoral area are 'serviced' with distribution infrastructure.
- Drinkable water is sourced from the **Sooke Lake Reservoir** (primary) and the **Goldstream Reservoirs** (secondary). **Unfiltered source water** is treated with a three-step disinfection process. On average, 135 million liters of drinkable water are treated and delivered every day. The CRD deploys a **multi-barrier approach to protecting the drinking water supply** which includes source water protection, water treatment, water system maintenance, and water quality monitoring.
- The RWS Master Plan lays out a 30-year **infrastructure program** to improve the water supply and transition system, add redundancy to critical equipment, and address hazards and risks.

2025 Financial Plan Summary (000)

Operating Cost	$22,107
Debt Servicing	$2,587
Transfer to Capital / Reserves	$20,263
Non-Requisition Revenue*	**$44,959**
Requisition Revenue	**-**

2025 Staff Establishment (FTEs)

Regular	133.5**
Fixed Term	-

2025 Capital Plan Summary (000)

Capital Expenditure (2025)	$106,379
Capital Expenditure (2025-2029)	$349,787^
Total Number of Projects	85
Average Total Project Cost	$5,800

Capital Plan Highlights

Focus on renewing aging assets, mitigating risks to water quality and supply through infrastructure improvements, this includes increasing redundancy.

Large initiatives and in-stream, multi-year projects include Water Treatment Plant UV and controls upgrades, transmission main upgrade projects to address both capacity and seismic risks, storage tank assessments/ improvements and dam safety upgrades.

The RWS Master Plan projects significant investments in the next 20-30 years, including a new Water Filtration Plant, addition of a secondary intake and added redundancy within the transmission system.

** The wholesale water rate is revised annually and takes into consideration the revenue required to meet operating and capital expenditures, including debt obligations.*
*** Excludes leadership and administration positions.*
****The RWS is not formally recognized as a regional service as the Salt Spring Island and Southern Gulf Island Electoral Areas are not participants.*
^ Plus $3.75 million in cost-shared projects with the Juan de Fuca Distribution System.

2.670 Regional Water Supply (RWS) Service

Resources* FY2025 (000)	**Services** Authority to achieve an outcome	**Programs** Commitment to deliver output	**Outputs** Product(s) that meet a customer requirement or need
OpEx: N/A CapEx: N/A FTEs: 28.5 (plus auxiliary hours)	**Watershed Protection** Forest land management of the 20,643 hectares of the Regional Water Supply Area to ensure high-quality source drinking water for the Regional Water Supply System.	**Wildfire, Security and Emergency Response** • Watershed security • Wildfire and spill preparedness, prevention and response.	• 24/7 watershed emergency duty officer standby. • Security/wildfire patrols and standby (weekends and holidays; daily during elevated fire conditions). • Wildfire detection by drone and air patrol during high and extreme fire hazard; infrared camera.
		Watershed Operations • Silviculture, forest health and resilience forest fuel management • Invasive plant management • Vegetation management and road maintenance, upgrades and rehabilitation	• Winter/summer road maintenance. • Culvert and bridge upgrades to accommodate higher peak flows and changing climate, and to improve fish passage. • Forest fuel and forest resilience treatments and fire smarting maintenance including brushing, thinning and chipping or burning of woody debris. • Brushing dam faces and around facilities, gates and fences. • Danger tree assessment and removal along roads and powerlines. • Invasive plants management. • Annual Public Watershed Tours.
		Resource Planning • Wildlife management • Ecological inventories and analyses • Risk assessment and management • Geographic Information System (mapping) and data management	• Development of a comprehensive watershed hydrology monitoring program. • Annual forest health survey. • Partnering in climate change and other research in the Greater Victoria Water Supply Area. • Management of beaver, Canada geese and bullfrogs. • School and public tours of the Water Supply Area and facilities.

ACRONYMS: *OpEx: Operating Expenditure – CapEx: Capital Expenditure – FTE: Full Time Equivalent – FY2025: Financial Year 2025 (Final)*

** Breakdown of resources is indicative only and may not reflect the intricacies of highly integrated functions*

2.670 Regional Water Supply (RWS) Service

Resources* FY2025 (000)	**Services** Authority to achieve an outcome	**Programs** Commitment to deliver output	**Outputs** Product(s) that meet a customer requirement or need
OpEx: N/A CapEx: N/A FTEs: 55.0 (plus auxiliary hours)	**Bulk Water Treatment & Transmission Operations & Maintenance** Wholesale water supply to over 400,000 consumers in Greater Victoria and First Nations	**Water Systems Operations and Maintenance** • Ensure a consistent, reliable supply of clean drinking water to customers every day. • Water treatment, supply, and distribution system operations. • Monitoring, along with the maintenance and management of facilities, consumables, and preventative upkeep. • Responding promptly to water main breaks, system emergencies, • Executing small capital projects to enhance infrastructure reliability.	• Treatment plant operation. • Supply and transmission system operation. • System monitoring. • Customer service. • System and facility maintenance. • Consumables management. • Component preventative maintenance. • 24/7 emergency response to water main breaks and other system emergencies.
		Corporate Asset and Maintenance Management • Lead the delivery of the actions in the Corporate Asset Management Strategy, and report on the status of asset management for the CRD. • Implement and enhance enterprise asset management systems for asset information and analysis which informs capital plan priorities. • Plan and schedule asset interventions for water and wastewater operations with the goal of optimizing our maintenance program, minimizing failures and extending the life of he CRDs asset investments.	• Manage consultants and contractors providing asset and maintenance management services. • Develop and implement standards and processes for asset and maintenance management activities. • Plan and schedule work management activities for water and wastewater services, and build asset registers for all CRD assets eventually, and work towards an enterprise asset management approach. • Audit and maintain the asset registers for water and wastewater services. • Procure, implement, and enhance an asset and working management system for asset reporting and decision-making. • Lead or support the development of asset management plans for all services. • Lead the delivery of the actions in the Corporate Asset Management Strategy. • Maintain safe and efficient maintenance practices in collaboration with field staff and streamlined data collection for asset reporting and decision-making.

ACRONYMS: *OpEx: Operating Expenditure – CapEx: Capital Expenditure – FTE: Full Time Equivalent – FY2025: Financial Year 2025 (Final)*

** Breakdown of resources is indicative only and may not reflect the intricacies of highly integrated functions*

2.670 Regional Water Supply (RWS) Service

Resources* FY2025 (000)	**Services** Authority to achieve an outcome	**Programs** Commitment to deliver output	**Outputs** Product(s) that meet a customer requirement or need
OpEx: N/A CapEx: N/A FTEs: 31.0	**Engineering Planning & Delivery** Capital project planning and delivery services.	**Planning & Engineering** • Engineering, planning and capital project delivery related to water infrastructure, including water supply dams. • Strategic asset management for all water systems including modeling and capacity analysis, vulnerability assessment, infrastructure renewal plans. • Project design, procurement and delivery of capital projects annually on time/budget. • Main installations, dam upgrades, equipment replacement and capital projects support.	• Asset management and capital planning. • Support planning of system expansion and growth planning requirements. • Proactive capital planning for the water services with a 15-year outlook. • Ongoing condition assessment to inform the capital program and ensure water systems assets remain in a state of good repair. • Incorporating growth and expansion demands into future plans. • Development application and referral reviews for local service areas and JDF Distribution system. • Implementing the Capital Improvement Program, including infrastructure renewal and upgrades. • Co-ordination of Capital programs with municipal partners. • Engineering support of utility operations for the water services. • Development and management of a dam safety management system to ensure dam safety and regulatory requirements are met. • Oversight of studies and capital upgrades to ensure water supply dams meet regulatory requirements.
		Capital Project Delivery • Capital delivery services, including project management, various types of studies, detailed design, procurement, construction management and commissioning services that support several community needs. • Coordinate with the service leaders to procure, construct, commission, and hand off physical infrastructure projects to the related service. • In addition to the water services this team also provide capital delivery services across the CRD.	• Develops and administers the Capital Plans for the 15 Water and Wastewater Services and for one Southern Gulf Islands Small Craft Harbours Facilities budget with a current five-year budget of $575 million. • Currently directly managing 83 active projects/programs of varying size and complexity, with a combined 2025 budget of $84 million. • Provide support to other working groups, as necessary, in facilitating their capital planning requirements or to provide guidance related to project delivery. • Projects include improvements at water treatment plants and pump stations, wastewater treatment plants and pump stations, water distribution and transmission main replacements, water storage tank improvements, sewer system improvements (including trenchless rehabilitation), dam safety improvements, docks and harbours upgrades and more. • Work collaboratively with various planning and operations groups to support ongoing successful delivery of water and wastewater services for the residents of the CRD.

ACRONYMS: *OpEx: Operating Expenditure – CapEx: Capital Expenditure – FTE: Full Time Equivalent – FY2025: Financial Year 2025 (Final)*
** Breakdown of resources is indicative only and may not reflect the intricacies of highly integrated functions*

2.670 Regional Water Supply (RWS) Service

Resources* FY2025 (000)	**Services** Authority to achieve an outcome	**Programs** Commitment to deliver output	**Outputs** Product(s) that meet a customer requirement or need
OpEx: $2,950 CapEx: $200 FTEs: 19.0 (plus auxiliary hours)	**Environmental Protection** Regulatory and non-regulatory services and a support role across the organization that focuses on enhanced integration of drinking water quality protection programs and integration of communication initiatives.	**Water Quality Operations Program** • Monitoring, data analysis, assessment, reporting and technical advice to meet water quality regulatory requirements	• Source water (Sooke, Goldstream Reservoirs) and distribution system (post treatment) monitoring, assessment and reporting • Physical, chemical and biological analytical services, assessment and reporting • Operational support (maintenance, repairs, spills, pipe breaks) • Research, planning and risk assessment support for long-term planning
		Laboratory Services • An ISO 17025 accredited, provincially approved lab providing analysis for CRD Drinking Water and Wastewater Systems	• Analyze physical, chemical, algal, and microbiological samples (source water and distribution systems) • Provide defensible compliance results and inform CRD Water and Wastewater operations on system performance
		Demand Management Program • Research and data to inform capital planning operations, water conservation, and public communications and education	• Accurate spatial and temporal data • Per capita targets (Residential and Industrial, Commercial and Institutional)
		Cross Connection Control Program • Identification, registration, tracking and reporting of potential cross connection contamination sources in the Greater Victoria Drinking Water System • Compliance monitoring, audits and follow-up, and education and outreach	• Contamination prevention through facility inspections, testing and education for backflow prevention devices • Monitor and track >28,000 backflow prevention devices • Protection of regional water system through backflow risk management
		Communications and Environmental Education (resources shared 80:20 with Wastewater) • Public education and engagement in the region to promote sustainable behavior through campaigns, initiatives and services	• Increased public awareness of CRD messages and subsequent behavior changes • Declining trend in per capita and per sector water use

ACRONYMS: *OpEx: Operating Expenditure – CapEx: Capital Expenditure – FTE: Full Time Equivalent – FY2025: Financial Year 2025 (Final)*

** Breakdown of resources is indicative only and may not reflect the intricacies of highly integrated functions*

For more information about CRD strategies and plans please visit www.crd.ca/plans

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Capital Regional District

CRDVictoria

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Regional District Services and Service Review Options

Capital Regional District (CRD) Board Meeting of April 9, 2024

Direction provided by CRD Board on November 13, 2024

That a report providing options and detailing implications for undertaking CRD service reviews be provided to the May Strategic Priorities meeting or earlier.

Water Main Maintenance

Service participants, through the Board, may choose to consider a review of services for several reasons

- Conditions such as the participants' shared vision for the services, the needs of the end users, or the service level and/or performance have changed
- The scope no longer aligns with the original vision
- More effective or alternative service delivery methods are now available
- To evaluate if a service is still necessary
- As part of a scheduled review process (bylaw-based)
- To address a budget pressure or to reevaluate funding priorities

PROVINCIALLY-RECOGNIZED PROCESSES FOR REGIONAL DISTRICTS

1 Informal Service Reviews

- At the discretion of the CRD Board
- Can be started at any time
- Scope and process is determined by participants

2 Bylaw Based Service Reviews

- Scope and process built into the establishing bylaw

3 Statutory Review Process

- Initiated at request of participant(s), subject to conditions being met
- Can be started by informing the CRD Board and Ministry of Municipal Affairs

Gonzales Hill

Brief history of recent CRD Service Reviews

2008/09 → Environmental Services and Water Services Service Delivery Review

2013 → Parks and Community Services/Environmental Sustainability Departmental Integration

2014/15 → Bylaw and Animal Care Service Delivery Review

2016 → Facility Management Review

2016 → **Board considered conducting a global service review process and directed CAO to enhance divisional service planning after evaluating several approaches**

2022 → Regional Parks Operational and Financial Review

2022 → Information Technology and GIS Service Review

2023 → Organizational Structure Review (CRD Evolves 2024-2025)

Overview of Service Review Options

	1. Review of Regional Services	2. Review of Select Sub-Regional and Local Services	3. Review of Corporate Support Services	4. Additional Fiscal Restraint/ Controls
How service levels and growth are currently evaluated and managed	▸ Development and implementation of service-level strategies and plans ▸ Annual service and financial planning review process, approved by CRD Board ▸ Board-approved financial management strategies and policies	▸ Development and implementation of service-level strategies and plans ▸ Annual service and financial planning review process, approved by CRD Board ▸ Board-approved financial management strategies and policies	▸ Executive-level reviews of capacity and structure, development and implementation of organizational plans ▸ Business process mapping and optimization ▸ Annual service and financial planning review process, approved by CRD Board	▸ Board-approved financial management strategies and policies ▸ Annual service and financial planning review process, approved by CRD Board
Options for additional evaluations to consider	❑ Review service(s) scope and outcomes ❑ Set performance indicators ❑ Set cross-service parameters for large expenditures (e.g. land acquisition)	❑ Identify select services and conduct same options as regional + develop process to involve applicable commissions and/or committees	❑ Identify supplementary corporate support services for review	❑ Adopt new policy to limit new services and discretionary initiatives ❑ Direct staff to identify new revenue sources ❑ Provide additional budget direction annually or for a period of time

Note: Any review(s) and adjustment(s) will need to consider implications for services mandated by legislation or other factors, such as commitments made in key mandatory documents (e.g. Liquid Waste Management Plan).

Questions?

Rainbow Road Pool, Salt Spring Island

Making a difference...together

EEP 25-10

REPORT TO ELECTORAL AREAS COMMITTEE
MEETING OF WEDNESDAY, APRIL 9, 2025

SUBJECT **Bylaw No. 4671: CRD Electoral Areas Water Conservation Bylaw No. 1, 2023, Amendment Bylaw No. 1, 2025 and Bylaw No. 4673: CRD Ticket Information Authorization Bylaw, 1990, Amendment Bylaw No. 84, 2025**

ISSUE SUMMARY

Amendments to Bylaw No. 4492, "Capital Regional District Electoral Areas Water Conservation Bylaw No. 1, 2023" and Bylaw No. 1857, "Capital Regional District Ticket Information Authorization Bylaw, 1990" are required to support the introduction of an additional water use restriction stage in Local Service Areas (LSA).

BACKGROUND

Over the past several years, seasonal droughts have increasingly stressed source water supplies, making water conservation measures for local services on Salt Spring Island, the Southern Gulf Islands, and the Juan de Fuca Electoral Areas more critical. Bylaw No. 4492, "Capital Regional District Electoral Areas Water Conservation Bylaw No. 1, 2023" (Appendix A for the unofficial redlined consolidation version) was adopted in 2023 and regulates the use of drinking water in LSA for the protection of local water system supplies to mitigate the risk of low water storage levels.

Currently Stage 3 is the most restrictive stage in Bylaw No. 4492. In 2023, Stage 3 was activated for three systems (Cedars of Tuam, Skana and Surfside Park). In 2024, Stage 3 was activated for two systems (Cedars of Tuam and Skana). Given the frequency of activations and the goal to avoid operational implications, including the trucking of emergency water supplies, there is a need for a more restrictive stage in times of severe water shortages where water supplies may be at risk of not having enough water available.

Bylaw No. 4671, "Capital Regional District Electoral Areas Water Conservation Bylaw No. 1, 2023, Amendment Bylaw No. 1, 2025" (Appendix B) amends the Electoral Areas Water Conservation Bylaw to add a fourth water conservation stage, broadens the scope of vegetable watering to allow "food production" in Stages 1, 2 and 3 and adds or amends sections and definitions, as needed. The goal of Stage 4 is to restrict outdoor and residential indoor water use as much as possible at times of severe water shortage. Commercial indoor water use is not regulated in this amendment.

To support the new Stage 4 restrictions, the Ticket Information Authorization Bylaw requires amendment via Bylaw No. 4673, "Capital Regional District Ticket Information Authorization Bylaw, 1990, Amendment Bylaw No. 84, 2025" (Appendix C) to insert two new Stage 4 offenses and fines.

These bylaws were originally received at the March 12, 2025 Electoral Areas Committee meeting and were referred to staff for revision. Bylaw No. 4671 and the unofficial redlined consolidated version of Bylaw No. 4492 have been updated for this staff report. Changes include: Stage 4 was updated to remove "food production" as an allowed use of water, clarification of the sanitary use

of water as "non-discretionary", the time for Stage 4 to take effect was changed to be immediate when Notice is given and the Notice for stages now includes an option for a Public Alert Notification System (PANS) message. No changes were required to Bylaw No. 4673.

ALTERNATIVES

Alternative 1
The Electoral Areas Committee recommends to the Capital Regional District Board:
1. That Bylaw No. 4671, "Capital Regional District Electoral Areas Water Conservation Bylaw No. 1, 2023, Amendment Bylaw No. 1, 2025", be introduced and read a first, second and third time; and
2. That Bylaw No. 4671 be adopted.
3. That Bylaw No. 4673, "Capital Regional District Ticket Information Authorization Bylaw, 1990, Amendment Bylaw No. 84, 2025", be introduced and read a first, second and third time; and
4. That Bylaw No. 4673 be adopted.

Alternative 2
That Bylaw No. 4671 and Bylaw No. 4673 be referred to staff for revision.

IMPLICATIONS

Regulatory Implications

Water use restrictions in any stage do not apply to nurseries, farms, turf farms or tree farms. A summary of Stage 4 restrictions is as follows:
- all outdoor water use is restricted,
- residential indoor water use is restricted to drinking, food preparation purposes and for non-discretionary sanitation purposes; and
- other uses may be granted with written approval from the General Manager of the Capital Regional District Infrastructure & Water Services Department.

Financial Implications

The costs of promoting and enforcing Stage 4 water use restrictions will be borne by the specific service in which the action is taken as an operational expenditure.

Service Delivery Implications

Due to the severity of water levels that will activate Stage 4, staff will notify water users in the affected LSA by media and hand-delivery of a letter (sample attached as Appendix D) describing the situation, applicable regulations and additional best practices for water users to follow.

Additionally, outreach material and the Capital Regional District website will be updated as needed and there are plans to have signage installed this year prior to the activation of water use restrictions at key locations in the LSA to inform residents of the current water stage, including Stage 4 if this bylaw amendment is adopted by the Capital Regional District Board. The CRD will also issue a Public Alert Notification System (PANS) notification to the community.

CONCLUSION

There is a need for a more restrictive stage to promote water conservation in times of severe water shortages where water supplies may be at risk of not having enough water available. Currently, Stage 3 of the Capital Regional District Electoral Areas Water Conservation Bylaw No. 4492 is the most restrictive stage in the bylaw and has been activated five times over the last two years. Staff have prepared an amendment to this bylaw to add Stage 4 with increased water use restrictions to protect water supplies in Local Service Areas. Activation of Stage 4 will be supported by communications, including local signage, website pages, social media, public alerts and hand-delivery of letters to impacted properties.

RECOMMENDATION

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

1. That Bylaw No. 4671, "Capital Regional District Electoral Areas Water Conservation Bylaw No. 1, 2023, Amendment Bylaw No. 1, 2025", be introduced and read a first, second and third time; and
2. That Bylaw No. 4671 be adopted.
3. That Bylaw No. 4673, "Capital Regional District Ticket Information Authorization Bylaw, 1990, Amendment Bylaw No. 84, 2025", be introduced and read a first, second and third time; and
4. That Bylaw No. 4673 be adopted.

Submitted by:	Glenn Harris, Ph.D., R.P.Bio., Acting General Manager, Parks, Recreation & Environmental Services
Concurrence:	Alicia Fraser, P. Eng., General Manager, Infrastructure & Water Services
Concurrence:	Kristen Morley, J.D., General Manager, Corporate Services & Corporate Officer
Concurrence:	Ted Robbins, B. Sc., C. Tech., Chief Administrative Officer

ATTACHMENTS

Appendix A: Bylaw No. 4492, "Capital Regional District Electoral Areas Water Conservation Bylaw No. 1, 2023", unofficial redlined consolidation
Appendix B: Bylaw No. 4671, "Capital Regional District Electoral Areas Water Conservation Bylaw No. 1, 2023, Amendment Bylaw No. 1, 2025"
Appendix C: Bylaw No. 4673, "Capital Regional District Ticket Information Authorization Bylaw, 1990, Amendment Bylaw No. 84, 2025"
Appendix D: Stage 4 Water Conservation Notice

APPENDIX A

Making a difference...together

BYLAW NO. 4492

CAPITAL REGIONAL DISTRICT ELECTORAL AREAS WATER CONSERVATION BYLAW NO. 1, 2023

Consolidated for Public Convenience
(This bylaw is for reference purposes only)

ORIGINALLY ADOPTED MAY 10, 2023
(Consolidated with Amending Bylaws 4671)

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

CAPITAL REGIONAL DISTRICT
Bylaw No. 4492

****

ELECTORAL AREAS WATER CONSERVATION BYLAW

****

WHEREAS under Section 335 of the *Local Government Act*, a regional district may regulate in relation to a service;

AND WHEREAS the Capital Regional District ("CRD") has established or continued Water Supply local services providing drinking water in the Southern Gulf Islands, Salt Spring Island, and Juan de Fuca Electoral Areas;

AND WHEREAS the CRD desires to enact regulations to protect local Water System supplies to mitigate the risk of low water storage levels within these Water Systems;

AND WHEREAS this bylaw does not apply to water not provided under a Water System operated by the CRD on behalf of service participants, such as water from private water systems, irrigation wells, or water provided by other public authorities;

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

1. Definitions

In this bylaw, the following terms, whether capitalized or not, have the following meanings:

"Automatic shut-off nozzle" means a nozzle, attached to a water hose, that shuts off the supply of water automatically unless the application of hand pressure allows the supply of water.

"Board" means the Board of the Capital Regional District.

"Boat" means a vessel propelled on water by an engine, oars or sails.

"Boulevard" means that portion of any highway other than the paved, improved or main travelled roadway, driveway or sidewalk and includes any landscaped median.

"Bylaw Enforcement Officer" means a person appointed or contracted by the Board or the Council of a Municipality to enforce this bylaw.

"CRD" means the Capital Regional District.

"Excess Water Use" means to apply or use more Water than is required to provide a service, produce a product or complete a task, and without limitation includes the application of Water to a hardscape, such as a sidewalk, driveway or parking lot, or to exterior windows or exterior building surfaces, through a hose or power-washer to the point that Water runs-off or spreads

to surrounding areas.

"Exempted Person" means an Owner or Occupier of property identified in Schedule "A" as exempt or excused from one or more of the regulations under this bylaw.

"Farm" refers to a parcel of land classified as farmland for assessment and taxation purposes.

"Fill" means to completely fill or partially fill with Water an empty or substantially empty hot tub, swimming pool, fountain, wading pool, or similar structure, but for certainty does not include topping up with or adding Water in the normal course of operation, where the hot tub, swimming pool, fountain, wading pool, or similar structure is filled with Water and is in operation at the time Water Use Restrictions come into effect.

~~"General Manager" means the General Manager of the Capital Regional District Integrated Water Services Department.~~

"General Manager" means the General Manager of the Capital Regional District Infrastructure & Water Services Department.

(Bylaw 4671)

"Irrigation System" means an irrigation system that consists of controllers, wiring, and accessories such as climate and soil sensors, piping, and emission devices such as sprinklers, rotors or micro-irrigation components that artificially supplies water to a landscaped area, lawn or garden.

"Lawn" or "Turf" means a cultivated area that surrounds or is adjacent to an institutional, commercial or residential building, and that is covered by grass, turf or other plants used as ground cover, such as but not limited to clover, and that is used for decorative, ornamental or recreational purposes.

"Micro-irrigation or Drip-irrigation System" means a system using irrigation components which consume less than 20 gallons per hour and operate at less than 25 Pounds per square inch to deliver Water to the root zone of the plant material being irrigated, and includes spray emitter systems (Micro-Sprays), point source emitters and linear tape systems as defined in the BC Trickle Irrigation Manual prepared and published by the Irrigation Industry Association of British Columbia (1999), but does not include weeper hoses or soaker hoses.

"Motion-Activated Sprinkler Device" means a water sprinkling device that automatically operates through detection of motion or similar event and is used to deter wildlife and other animals.

"New Lawn" or "New Turf" means a lawn that is newly established either by seeding or the laying of new sod or turf on a property.

"Newspaper" has the same meaning as in the *Community Charter.*

"Non-discretionary Sanitation Purposes" means the use of Water for protection of health including, but not limited to, washing, cleaning, maintaining sanitary conditions and disposal of liquid waste.

(Bylaw 4671)

"Notice" means a Notice given under Section 5 of this bylaw.

"Nursery" means a commercial business in which flowers, plants, trees or shrubs are grown or displayed for sale.

"Occupier" has the same meaning as in the *Community Charter*.

"Once-Through Cooling" means to use Water to provide a cooling effect through the transfer of heat to Water that circulates only once through equipment, and is then discharged, whether to a sewer, stream, other water body, to the ground, or otherwise.

"Over-Water" means to apply Water in a manner that saturates the lawn, Boulevard or landscaped area being watered to the point of saturation and results in Water spreading or running-off to other areas including, but not limited to, municipal storm drains.

"Owner" has the same meaning as in the *Community Charter*.

"Public Authority" has the same meaning as in the *Community Charter*.

"Public, Institutional or Community Playing Field" means grass, sod or turf covered grounds that are owned, maintained or operated by a public authority, or by a private institution such as a private school, and are designed to be played upon, or that are used for sporting or other community events and activities, but for certainty does not include a lawn or turf on private residential property.

"Public Spray Park" means a facility that is open to the public and that that is equipped with water sprays, water jets, sprinklers and similar devices that spray water for recreation and enjoyment of the users.

"Residential Property" means a property which is used primarily for the purpose of residence by persons on a permanent, temporary or seasonal basis.

"Soaker Hose" or "Weeper Hose" means a garden hose or a pipe with small holes that allow water to seep into the ground, to the roots of plants, discharging water through the entire length of its porous surface.

"Sprinkler" means an Irrigation System, a sprinkler system, or a hose connected, water emitting device such as sprinklers, rotors, or sprayer components, that artificially supply water to a landscaped area, lawn or garden, but excludes a Micro-irrigation or Drip-irrigation System.

"Stage" refers to the Stages 1, 2, 3 and 4 of Water Use Restrictions prescribed in Schedule "A" of this bylaw.

(Bylaw 4671)

~~"Stage" refers to the Stages 1, 2 and 3 of Water Use Restrictions prescribed in Schedule "A" of this bylaw.~~

"Surface Coating" means one or more coatings such as paint, preservative, or stucco applied to exterior building surfaces.

"Tree Farm" means a commercial operation or business such as a tree plantation, tree nursery, or Christmas tree farm that grows trees for sale, and includes a privately owned forest that is managed for timber production.

"Turf Farm" means a commercial operation or business that grows and sells sod or turf.

"Vehicle" means a device in, on or by which a person or thing is or may be transported or drawn on a highway or other roadway.

"Water", when used as a noun, means drinking water supplied by the CRD from a Water System Supply directly or indirectly to an Owner or Occupier, and when used as a verb means the act of using or applying such Water.

"Water System" or "Water Systems" means the following local services, individually or collectively as applicable, as set out in the below table:

Water System Name	**Establishing Bylaw**
Beddis Water System	Bylaw No. 3188, "Beddis Water Service Establishment Bylaw No. 1, 2004"
Cedar Lane Water System	Bylaw No. 3424, "Cedar Lane Water Service Establishment Bylaw No. 1, 2007"
Cedars of Tuam Water System	Bylaw No. 3021, "Salt Spring Island Cedars of Tuam Water System Service Establishment Bylaw No. 1, 2002"
Fulford Water System	Bylaw No. 3202, "Fulford Water Service Establishment Bylaw No. 1, 2004"
Highland/Fernwood Water System	Bylaw No. 3753, "Highland and Fernwood Water Service Establishment Bylaw No. 1, 2010"
Lyall Harbour/Boot Cove Water System	Bylaw No. 2920, "Lyall Harbour/Boot Cove Water Service Establishment Bylaw No. 1, 2001"
Magic Lake Estates Water System	Bylaw No. 1874, "Outer Gulf Islands Magic Lake Estates Water System Local Service Establishment Bylaw, 1990"
Skana Water System	Bylaw No. 3089, "Skana Water Service Establishment Bylaw No. 1, 2003"
Sticks Allison Water System	Bylaw No. 2556, "Sticks Allison Water Local Service Establishment Bylaw No. 1, 1997"
Surfside Park Water System	Bylaw No. 3087, "Surfside Park Estates Water Service Establishment Bylaw No. 1, 2003"
Port Renfrew Water System	Bylaw No. 1747, "Port Renfrew Water Supply Local Service Establishment Bylaw No. 1, 1989"
Wilderness Mountain Water System	Bylaw No. 3503, "Wilderness Mountain Water Service Establishment Bylaw No. 1, 2008"

"Water System Area" means the area serviced by a Water System, as may be amended by the CRD from time to time.

"Water System Supply" means the CRD drinking water supplies for the Water Systems operated and administered by the CRD under the authority referred to in the Recitals to this bylaw.

"Water Use Restrictions" means the restrictions prescribed in Schedule "A" of this bylaw.

"Wading Pool" means a shallow, artificial pool 600 mm or less in depth, of portable or permanent construction for children to play or wade in.

2. Application

The restrictions and regulations in this bylaw are applicable in each Water System's service area.

3. Inspection

A Bylaw Enforcement Officer has the authority to enter at all reasonable times on any property which is subject to this bylaw to ascertain whether the requirements of this bylaw are being met or the regulations in this bylaw are being observed.

4. Water Use Restriction Stages

(1) The Stage 1 Water Use Restrictions prescribed in Schedule "A" are in effect each year from May 1 to September 30 inclusive, except as provided under subsection (2).

(2) When necessary for the conservation of Water or the preservation of the Water Supply the General Manager may:

(a) amend the effective period of time for Stage 1 for any or all Water Systems, or

(b) terminate or bring into effect a Stage more restrictive than Stage 1 at any time of the year for any period of time for any or all Water Systems.

~~(3) The Stage determined under subsection (2) and the Water Use Restrictions prescribed under Schedule "A" for that Stage take effect 48 hours after the Notice for that Stage under section 5(1)and remain in effect until that Stage is terminated.~~

(3) The Stage determined under subsection (2) and the Water Use Restrictions prescribed under Schedule "A" for that Stage take effect 48 hours after the Notice under Section 5 for Stages 1, 2 and 3 is given or immediately when Notice under Section 5 for Stage 4 is given, and remain in effect until that Stage is terminated.

(4) A Stage will remain in effect until it is terminated under this bylaw, or until the commencement of another Stage.

5. Notice

The General Manager must make a public announcement of the activation or termination of any water use restriction stage, other than the automatic activation and termination of the Stage 1 water use restriction on May 1 and September 30 of each calendar year, and may do so by one or more of the following means:

(a) radio or television broadcast;

(b) posting on the CRD website and social media;

~~(b)~~(c) issuing a Public Alert Notification System (PANS) message;

~~(c)~~(d) posting or delivery of notices; or

~~(d)~~(e) publication in a local newspaper.

6. Determining Water Use Restriction Stages

In making a determination under Section 4(2), the General Manager may consider the following factors:

(1) time of year and typical seasonal water demand trends;

(2) precipitation and temperature conditions and forecasts;

(3) current and forecasted storage levels and storage volumes of CRD Reservoirs or Water Systems and draw down rates;

(4) stream flows and inflows into CRD Reservoirs and Water Systems;

(5) water usage, recent consumption and trends, and customer compliance with restrictions on Water use under this bylaw;

(6) Water System performance;

(7) the effects of climate change; and

(8) any other factor the General Manager considers to be relevant for making a determination under Section 4(2).

7. Water Use Restrictions

(1) The Water Use Restrictions for each Stage are prescribed for each Water System in Schedule "A" to this bylaw and must be followed during the period that the applicable Stage is in effect under this bylaw.

(2) For greater clarity, when a Stage is in effect under this bylaw, no person shall perform any of the outdoor watering activities described in Schedule "A" to this bylaw except at the days and times, and in the manner permitted, during that Stage as set out in Schedule "A".

(3) No person shall waste Water by using more Water from a Water System than is required to provide a service, produce a product or complete a task, including but not limited to:

(a) allowing a tap or hose to run Water unnecessarily,

(b) the Over-Watering of plants or lawns,

(c) power-washing, using water from a hose, or otherwise applying or using Water in a manner that constitutes Excess Water Use, or

(d) using a Motion-Activated Sprinkler Device or Sprinkler in such a manner that water spray patterns are not confined to the property on which the device is located, and are allowed to spray onto adjoining public or private property.

(4) No person, being an Owner or Occupier of property in a Water System Area, shall use Water or cause Water from a Water System to be used contrary to the provisions of this bylaw in effect at the time of use.

8. Exemptions to Water Use Restrictions

(1) Nurseries, Farms, Turf Farms and Tree Farms are exempted from all Stage restrictions.

(2) Exempted Persons are exempted from Section 7 to the extent permitted by Schedule "A".

9. Schedules

(1) Schedule "A" of this bylaw forms part of and is enforceable in the same manner as the bylaw.

10. Offences and Penalties

(1) A person who contravenes this bylaw commits an offence and is liable to a fine not less than $100 and not exceeding $10,000.

(2) Where an offence is committed or continues for more than one day, a person shall be deemed to have committed separate offences for each day on or during which an offence occurs or continues, and separate fines, each not less than $100 and not exceeding $10,000, may be imposed for each day on or during which an offence occurs or continues.

(3) Nothing in this bylaw shall limit the District from pursuing any other remedy that would otherwise be available to the District at law.

(4) A Bylaw Enforcement Officer may, if they have reason to believe an offence has been committed against this bylaw, complete and leave with the alleged offender, or at the address of the alleged offender with someone who appears to be 16 years of age or older, a ticket information pursuant to Bylaw No. 1857, "Capital Regional District Ticket Information Authorization Bylaw, 1990", as may be amended or repealed and replaced from time to time, indicating a penalty equal to the amount stipulated for such an offence.

11. Bylaw Citation

This Bylaw may be cited as "Capital Regional District Electoral Areas Water Conservation Bylaw No. 1, 2023".

READ A FIRST TIME THIS	10th	day of	May, 2023
READ A SECOND TIME THIS	10th	day of	May, 2023
READ A THIRD TIME THIS	10th	day of	May, 2023
ADOPTED THIS	10th	day of	May, 2023

CHAIR

CORPORATE OFFICER

SCHEDULE "A"
to Bylaw No. 4492

~~OUTDOOR~~ WATER USE RESTRICTION STAGES

APPLICATION
This schedule does not apply to Nurseries, Farms, Turf Farms and Tree Farms.

1. STAGE 1 Water Restrictions

(1) During Stage 1,

(a) no person shall, by any method, water a lawn growing on a property, including but not limited to a property that is used for residential, commercial, or institutional purposes, on more than one day per week between the hours of 4:00 a.m. to 10:00 a.m. or 7:00 p.m. to 10:00 p.m.

(b) no person shall

(i) water trees, shrubs, flowers and ~~vegetables~~ for food production on any day with a Sprinkler other than during the prescribed hours for Stage 1 lawn watering or on any day at any time if watering is done other than by hand-held container, hand held hose equipped with an automatic shut-off nozzle, or by Micro-irrigation or Drip-irrigation systems;

(ii) water newly planted trees, shrubs, flowers and for food production~~vegetables~~ by any method referred to in Section 1(1)(b)(i) of this Schedule other than during installation and the following 24 hours;

(iii) outside the prescribed Stage 1 lawn Watering hours, water new sod or newly seeded lawns, other than on new sod installation and during the first 21 days after installation, or for newly seeded lawns, water until growth is established or for 49 days after installation, whichever is less;

(iv) water public, institutional or community playing fields other than between the hours of 1:00 a.m. to 10:00 a.m. or 7:00 p.m. to 10:00 p.m. on any day, unless failure to water will result in a permanent loss of plant material;

(v) wash a Vehicle with Water other than by using a hand held container or a hand held hose equipped with an automatic shut-off nozzle or at car dealerships or commercial car washes; and

(vi) use Water to wash sidewalks, driveways, parking lots, exterior windows or exterior building surfaces, by means of other than a power washer or hand-held hose equipped with a shut-off valve or in a manner that results in Excess Water Use.

(c) a person must not allow a Public Spray Park

(i) to emit Water continuously;

(ii) to be operated other than by either:

1) a motion sensor timer, or

2) manually by the user provided the device that is activated manually by the user is equipped with a timer or automatic shut-off that prevents continuous emission of Water.

(2) As exceptions to the Stage 1 restrictions,

(a) Owners or Occupiers of property who, by reason of physical or mental incapacity, are unable to water their property within the restricted days and times, and whose property is not equipped with an automatic in-ground Irrigation System, with the written approval of the General Manager given under this bylaw, shall not water their lawn or turf on more than two days of the week for a maximum of 9 hours per day;

(b) no Public Authority shall:

(i) water public, institutional or community playing fields, lawns and Boulevards other than during the hours of 1:00 a.m. to 10:00 a.m. or 7:00 p.m. to 10:00 p.m. on more than one day per week; and

(ii) water trees, shrubs, flowers and ~~vegetable gardens~~for food production other than at the times and in the manner prescribed under Section 1(1)(b)(i) of this Schedule.

(c) owners or operators of golf courses shall not water

(i) fairways on any day, other than during the Stage 1 lawn prescribed times;

(ii) trees, shrubs, flowers and for food production~~vegetables grown~~ on golf courses other than in accordance with Section 1(1)(b)(i), of this Schedule; and

(iii) golf greens and tees on any day unless failure to water will result in permanent loss of plant material.

2. STAGE 2 Water Restrictions

(1) During Stage 2,

(a) no person shall, by any method, water a lawn growing on a property including but not limited to property that is used for residential, commercial or institutional purposes, on more than one day per two-week period between the hours of 4:00 a.m. to 10:00 a.m. or 7:00 p.m. to 10:00 p.m.

(b) no person shall

(i) use Water to wash sidewalks, driveways or parking lots, exterior windows or exterior building surfaces, except as necessary for applying surface coating, preparing a surface prior to paving or repointing bricks, or if required by law to comply with health or safety regulations;

(ii) utilize a Motion-Activated Sprinkler Device to deter animals or wildlife;

(iii) water a lawn on property used as a cemetery;

(c) a person must not allow a Public Spray Park

(i) to emit Water continuously;

(ii) to be operated other than by either:

1) a motion sensor timer, or

2) manually by the user provided the device activated manually by the user is equipped with a timer or automatic shut off that prevents continuous emission of Water;

(d) a person must not

(i) fill an ornamental fountain with Water, or

(ii) operate an ornamental fountain that uses Water, other than an ornamental fountain that re-circulates continuously and is not replenished or re-Filled with Water from the a Water System Supply; and

(e) no person shall

(i) water trees, shrubs, flowers and for food production~~vegetables~~ on more than one day per week with a Sprinkler other than during the prescribed morning hours (4:00 a.m. to 10:00 a.m.) for Stage 2 lawn watering or on any day at any time if watering is done other than by hand-held container, hand-held hose equipped with an automatic shut-off nozzle, or by Micro-irrigation or Drip-irrigation system;

(ii) water newly planted trees, shrubs, flowers and for food production~~vegetables~~ during installation and for the following 24 hours other than by any method referred to in Section 2(1)(e)(i) of this Schedule;

(iii) water public, institutional or community playing fields other than between the hours of 1:00 a.m. to 10:00 a.m. or 7:00 p.m. to 10:00 p.m., on more than one day per week unless failure to water will result in a permanent loss of plant material;

(iv) wash a Vehicle or Boat with Water other than commercial car washes using less than 57 litres of Water per Vehicle wash or using 50% recirculated Water as long as the total amount of Water, excluding recirculated Water, does not exceed 57 litres per Vehicle wash; or

(v) leave water service turned on, at the residential point of connection to the residence, home, or dwelling, when property is uninhabited for more than 30 consecutive days.

(2) As exceptions to Stage 2 restrictions,

(a) Owners or Occupiers of property who, by reason of physical or mental incapacity, are unable to water their property within the restricted days and times, and whose property is not equipped with an automatic in-ground Irrigation System, with the written approval of the General Manager given under this bylaw, shall not water their lawn or turf on more than one day per week for a maximum of 9 hours per day;

(b) no Public Authority shall:

(i) water public, institutional or community playing fields, lawns and Boulevards other than during the hours of 1:00 a.m. to 10:00 a.m. or 7:00 p.m. to 10:00 p.m., on no more than one day per week if failure to water will result in a permanent loss of plant material;

(ii) water trees, shrubs, flowers and ~~vegetable gardens~~ for food production other than at the times and in the manner prescribed under Section 2(1)(e)(i), and (ii) of this Schedule;

(c) owners or operators of golf courses shall not water

(i) fairways more than one day per week during prescribed lawn watering times;

(ii) trees, shrubs, flowers and for food production~~vegetables grown~~ on golf courses other than in accordance with Section 2(1)(e)(i) and (ii) of this Schedule; and

(iii) golf greens and tees on any day unless failure to water so will result in permanent loss of plant material.

3. STAGE 3 Water Restrictions

(1) During Stage 3,

(a) no person shall

(i) water a lawn, turf or Boulevard;

(ii) fill a wading pool, swimming pool, hot tub or garden pond;

(iii) operate a Public Spray Park;

(iv) operate or fill an ornamental fountain with Water;

(v) wash a Vehicle or a Boat with Water;

(vi) use Water to wash sidewalks, driveways or parking lots, exterior windows or exterior building surfaces, except as necessary for applying a surface coating, preparing a surface prior to paving or repointing bricks, or if required by law to comply with health or safety regulations;

(vii) utilize a Motion-Activated Sprinkler Device to deter animals or wildlife; or

(viii) leave water service turned on when property is uninhabited for more than 30 consecutive days.

(b) no person or Public Authority shall

(i) water trees, shrubs, flowers and for food production~~vegetables~~ on any day, except where watering only one day per week between the hours of 4:00 a.m. to 10:00 a.m. and when watering is done by hand-held container, a hand held hose equipped with an automatic shut-off nozzle, or by Micro-irrigation or Drip-irrigation systems;

(ii) water newly planted trees, shrubs, flowers and for food production~~vegetables~~ other than between the hours of 4:00 a.m. to 10:00 a.m. or 7:00 p.m. to 10:00 p.m. if watering is done by hand-held container or a hand held hose equipped with an automatic shut-off nozzle, during installation and during the following 24 hours after installation is completed;

(iii) water public, institutional or community playing fields other than between the hours of 4:00 a.m. to 10:00 a.m., on no more than one day per week, if failure to water will result in a permanent loss of plant material.

(2) As exceptions to the Stage 3 restrictions,

(a) owners or operators of golf courses shall not water

(i) fairways more than one day per week during the hours of 4:00 a.m. to 10:00 a.m. or 7:00 p.m. to 10:00 p.m.;

(ii) trees, shrubs, flowers and for food production~~vegetables grown~~ on golf courses other than in accordance with Section 3(1)(b)(i) and (ii) of this Schedule; and

(iii) golf greens and tees on any day unless failure to water will result in permanent loss of plant material;

(b) Vehicles and Boats must not be washed with Water other than at commercial car washes using less than 57 litres of Water per Vehicle wash or using 50% recirculated Water as long as the total amount of Water, excluding recirculated Water, does not exceed 57 litres per Vehicle wash.

4. STAGE 4 Water Restrictions

(1) During Stage 4,

(a) all outdoor use of Water is prohibited; and

(b) Residential Property indoor use of Water is restricted to drinking, food preparation purposes and for Non-discretionary Sanitation Purposes.

(2) Exemptions to the restrictions in Section 4.(1) may be granted with the written approval of the General Manager given under this bylaw.

(Bylaw 4671)

CAPITAL REGIONAL DISTRICT
BYLAW NO. 4671

****

A BYLAW TO AMEND THE ELECTORAL AREAS WATER CONSERVATION BYLAW (BYLAW NO. 4492)

****

WHEREAS:

A. Under Bylaw No. 4492, "Capital Regional District Electoral Areas Water Conservation Bylaw No. 1, 2023", the Regional Board has established a bylaw to regulate water use for local services providing drinking water in the Southern Gulf Islands, Salt Spring Island, and Juan de Fuca Electoral Areas; and

B. The Regional Board wishes to amend Bylaw No. 4492 to add an additional stage of Water Use Restrictions.

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

1. Bylaw No. 4492, "Capital Regional District Electoral Areas Water Conservation Bylaw No. 1, 2023", is hereby amended as follows:

   (a) by inserting the following definition, in alphabetical order, in Section 1:

   "Non-discretionary Sanitation Purposes" means the use of Water for protection of health including, but not limited to, washing, cleaning, maintaining sanitary conditions and disposal of liquid waste.

   (b) by replacing the definition of "General Manager" with

   "General Manager" means the General Manager of the Capital Regional District Infrastructure & Water Services Department.

   (c) by replacing the definition of "Stage" with:

   "Stage" refers to the Stages 1, 2, 3 and 4 of Water Use Restrictions prescribed in Schedule "A" of this bylaw.

   (d) by replacing Section 4.(3) with:

   The Stage determined under subsection (2) and the Water Use Restrictions prescribed under Schedule "A" for that Stage take effect 48 hours after the Notice under Section 5 for Stages 1, 2 and 3 is given or immediately when Notice under Section 5 for Stage 4 is given, and remain in effect until that Stage is terminated.

   (e) by inserting the following as a new item (c) in Section 5. and renumbering the subsequent items:

   "(c) issuing a Public Alert Notification System (PANS) message;"

   (f) by deleting the word "OUTDOOR" from the title of Schedule "A".

   (g) by replacing all occurrences of the words "vegetables", "vegetables grown" and "vegetable gardens" in Section 1 of Schedule "A" with "for food production".

(h) by replacing all occurrences of the words “vegetables”, “vegetables grown” and “vegetable gardens” in Section 2 of Schedule “A” with “for food production”.

(i) by replacing all occurrences of the words “vegetables”, “vegetables grown” and “vegetable gardens” in Section 3 of Schedule “A” with “for food production”.

(j) by inserting the following within Schedule “A” as section 4:

4. STAGE 4 Water Restrictions

(1) During Stage 4,

(a) all outdoor use of Water is prohibited; and

(b) Residential Property indoor use of Water is restricted to drinking, food preparation purposes and for Non-discretionary Sanitation Purposes.

(2) Exemptions to the restrictions in Section 4.(1) may be granted with the written approval of the General Manager given under this bylaw.

2. This bylaw may be cited for all purposes as “Capital Regional District Electoral Areas Water Conservation Bylaw No. 1, 2023, Amendment Bylaw No. 1, 2025".

READ A FIRST TIME THIS	day of	_____,	2025
READ A SECOND TIME THIS	day of	_____,	2025
READ A THIRD TIME THIS	day of	_____,	2025
ADOPTED THIS	day of	_____,	2025

CHAIR

CORPORATE OFFICER

CAPITAL REGIONAL DISTRICT
BYLAW NO. 4673

****

A BYLAW TO AMEND BYLAW NO. 1857, CAPITAL REGIONAL DISTRICT TICKET INFORMATION AUTHORIZATION BYLAW, 1990

****

WHEREAS the Regional Board amended Bylaw No. 4492, "Capital Regional District Electoral Areas Water Conservation Bylaw No. 1, 2023" to add an additional stage of Water Use Restrictions for local water services in the Electoral Areas;

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

1. Bylaw No. 1857, "Capital Regional District Ticket Information Authorization Bylaw, 1990", is amended by replacing the existing Schedule 20 with the Schedule 20 attached to this bylaw.

2. This Bylaw may be cited for all purposes as "Capital Regional District Ticket Information Authorization Bylaw 1990, Amendment Bylaw No. 84, 2025".

READ A FIRST TIME THIS	th	DAY OF	MONTH,	2025
READ A SECOND TIME THIS	th	DAY OF	MONTH,	2025
READ A THIRD TIME THIS	th	DAY OF	MONTH,	2025
ADOPTED THIS	th	DAY OF	MONTH,	2025

_____
CHAIR

_____
CORPORATE OFFICER

SCHEDULE 20 TO BYLAW NO. 1857

CAPITAL REGIONAL DISTRICT ELECTORAL AREAS WATER CONSERVATION BYLAW NO. 1, 2023

	WORDS OR EXPRESSIONS DESIGNATING OFFENCE	SECTION	FINE
1.	Hinder/Prevent Inspection	3	$500.00
2.	Wasting water	7.(3)	$200.00
3.	Wasting water during Stage 2	7.(3)	$300.00
4.	Wasting water during Stage 3	7.(3)	$400.00
5.	Use water contrary to bylaw	7.(4)	$200.00
6.	Stage 1 – water lawn contrary to days/times	Sch. A 1.(1)(a)	$200.00
7.	Stage 1 – water contrary to restrictions	Sch. A 1.(1)(b)	$100.00
8.	Stage 1 – operate Public Spray Park contrary to restrictions	Sch. A 1.(1)(c)	$100.00
9.	Stage 1 – Public Authority watering contrary to days/time	Sch. A 1.(2)(b)	$100.00
10.	Stage 1 – watering golf courses contrary to restrictions	Sch. A 1.(2)(c)	$200.00
11.	Stage 2 – water lawn contrary to days/times	Sch. A 2.(1)(a)	$250.00
12.	Stage 2 – wash sidewalks, driveways, parking lots, or exterior surfaces	Sch. A 2.(1)(b)(i)	$250.00
13.	Stage 2 – use motion-activated sprinkler device	Sch. A 2.(1)(b)(ii)	$250.00
14.	Stage 2 – water cemetery lawn	Sch. A 2.(1)(b)(iii)	$250.00
15.	Stage 2 - operate Public Spray Park contrary to restrictions	Sch. A 2.(1)(c)	$250.00
16.	Stage 2 – fill ornamental fountain	Sch. A 2.(1)(d)(i)	$250.00
17.	Stage 2 – operate ornamental fountain	Sch. A 2.(1)(d)(ii)	$250.00

18.	Stage 2 - water contrary to restrictions	Sch. A 2.(1)(e)	$250.00
19.	Stage 2 – Public Authority watering contrary to days/times	Sch. A 2.(2)(b)	$200.00
20.	Stage 2 – watering golf courses contrary to restrictions	Sch. A 2.(2)(c)	$250.00
21.	Stage 3 – water lawn, turf, or boulevard	Sch. A 3.(1)(a)(i)	$400.00
22.	Stage 3 – fill pool, hot tub, or garden pond	Sch. A 3.(1)(a)(ii)	$400.00
23.	Stage 3 – operate a Public Spray Park	Sch. A 3.(1)(a)(iii)	$400.00
24.	Stage 3 – operate or fill ornamental fountain	Sch. A 3.(1)(a)(iv)	$400.00
25.	Stage 3 – wash vehicle or boat with Water	Sch. A 3.(1)(a)(v)	$400.00
26.	Stage 3 – wash sidewalks, driveways, parking lots, or exterior surfaces	Sch. A 3.(1)(a)(vi)	$400.00
27.	Stage 3 – use motion-activated sprinkler device	Sch. A 3.(1)(a)(vii)	$400.00
28.	Stage 3 – leave water service turned on	Sch. A 3.(1)(a)(viii)	$400.00
29.	Stage 3 –water contrary to restrictions	Sch. A 3.(1)(b)	$400.00
30.	Stage 3 – watering golf courses contrary to days/times	Sch. A 3.(2)(a)	$400.00
31.	Stage 3 – washing vehicle or boat contrary to restrictions	Sch. A 3.(2)(b)	$400.00
32	Stage 4 – outdoor use of Water	Sch. A 4.(1)(a)	$500.00
33	Stage 4 – Residential Property indoor use contrary to restrictions	Sch. A 4.(1)(b)	$500.00

APPENDIX D

Parks, Recreation & Environmental Services
625 Fisgard Street, PO Box 1000 T: 250.360.3078
Victoria, BC Canada V8W 2S6 www.crd.ca

Date

File: xx

Owner Name
Address
City, BC Postal code

Dear Resident:

RE: STAGE 4 WATER CONSERVATION NOTICE

Source water resources for the <insert LSA Water System field> are reaching a critical stage due to low water levels in <insert LSA Water Source field>. With the region currently facing sustained drought conditions, and the sensitivity of your water source, we are seeking your cooperation to reduce water usage for everyone's benefit.

The Capital Regional District Electoral Areas Water Conservation Bylaw No. 4492 regulates water use for local services providing drinking water in the Southern Gulf Islands, Salt Spring Island, and Juan de Fuca Electoral Areas. **Please follow Stage 4 water conservation measures in the <insert LSA Water System field>.**

Residents are required to eliminate all outdoor water use, including but not limited to:

- No watering of lawns, turf or boulevards
- No watering of trees, shrubs or plants
- No washing of outdoor surfaces (driveways, sidewalks, decks, etc.)
- No washing of vehicles and boats
- No use of motion-activated sprinklers to deter wildlife

Residents are required to limit indoor water use as follows:

- Water use is restricted to drinking and food preparation purposes and for non-discretionary sanitation purposes (washing, cleaning and maintaining sanitary conditions for the protection of health)

What else can you do?

- Recycle water wherever you can: install water catchment systems and keep pails and buckets handy to catch extra water.
- Remind tenants, visitors and guests of the need to conserve water with shorter showers.
- Avoid potential water loss catastrophes by shutting off the water at the main when leaving home for more than one day.

Please visit www.crd.ca/service/drinking-water/systems for details specific to your drinking water system.

For water conservation tips and for more information, please visit www.crd.ca/water.

Sincerely,

Author

DRAFT

Making a difference...together

ERM 25-09

REPORT TO ENVIRONMENTAL SERVICES COMMITTEE
MEETING OF WEDNESDAY, MARCH 19, 2025

SUBJECT **Wildlife Attractants in the Capital Region**

ISSUE SUMMARY

To report on activities related to working with municipalities to develop consistent policies and bylaws to limit wildlife attractants.

BACKGROUND

On May 8, 2024, the Capital Regional District (CRD) Board directed staff, through a Motion with Notice, to work with municipalities to develop consistent policies and bylaws to limit wildlife attractants and prevent bear-human interactions.

CRD staff are in the process of reaching out to municipalities and electoral areas in the region to gauge interest in and create a participant list for the establishment of a wildlife attractants working group. The working group will provide opportunities for local governments to collaborate, share knowledge and develop policies for limiting wildlife attractants due to improperly managed waste. Working group goals would include identifying current issues, outlining potential steps to resolve issues, identifying and promoting policy development and exploring bylaw options in relation to waste management practices causing human-wildlife conflicts.

The creation of a proposed working group, focused on discussing limiting bear attractants, was brought to the Local Government Waste Reduction Working Group (LGWRWG). The LGWRWG membership includes representatives from 12 municipalities. Limiting wildlife attractants has been a topic of regular discussion at subsequent LGWRWG meetings where discussions focused on challenges faced by different municipalities, sharing of resources and updates on initiatives. Two municipalities have already expressed interest in participating in a wildlife attractants working group, namely District of Saanich and the Town of View Royal. The Town of View Royal has been a key contributor and has provided valuable insights into their process for implementing initiatives focused on limiting wildlife attractants in their municipality.

The Wildlife Attractant Bylaw Toolkit produced for Get Bear Smart Society (Appendix A) will be proposed as one of the main guidance documents brought forward to the working group for consideration. The toolkit provides insights into creating a stand-alone wildlife bylaw as well as options for incorporating wildlife attractant considerations into existing bylaws such as solid waste bylaws. Further guidance will come from the Ministry of Environment and Parks' "Bear Smart" Community Program. The program outlines a series of criteria for communities to follow to address root causes of human-bear interactions. The "Bear Smart" Community Program Background Report (Appendix B) outlines a series of steps and procedures to reduce the frequency of human-bear conflicts and requires a shift from reactive management of bears to a proactive management of attractants, such as solid waste.

CONCLUSION

Capital Regional District (CRD) staff were directed to work with municipalities to develop consistent policies and bylaws to limit wildlife attractants across the region. Staff will invite municipalities and electoral areas to participate in a wildlife attractants working group. The working group will consider tools, including the Wildlife Attractant Bylaw Toolkit and the Bear Smart Community Program to identify and address root causes of human-bear interactions and consider corresponding policy or bylaw development. If established, staff will share updates on wildlife attractants working group findings with the Local Government Waste Reduction Working Group, Environmental Services Committee and the CRD Board.

RECOMMENDATION

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

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

ATTACHMENTS

Appendix A: Get Bear Smart Society - Wildlife Attractant Bylaw Toolkit (2022)
Appendix B: “Bear Smart” Community Program: Background Report (March 2002)

APPENDIX A

2022

WILDLIFE ATTRACTANT BYLAW TOOLKIT

Prepared for:
Get Bear Smart Society

Prepared by:
Serratus Wildlife Services

This *Sample* Bylaw and guideline is for reference purposes only. It is recommended that prior to using the *Sample* Bylaw, or any portions, that legal review and advice is obtained.

Acknowledgment: The main template for this *Sample* Bylaw is from the District of Squamish Wildlife Attractant Bylaw No. 2781, 2020.

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Background

Bylaws reflect a community's overall principles and values and are meant to evolve as the community's standards and norms shift.

Local government councils, or boards, create policy through bylaw adoption and can provide direction to enforcement staff in relation to enforcement priorities. Bylaw enforcement actions can range between compliance-focused (gaining voluntary compliance through education, warnings, mediation) and enforcement-focused (by issuing bylaw offense notices/tickets, seeking injunctions). Bylaws must have a degree of fairness and reasonableness and be designed with the unique needs of the community in mind and updated as these needs change (Office of the Ombudsperson, Province of British Columbia, 2021).

This toolkit provides insights into the process for creating a stand-alone wildlife attractant bylaw as well as the option for incorporating wildlife attractant considerations into an existing bylaw. In addition to the Wildlife Attractant *Sample* Bylaw is a guide with a step-by-step approach to understanding the various sections of the *Sample* Bylaw.

Why wildlife attractant bylaws are necessary

While the management of wildlife is a provincial responsibility, the regulation and management of refuse and other wildlife attractants that bring wildlife into communities is the responsibility of local government. This can be accomplished by (1) educating residents and visitors; and (2) by adopting bylaws that assist with minimizing, to the greatest extent possible, the availability of anthropogenic (human) foods and other substances.

Local government, whether a municipality or regional district, is responsible for providing a comprehensive range of services that enhance many aspects of life for its citizens and play a key role in ensuring the overall health, safety and well-being of their community. Creating a wildlife attractant bylaw is inherently within the scope of this local government responsibility as it improves public health and safety.

It is worth noting that local government elected officials/councils can direct enforcement staff to prioritize specific bylaws and can also provide direction on the enforcement process, such as when to provide more warnings than tickets and vice versa. Currently, wildlife is being killed in direct relation to being fed, whether intentionally or unintentionally. Local governments must place a higher priority on the creation and enforcement of these wildlife attractant bylaws to reduce the potential for human injury, injury to pets/livestock, agricultural losses, or property damage; and to reduce, and potentially eliminate, the needless and preventable human-caused loss of local wildlife.

Methods for reducing human-bear interactions

In British Columbia, the Ministry of Environment and Climate Change Strategy administers the official Bear Smart Community Program and supports those communities that choose to participate. This program is a proactive, conservation strategy that outlines the necessary steps a local government can take to reduce the potential for human interactions with wildlife. Other provinces or states can use this program as a foundation or framework for their own program.

The BC Bear Smart Community Program contains six criteria for a community to pursue in order to reduce the potential for human-bear interactions, including: (1) an assessment of the current situation and identifying potential issues; (2) a management plan outlining the necessary steps to resolve any issues identified; (3) revision of the community's planning and decision-making documents; (4) implementing continuing education and outreach; (5) developing and maintaining a bear-resistant waste management system; and lastly, but very importantly, (6) creating and enforcing bylaws that prohibit providing bears with anthropogenic food sources due to careless storage and management of wildlife attractants, whether intentional or unintentional. This also requires implementing an enforcement strategy to ensure full compliance.

A community doesn't need to be pursuing Bear Smart Community status to implement any or all of the Bear Smart criteria, including implementing a wildlife attractant bylaw or inserting wildlife attractant management criteria into an existing bylaw. Having said that, encouraging local government to pursue Bear Smart Community status can be an effective way to reduce interactions with bears, increase awareness in the community and reduce access to anthropogenic sources of food. This will lead to increased public safety and the reduction in the needless injury and loss of bears. These best practices will also benefit other wildlife species. Some communities may choose to start the process of managing wildlife attractants by way of implementing a bylaw along with a communication plan and/or educational outreach program.

A thorough review of all existing pertinent bylaws is recommended as there may be an opportunity to amend an existing bylaw, such as a solid waste bylaw, by adding wildlife attractant management criteria. Amending an existing bylaw is less time consumptive for staff and may be a more manageable first step for local government. However, creating a stand-alone wildlife attractant bylaw is preferred as it is easier for the public to reference and becomes more relevant when incorporated into wildlife conflict reduction messaging and communication.

The Wildlife Attractant *Sample* Bylaw contains sections that can be cut and pasted into existing bylaws, or it can be used as a stand-alone document including all or just the applicable sections.

First Nation bylaw considerations

First Nation communities can create a stand-alone wildlife attractant bylaw or insert wildlife attractant management criteria into an existing bylaw. Similar to the process taken by a municipality or regional district, any bylaw would require approval from the appointed officials; in this case, a First Nation council. The bylaw would then apply to all persons on the reserve irrespective of whether they are residents of the reserve or are band members (Government of Canada, 2022).

The Indian Act Amendment and Replacement Act (2014), which amended and repealed various sections of the Indian Act, provides the regulations necessary for enacting and enforcing band bylaws.

To be enforceable, a bylaw must comply with the Indian Act and any provisions set out within the Act. Two sections within the act that relate to bylaws are Section 73 which provides parameters on what type of regulations can be included within a bylaw, e.g., Section 73(1) (a) for the protection and preservation of fur-bearing animals, fish and other game on reserves; and Section 81 which outlines the powers of council.

Similar to a municipal or regional bylaw, the Indian Act provides the ability of a First Nation council to enact bylaws specific to the concerns of a reserve. As each municipality or regional district has its own unique challenges, which can be addressed through the creation of a specific bylaw, First Nation reserves can also address their own unique challenges through the creation of a specific bylaw, such as a wildlife attractant bylaw.

Wildlife utilizes the landscape irrespective of jurisdictions. A collective community and jurisdiction-wide approach to minimizing human-wildlife interactions, through the adoption and enforcement of wildlife attractant bylaws, will result in increased public safety and conservation of local wildlife.

Considerations for presenting a bylaw to council/board:

- Ensure council/board is aware that creating a bylaw, or amending one, can typically be accommodated within the existing operational budget.
- Ensure council/board is aware of other communities that have already implemented wildlife attractant bylaws or have included wildlife attractant management criteria within existing bylaws. Refer to the list of Bear Smart community bylaws on pg. 31. Please note that this list is not exhaustive, and communities update their bylaws on an ongoing basis.
- Address the organizational impacts: who will be affected by this bylaw, e.g., the Bylaw Enforcement Office, Communications Department (getting the message out/awareness/educational outreach campaign), Animal Control, Building Department (inspecting wildlife-proof enclosures), Parks [and Protected Areas] Department, and Solid Waste Department. Outside organizational impacts could

include the Conservation Officer Service, police force, and independent waste management contractors.

- List additional bylaws that parallel the wildlife attractant bylaw and look for opportunities to make connections. A good place to start is by reviewing the Official Community Plan (OCP) which is a community's over-arching guiding policy document, to gauge whether there are any references to wildlife, protection of the environment, zero waste strategies, waste management, climate change impacts, public safety, etc. New bylaws should align with the vision and spirit of the OCP.
- List policies or environmental protection initiatives that might support this bylaw such as regional growth strategy priorities.
- Connect to any council goals for climate change, environment, community safety, green spaces, and solid waste management. Find out what the council priorities are and make connections between the bylaw and how it supports council's priorities. Research a community's Business Plan, Regional Growth Strategy, Official Community Plan, Climate Action Report/Plan, and Solid Waste Management Plan. These documents can be found throughout various departments, and local governments are required to post them on their websites.
- Solicit support from outside agencies such as the Conservation Officer Service and police force. Collaborating with these enforcement agencies (which can be delegated by council to issue bylaw tickets) and having agency members attend a presentation showcases the importance of implementing the bylaw and highlights the partnerships and shared responsibilities that are required to reduce the potential for human-wildlife interactions.
- To aid in the enforcement process, ensure the bylaw has consequences, such as fines for contravention. While enforcement staff typically seek voluntary compliance through education or warnings, fines are a necessary tool for gaining compliance.

Please note: For information on the differences between municipal councils and regional district boards, their responsibilities and procedures and the implications for the bylaw process, please refer to this link.

Wildlife Attractant *Sample* Bylaw

[DISTRICT, CITY, TOWN OR VILLAGE OF NAME]
WILDLIFE ATTRACTANT BYLAW NO. XXXX, 20XX

WHEREAS Council for the [District, City, Town or Village of NAME] deems it advisable to enact a bylaw to store and secure wildlife attractants securely to discourage and prevent wildlife from accessing food sources generated or controlled by human activity in order to minimize human-wildlife interactions, to the greatest extent possible, and help wildlife populations thrive in the wild.

NOW THEREFORE Council for the [District, City, Town or Village of NAME] enacts as follows:

CITATION

1. This bylaw may be cited as the "[District, City, Town or Village of NAME] Wildlife Attractant Bylaw No. XXXX, 20XX".

INTERPRETATION

2. In this bylaw:

"Bear-Resistant Container" means a fully enclosed plastic, wheeled Refuse container meant for individual household or business use, that is sufficient to accommodate normal uses of the property, is designed to discourage and prevent access by bears, has a sturdy cover capable of being completely closed and secured with a locking device, and is Interagency Grizzly Bear Committee certified;

"**Bear-Resistant Enclosure**" means a fully enclosed structure having four enclosed sides, a roof, doors and a locking device, designed to discourage and prevent access by bears, and for clarity, includes a garage, shed, or other structure that is inaccessible to bears and that is designed and constructed in accordance with the specifications set out in Schedules B & C;

"Bear-Resistant Pedestrian Container" means a fully enclosed metal Refuse container that is sufficient to accommodate normal uses of the property, is designed to discourage and prevent access by bears, has a sturdy lid capable of being completely closed and locked with a self-latching locking device, and is Interagency Grizzly Bear Committee certified;

"**Bees**" mean any insect of the species Apis mellifera;

"**Beehive**" means a structure which houses a colony of worker bees with a queen and drones;

"Bylaw Enforcement Officer" means a person appointed by the Council to enforce the bylaws of the [District, City, Town or Village];

"**Commercial Refuse Container**" means a metal receptacle that is designed or intended to dispose of waste by automated means, is bear-resistant, and meets the criteria established in Schedule A;

"**Coop**" means a covered enclosed structure to shelter Hens or other fowl (pigeons, peacocks etc.);

"Feed" means providing, leaving or placing in, on or about land or premises, food, food waste or any other substance that could be considered a Wildlife Attractant;

"**Hen**" means a domesticated female chicken that is at least four months old;

"Large Carnivore" means a bear, cougar, coyote, or wolf;

"Pen" means a fully or partially enclosed outdoor space for the keeping of hens or animals;

"**Refuse**" means any discarded or abandoned food, substance, recycling, material, or object, whether from domestic, commercial, industrial, institutional, or other use;

"**Remedial Action"** may include, but is not limited to, removal of any Wildlife Attractant, Refuse, bird feeder, fruit, nuts, pet food, cooking grills or any other real or potential Wildlife Attractant;

"**Special Event**" means a temporary, outdoor gathering; a sporting event; a wedding; or a convention, parade, public display, festival or similar gathering;

"Waste Contractor" means the Person who collects and disposes of Municipal Solid Waste as part of the Residential Curbside Collection Service (as defined within the *[District, City, Town or Village of NAME] Solid Waste Utility and Regulation Bylaw No. XXXX, 20XX* as amended from time to time);

"Wildlife" means all birds (*Aves*), mammals and without limitation, Large Carnivores;

"**Wildlife Attractant**" means any substance, material or animal, with or without an odour, which attracts or is likely to attract Wildlife; and without limitation includes Refuse, recycling, food or other edible products, whether intended for humans**,** animals, or birds, grease, oil, antifreeze, paint, petroleum products, and compost other than grass clippings, leaves or branches.

TREATMENT OF REFUSE

3. Except as permitted in this bylaw, a person must not cause or allow any Refuse that is a Wildlife Attractant to be stored, deposited or placed on any parcel or highway within the [District, City, Town or Village] in such a manner that it is accessible to Wildlife.

4. Without limiting Section 3, a person must not store, deposit or place outdoors any Refuse that is a Wildlife Attractant except:

(a) in a Bear-Resistant Container;
(b) in a Bear-Resistant Pedestrian Container;
(c) in a Commercial Refuse Container; or
(d) in a container enclosed within a Bear-Resistant Enclosure.

4.2 Without limiting any other provisions of this bylaw, any person responsible for a site that is used for a Special Event, filming, a catered event, or a construction site must ensure that any Wildlife Attractant is disposed of in a designated Bear-Resistant Container, Bear-Resistant Pedestrian Container, Commercial Refuse Container or Bear-Resistant Enclosure.

5. Every owner or occupier of real property must ensure that a Bear-Resistant Container be:

(a) set out for collection only on the designated day of collection between 5:00 am and 7:00 pm;
(b) unlocked only on the designated day of collection between 5:00 am and 7:00 pm;
(c) removed from the collection location by 7:00 pm on the designated day of collection; and
(d) kept locked at all times, except as described in paragraph (b).

5.2 Every owner or occupier of real property must ensure that any non bear-resistant Refuse container be:

(a) set out for collection only on the designated day of collection between 5:00 am and 7:00 pm;
(b) removed from the collection location by 7:00 pm on the designated day of collection; and
(c) stored within a Bear-Resistant Enclosure in between collection days.

5.3 Every owner or occupier of real property must ensure that any Refuse container not emptied or collected on a scheduled collection day be:

(a) removed from the collection area by 7:00 pm, on the same day; and
(b) stored in a manner inaccessible to bears until the next collection day or as otherwise directed.

6. Every owner or occupier of real property must ensure that any non bear-resistant Refuse container, Bear-Resistant Container, Bear-Resistant Pedestrian Container, Commercial Refuse Container, or Bear-Resistant Enclosure located on the property is of a size that is suitable for the amount of Refuse generated and is kept and maintained:

(a) in a closed and locked manner when Refuse is not being deposited or emptied; and
(b) in a good, workable condition and in good repair.

7. If a Bear-Resistant Container is damaged or defective, the owner or occupier of the real property on which it is located must immediately, upon noticing any damage or defects, arrange for a repair.

8. If a Commercial Refuse Container or Bear-Resistant Enclosure is damaged, the owner or occupier of the real property on which it is located must ensure that it is repaired within 24 hours of the damage occurring or within one business day of being notified.

9. Every commercial, industrial, institutional and tourist accommodation building, and every multiple family residential development having three or more dwelling units, shall be required to store all Refuse within a Bear-Resistant Enclosure of a size that is suitable for amount of Refuse reasonably expected to be generated.

GENERAL REQUIREMENTS

10. A person must not:

(a) feed Wildlife; or
(b) feed, attempt to feed, or permit to feed animals in a manner that is likely to attract Large Carnivores.

11. Every owner or occupier of real property must ensure that:

(a) any fruit or nuts from a tree, bush or shrub on a parcel is maintained and stored in such a manner so as not to attract Wildlife;

(b) any food production on a parcel is maintained and stored in such a manner so as to not attract Wildlife;

(c) any bird feeder containing bird feed, seeds, suet, or nectar is suspended on a cable or other device in such a manner that it is inaccessible to Wildlife, other than birds; and the area below any bird feeding devices or activity is kept free of accumulations of seeds and similar other Wildlife Attractants;

(d) notwithstanding Section (c) the placement of outdoor bird feeders containing bird feed, seeds, suet, nectar, or similar other Wildlife Attractants is not permitted between March 1st and November 30th of each year.

(e) any composting activity is carried out and any composting device or equipment is maintained in such a manner so as not to attract Wildlife;

(f) barbecue equipment and tools that remain out of doors must be clean and free of residual food or grease;

(g) any refrigerator, freezer, storage container or similar appliance, device or apparatus that contains Wildlife Attractants of any type, if placed or located outdoors, is located and equipped in such a manner that it is inaccessible to Wildlife;

(h) any grease, antifreeze, paint, or petroleum product is stored in such a manner that it is inaccessible to Wildlife;

(i) Bees and Beehives are kept in such a manner so as not to attract Wildlife;

(j) Bees and Beehives are kept in such a manner so that they are reasonably inaccessible to Wildlife;

(k) Beehives are enclosed by electric fencing in accordance with the criteria established in Schedule D;

(l) Hens are kept in such a manner so as not to attract Wildlife;

(m) Hens, Coops, and Pens are kept in such a manner so that they are reasonably inaccessible to Wildlife;

(n) Coops and Pens are enclosed by electric fencing in accordance with the criteria established in Schedule D;

(o) any animals kept on a property are kept in such a manner as to not attract Wildlife;

(p) any animals kept on a property are kept in such a manner so they are reasonably inaccessible to Wildlife;

(q) any home food delivery items that are left outdoors are stored in such a manner that they are inaccessible to Wildlife; and

(r) any camping activity is carried out or any Wildlife Attractant generated by camping activity is managed in such a manner as to not attract Wildlife.

ENTRY & INSPECTION

12. A Bylaw Enforcement Officer for the [District, City, Town or Village] may enter onto any property in accordance with section 16 of the *Community Charter*, S.B.C. c. 26.

    Where a Bylaw Enforcement Officer believes that, as a result of a breach of this bylaw, a Large Carnivore is located on or near the property and has endangered or harmed a person or presents an imminent threat to the safety of any person, the officer may take steps to prevent, avert, reduce or mitigate the harm or threat or provide assistance. In so doing, the officer may seek the assistance of a conservation officer appointed under the *Wildlife Act*, R.S.B.C. 1996, c. 488, a police officer or RCMP, as may be reasonable or necessary in the circumstances.

13. A person must not obstruct or interfere with a Bylaw Enforcement Officer or other person assisting the officer.

OFFENCE, PENALTY & ENFORCEMENT

14. Any person who contravenes or violates any provision of this bylaw, who fails or omits to do anything required under this bylaw, or who permits, suffers or allows any act or thing to be done or omitted to be done in contravention or violation of this bylaw, commits an offence; and where the offence is a continuing one, each day that the violation is continued shall constitute a separate and distinct offence against this bylaw.

15. No person shall fail to take immediate or Remedial Action to avoid contact or conflict with Wildlife after being advised that such action is necessary.

16. Upon being convicted of an offence under this bylaw, a person shall be liable to pay a fine of not less than $5,000 and not more than $50,000.

17. This bylaw may be enforced by means of a ticket issued under the "[District, City, Town or Village of NAME] Notice Enforcement Bylaw No. xxxx, 20xx or Municipal Ticket Information Bylaw No. xxxx, 20xx", as amended or replaced from time to time.

SCHEDULES

18. Schedules A, B, C, D and E are attached hereto and form part of this bylaw.

SEVERABILITY

19. If any provision of this bylaw is held to be invalid by a court of competent jurisdiction, the invalid provision may be severed, and such invalidity shall not affect the validity of the remaining provisions of this bylaw.

REPEAL

20. This bylaw repeals and replaces the "[District, City, Town or Village of NAME] Wildlife Attractant Bylaw No. XXXX 20XX".

READ A FIRST TIME this day of , 20XX.

READ A SECOND TIME this day of , 20XX.

READ A THIRD TIME this day of , 20XX.

ADOPTED this day of 20XX.

Schedule A

Commercial Refuse Container

The following criteria applies to a Commercial Refuse Container:

1. The lid or lids, and any man doors, must close tightly to prevent access by bears.

2. The lid or lids, and any man doors, must be:

    a) self-closing; or
    b) self-latching; or
    c) capable of being completely closed and secured with a latching device.

3. The latches for the lid or lids and bag removal must be such that an adult bear using its claws will be unlikely to reach the latch trigger mechanism.

4. Hinges and latches for lids must be sufficiently strong, and sufficiently affixed to the container, that they cannot be pried open by an adult bear using its claws. As a guideline, a lid that can be dismantled using a crowbar is not sufficient.

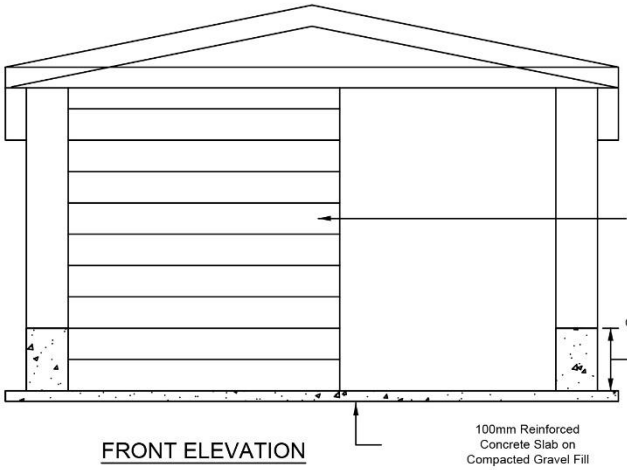
5. The container must be sufficiently stable or capable of being so anchored as to prevent tipping or being dragged away by an adult bear.

6. Container and lid material must be metal and of sufficient strength to prevent bears from chewing, battering or crushing the container.

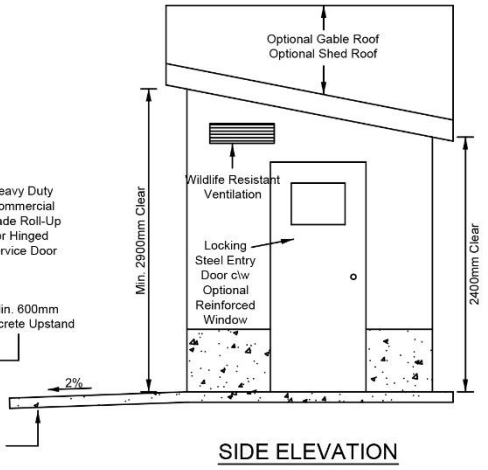
7. Container must meet the standards developed by the Interagency Grizzly Bear Committee for Technical Evaluations of Metal Products IGBC Testing.

Schedule B

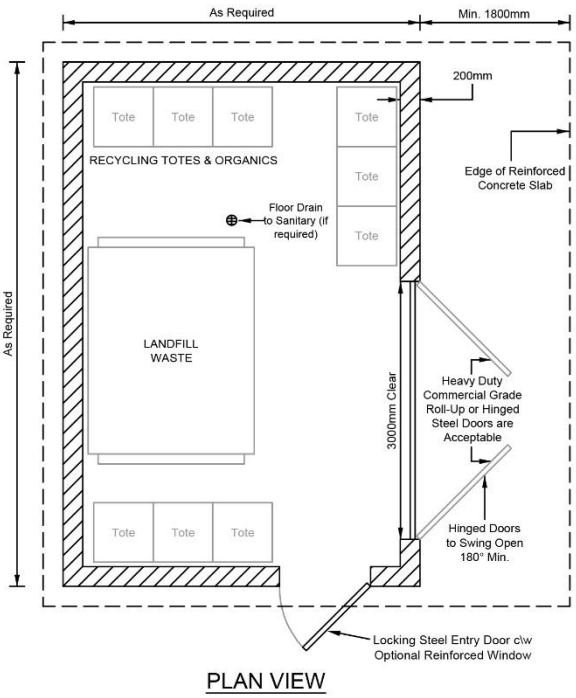
Bear-Resistant Enclosure Specifications



FRONT ELEVATION



SIDE ELEVATION



PLAN VIEW

All structures must comply with applicable Municipal Bylaws

NOTES:

1. Enclosure architecture (materials, etc) is to conform to Municipal Building and Development Permit requirements (as required).

2. Design concept only. Alternative designs meeting the intent of these requirements are invited.

3. Structures are to be constructed in accordance with the BC Building Code. Enclosures are to be designed to withstand snow loading, vehicular damage, operational damage, and bears.

4. Roofs should be designed to avoid snow shed in front of service and entry doors.

5. Service door(s) are to have dual locking mechanisms. Hinged doors require a heavy-duty cane bolt at the bottom and a slide bolt at the top of the stationary door. Roll-up doors require slide bolt locking mechanisms on the bottom of the door, each side. All locking mechanisms to be located on the interior; no hardware should be located on the service door(s) exterior.

6. Steel entry door is to be 36" wide (915mm) and be equipped with a self-closing mechanism. Door may have a round turning knob complete with a covered keyed knob guard on the exterior for access and panic hardware on interior for egress. Alternatively a push button lock with a turning knob is acceptable.

7. Adequate motion activated interior and exterior lighting is to be provided (if required).

8. Bear-resistant vent and steel entry door window openings should be sized such that a bear could not gain access in the case of breakage.

9. Units in mm unless otherwise noted.

10. Roll-up doors are preferable in areas that may have ice and snow build up but hinged doors are acceptable.

11. Separate enclosures for Commercial & Residential uses on the same property are strongly recommended.

Dimensions shown serve as a guideline only, the ultimate size and configuration of the garbage enclosure will be dependant on the owners preference and services being provided.

[Insert Municipal or District Logo here]	SOLID WASTE BEAR-RESISTANT ENCLOSURE	
	District, City, Town or Village of NAME	
	DRAWN BY: BL	DATE: Month, 20XX
	SCALE: N.T.S.	DWG. NO.: G11

Schedule C
Bear-Resistant Enclosure Criteria

The following criteria apply to a Bear-Resistant Enclosure:

1. The structure must be of sufficient size to allow for placement of containers for refuse, composting and recycling and for removal and emptying of those containers.

2. The foundation must be a concrete up stand of at least 600 mm with a 100 mm reinforced concrete slab on compacted gravel fill.

3. The structure must contain a floor drain to sanitary in accordance with the British Columbia Building Code.

4. The exterior of the structure must be made of split face block or hardy plank nailed to 3 ¼ inch plywood backing with 3 ¼ inch nails with a minimum gap between door and foundation.

5. The structure must include two separate entrances, one for personnel to enter and exit, and one service door.

6. Both doors must be installed with a minimum gap on tracks and latches on both side and must close tightly to prevent access by bears.

7. The service door must be constructed of heavy-duty commercial grade steel.

8. Personnel doors must be constructed of 18-gauge steel, open outwards and the exterior doorknob must be of such design that is accessible to persons with disabilities, in accordance with the British Columbia Building Code, and resistant to interference by bears.

9. Enclosure must have bear-resistant venting located either on the roof or in the top of the wall near the roof.

10. Bumpers may be placed on door opening to prevent damage to the building when the doors are opened.

A structure that is of substantially similar design and being of equivalent or superior strength, and whose design plans have been pre-approved and receive final inspection approval from the building inspector/official, may be used as an alternative to the criteria set out above.

Schedule D
Electric Fencing Requirements

The following criteria apply for electric fences:

1. Electric fencing must be designed and maintained in accordance with the electric fencing guidelines of the WildSafeBC Electric Fencing Program.

2. Must display unobstructed warning signage that clearly indicates the risk of electric shock.

3. May not involve the electrification of barbed or razor wire.

4. Must only use fence energizers that meet the requirements of any applicable Canadian [or other] Standards Association standard.

5. Regular inspections, maintenance and voltage meter testing will be required to ensure proper functioning.

Schedule E
Designated Bylaw Contraventions and Penalties

Section	Description	Penalty
3	Refuse accessible	$300
4 (a)	Failure to store refuse in required container	$300
4 (b)	Failure to store refuse in required container (pedestrian)	$300
4 (c)	Failure to store refuse in required container – Schedule A	$300
4 (d)	Failure to store refuse in required enclosure – Schedule B	$300
4.2	Failure to store refuse in required container or enclosure- Special Event, filming, catered event, construction site	$300
5 (a)	Container set out for collection outside designated times	$300
5 (b)	Container unlocked outside designated times	$300
5 (c)	Failure to remove container	$300
5 (d)	Failure to lock container	$300
5.2 (a)	Container set out for collection outside designated times	$300
5.2 (b)	Failure to remove container	$300
5.2 (c)	Container not stored in a bear-resistant enclosure	$300
5.3 (a)	Failure to remove container	$300
5.3 (b)	Container accessible	$300
6 (a)	Failure to close and lock container or enclosure	$300
6 (b)	Failure to maintain container or enclosure	$300
7	Failure to repair container after damage	$300
8	Failure to repair commercial container or enclosure after damage	$300

9	Failure to store refuse in required enclosure – Schedule B	$300
10 (a)	Feeding wildlife	$300
10 (b)	Attracting large carnivores	$300
11 (a)	Fruit/nuts attracting wildlife	$300
11 (b)	Food production attracting wildlife	$300
11 (c)	Birdfeeder or bird feed accessible	$300
11 (d)	Birdfeeder in use outside designated times	$300
11 (e)	Composting activity attracting wildlife	$300
11 (f)	Improperly maintained barbeque equipment	$300
11 (g)	Outdoor food container accessible	$300
11 (h)	Grease, antifreeze, paint or petroleum product accessible	$300
11 (i)	Bees or beehives attracting wildlife	$300
11 (j)	Bees or beehives accessible	$300
11 (k)	Beehives not enclosed by electric fencing	$300
11 (l)	Hens attracting wildlife	$300
11 (m)	Hens, coops or pens accessible	$300
11 (n)	Coops and pens not enclosed by electric fencing	$300
11 (o)	Animals attracting wildlife	$300
11 (p)	Animals accessible to wildlife	$300
11 (q)	Home food delivery items accessible	$300
11 (r)	Camping activity attracting wildlife	$300

The following is a guide to reading and interpreting the Wildlife Attractant *Sample* Bylaw. The guide provides explanations for each section of the *Sample* Bylaw and provides information on the key elements required for a comprehensive bylaw.

Guide to: Wildlife Attractant Sample Bylaw

Title

Title and number of the bylaw, using official corporate title of the district, city, town or village along with the year the bylaw was adopted.

Whereas (Purpose)

Provides the reasoning behind the bylaw. A few sentences to describe what the bylaw is regulating and why this regulation is needed. This provides clarity for the requirements set out in the content of the bylaw; should the reader not understand the reasoning for a particular criterion, this section should provide clarity on the intent of the requirement(s).

Citation

Provides the name of the bylaw and how it can be referenced

Interpretation (Definitions)

Bylaws are educational tools and should be written with the general public in mind. The intent of the bylaw should be apparent and the content readable and understandable. Definitions remove uncertainty and subjectivity and leave the bylaw less vulnerable to legal challenges which assists enforcement staff with the enforcement process.

"Bear-Resistant Container": provides clarity on what is considered bear-resistant for plastic, wheeled containers for use in individual household or business purposes.

Note: The Wildlife Attractant *Sample* Bylaw refers to bear-resistant containers as an option for the storage of wildlife attractants. Best practices are to use *certified* bear-resistant products, and a requirement or wording to this effect can be included within a bylaw. The Interagency Grizzly Bear Committee (IGBC), provides testing and certification for various models of bear-resistant refuse containers and other products.

"Bear-Resistant Enclosure": provides clarity on what is considered bear-resistant. Schedules B & C contain the requirements for these types of buildings.

Please note: In 2019, the BC Ministry of Municipal Affairs and Housing (Building and Safety Standards Branch) revised the Building Act to allow municipalities the ability to build waste storage structures that may supersede the requirements of the BC Building Code. Section 2.3 of the Building Act Regulation, Collection of municipal solid waste and recyclable states: 2) The following matters are unrestricted as they relate to the storage and collection of specified waste: (e) any matter as it relates to the prevention of animals being attracted to or accessing specified waste. A key element to writing a

bylaw is ensuring any requirements are in line with existing provincial or state bylaws/ordinances.

"Bear-Resistant Pedestrian Containers": refers to metal, self-latching containers that are installed at trailheads, within retail and business parking lots and in community fields and recreational areas. These too need to be IGBC certified.

"Bees" & "Beehives": many communities/districts are supportive of local food security activities and allow bee keeping in urban areas. Including bees and beehives within the interpretations identifies bee keeping as a potential wildlife attractant that requires regulation.

"Bylaw Enforcement Officer": identifies who will be enforcing this bylaw as referenced in Section 12 Entry and Inspection. Any other enforcement staff should be identified.

"Commercial Refuse Container": identifies the type of container required for larger volumes of waste generated by the industrial/commercial/institutional (ICI) sector or multi-unit residential dwellings. Schedule A of the *Sample* Bylaw addresses the requirements for commercial containers. If adopted, this would then require all collection contractors to provide bear-resistant commercial containers and would assist with eliminating dumpsters that are easily accessed by bears and other wildlife, such as plastic lid dumpsters/containers. Once a local government adopts the bylaw, waste contractors would be required to provide the necessary waste infrastructure to comply with the bylaw.

"Coop", "Hen" & "Pen": the local food sustainability and security movement that many communities are supporting has increased the prevalence of backyard hens which in turn has contributed to increases in rodent issues and interactions with wildlife in relation to depredation. Including these terms within the interpretation section identifies how the keeping of hens is a wildlife attractant concern and as such, must be regulated and managed.

Please note: It is possible to include additional animal species within the bylaw interpretations or to define 'livestock'. Sections 11 (p) & (q) of the *Sample* bylaw address 'animals' being attracted or being accessible to wildlife without providing an actual interpretation for what constitutes an 'animal'. This allows for more enforcement staff discretion versus listing the different species and limiting the enforcement to just those species listed. Care must be taken to ensure the bylaw isn't too prescriptive and limiting; at the same time, it should address all potential species that may attract wildlife and large carnivores. Some enforcement staff have been challenged with residents who keep chickens as pets and not necessarily for eggs/food, blurring the line between domestic animal or livestock. While not as prevalent as urban hens, the keeping of teacup pigs, pygmy goats, pigeons and ducks is becoming popular; it would be difficult to list all potential species within the bylaw. The *Sample* Bylaw uses 'animal' to encompass any species being kept on a property as well as providing requirements for the keeping of hens.

"Feed": provides clarity for instances where people are free-feeding wildlife, e.g., leaving birdseed or nuts on a deck, or leaving pet/livestock food accessible.

"Large Carnivore": encompasses the four species (bear, cougar, coyote and wolf) as defined in the Ministry of Environment's Wildlife Management Procedure: Preventing and Responding to Conflicts with Large Carnivores.

"Refuse": in broad terms, provides clarity on what refuse is, providing opportunity for enforcement staff discretion. Refuse is also included within the interpretation for wildlife attractant, making it abundantly clear that refuse is an attractant.

"Remedial Action": in keeping with Sections 72 & 73 of the Community Charter where council may impose remedial action requirements. Section 14 of the *Sample* Bylaw requires immediate action or remedial action to remove the attractant to avoid contact or conflict with wildlife, which is deemed as a potentially hazardous situation. This provides enforcement staff the ability and discretion to have the attractant removed either through immediate action or by way of remedial action.

"Special Event": ensures special event organizers are aware of local regulations which must be adhered to. These events can generate substantial refuse and including requirements for special events provides local government the ability to oversee the management and regulation of the waste generated. It also allows local government the opportunity to include compliance wording within the application form event organizers must complete and a requirement for organizers to provide a waste management plan that complies with the bylaw.

"Waste Contractor": identifies the person/party responsible for removing waste. Each community will have its own system of waste removal whether through an internal municipal service for residential waste removal, a municipal contract with a waste contractor for a residential waste removal service, or a private contract between residents and a collection contractor. A Waste Contractor would also remove waste for the ICI sectors and multi-unit residential dwellings through a contract service.

Please note: In the *Sample* Bylaw, the solid waste and utility regulation bylaw is referenced within the definition for Waste Contractor because this is typically where the regulations related to refuse removal for the community are contained (and this is the type of bylaw that is typically amended to include wildlife attractant considerations if a stand-alone wildlife attractant bylaw isn't an option). When writing a bylaw, it is recommended to research and connect any other pertinent bylaws that may impact the management of refuse or wildlife attractants. Adding "as amended from time to time" provides acknowledgment that the bylaw being referred to may be amended and updated from time to time resulting in a different bylaw number and date than what is being referenced.

"Wildlife": defines the multitude of species potentially impacted by this bylaw; notably, Large Carnivores, but also including other mammals and birds, as often people who feed birds inadvertently attract other wildlife, e.g., raccoons or rodents (who then attract predators).

Note: For further clarity, communities can include specific conflict species relevant to their area in addition to a more general classification of birds and mammals. For example, communities experiencing high urban deer interactions may want to specify this by adding ungulates within the general definition for wildlife.

"Wildlife Attractant": provides a broad definition of what an attractant is which enables enforcement staff to use discretion. Animals are included as attractants in relation to Section 11 (p). No animal can be kept in a manner that might attract wildlife which could include the keeping of livestock or domestic pets, such as rabbits or guinea pigs.

Treatment of Refuse

(3) Provides a fundamental requirement to not allow refuse to be accessible to wildlife within the district/city/town/village boundaries. This broad requirement allows for enforcement staff discretion.

(4) Provides provisions for four options for storing wildlife attractants outdoors: only in a bear-resistant container, a bear-resistant pedestrian container, a commercial refuse container (Schedule A) or a bear-resistant enclosure (Schedules B & C). No other options are allowed. All refuse containers stored outdoors must be inaccessible to wildlife using one or more of these four options.

(4.2) Addresses special events, filming, catering and construction sites and the need for these activities to comply with the bylaw by ensuring all wildlife attractants are stored using one or more of the four methods outlined in Section (4).

(5) Provides direction and clarity on when refuse containers that are bear-resistant can be set curbside and unlocked for collection, when containers must be removed from curbside and when containers must be locked. Oftentimes, these bear-resistant containers are placed curbside the night prior to collection and are left locked – Section 5 provides clear direction that even if these containers are locked, they cannot be placed curbside prior to 5:00 am.

5(2) Provides direction and clarity on when refuse containers that are *not* bear-resistant can be placed curbside for collection, when they must be removed and where they must be stored in-between collection times.

5(3) Provides direction on what to do with any refuse container if for some reason it was not emptied on collection day (waste contractors can run into mechanical or weather issues which impact collection schedules). This section accounts for missed pick-ups and the need for refuse containers to be removed from curbside and stored such that they are inaccessible to wildlife until directed to re-situate containers for curbside collection. Most likely, the waste contractor will determine when the containers should be placed for servicing after a missed pick-up occurs.

(6) Addresses the requirement that containers and enclosures are kept closed and locked in-between being used or emptied and are in good working condition.

(7) Immediately upon noticing any damage or defects to a bear-resistant refuse container, arrangements must be made for repair. Depending on the system utilized within the community, the owner of the container may be a waste contractor, an in-house solid waste department, or the resident. The word "immediately" denotes the importance of getting the damage repaired promptly and allows enforcement staff discretion on whether the owner or occupier of the property on which the container is kept, has taken reasonable action and within a reasonable amount of time.

8. This provides 24 hours to get a commercial refuse container or bear-resistant enclosure repaired. The time frame for repairs could potentially be impacted by the need to order parts, supply labour, etc. Each community will likely determine a reasonable time frame based on these factors. Providing a 24-hour time frame within the *Sample* Bylaw denotes the time-sensitive nature and importance of getting repairs addressed in a timely manner. Enforcement discretion can then be applied depending on the circumstances.

9. This addresses ICI, tourist accommodations and multi-unit residential complexes containing three or more units and the need for these types of facilities to have bear-resistant enclosures versus commercial refuse containers or bear-resistant containers for the storage of refuse. The size of the bear-resistant enclosure must be sufficient to house the refuse generated by the facility. This assists with eliminating separate individual recycling, kitchen organics and garbage containers for commercial or townhouse complexes. A growing concern is that individual locking containers/totes (even those that have been certified) if left outdoors 24/7 are subject to wear and tear and environmental degradation resulting in a weakened product. Additionally, the locking containers are typically left outdoors and unattended because many residents are not aware that these containers are only bear-resistant, and not bear-proof; this allows bears ample opportunity to troubleshoot and learn how to gain access. Best practices are to store refuse containers, specifically plastic residential containers, indoors within a bear-resistant enclosure. If there is no option for indoor storage, the containers should be anchored such that they can't be tipped or dragged away. Specific wording to this effect could be included within a bylaw.

General Requirements

The following general requirements are less prescriptive than the requirements listed in the section "Treatment of Refuse". This allows enforcement staff the ability to use discretion and apply a level of reasonableness to the enforcement process. When something becomes too prescriptive or too detailed it is often not followed or supported by the public, and it becomes a challenge to enforce. Ensuring a wildlife attractant, such as fruit, is 'inaccessible' can be accomplished using various methods, and careful wording allows for flexibility and a degree of reasonableness, e.g., installing an electric fence, picking the fruit, removing select blossoms so the harvest is more manageable. Education is key to supporting bylaws, and the more

information and support the public has increases the likelihood of their success in managing and securing attractants.

Most enforcement staff first seek to gain voluntary compliance through education and awareness measures, giving priority consideration to the immediate impact non-compliance has on public safety, pets, livestock and property; and on the welfare and lives of wildlife involved. If voluntary compliance is not gained, having a comprehensive and well-worded bylaw provides a solid enforcement tool for staff to then gain compliance through enforcement measures such as warnings or tickets/fines.

(10) Addresses the fundamental requirement that a person cannot feed wildlife and cannot feed animals in a way that may attract large carnivores.

(11) A person must ensure that:

(a) fruit or nuts from a tree, bush or shrub are managed and stored in a manner that doesn't attract wildlife. Some bylaws provide a timeline for removing fruit, e.g., fruit must be removed within three days, but this can be difficult for enforcement staff to determine and enforce. An overall requirement to manage the attractant and ensure the attractants are stored in an inaccessible manner assists with enforcement ability and discretion.

(b) any food production is maintained in such a manner as to not attract wildlife and ensure that all food is stored in such a manner as to not attract wildlife. This addresses vegetable gardens, grapevines and any other crop that might be considered an attractant. Again, this provides enforcement staff discretion.

(c) bird feeders are inaccessible and that bird seed, or other wildlife attractant, is not accumulating underneath the feeder.

(d) bird feeding is restricted during specified months. For example, some communities opt to ban bird feeding during bear activity months, typically March-November.

(e) any composting activity and any tools/equipment used for composting, are inaccessible to wildlife.

(f) barbeques and tools used for the barbeque are kept clean and inaccessible to wildlife.

(g) outdoor food storage containers, specifically fridges and freezers, are inaccessible to wildlife. Enforcement staff can apply discretion on what is considered reasonably inaccessible. Since bears are strongly attracted to the contents in freezers and refrigerators, requirements for the indoor storage of these containers may be needed in communities that experience a high number of human-bear interactions.

(h) outdoor storage containers of grease, antifreeze, paint, and petroleum products such that they are all inaccessible to wildlife.

(i) bees and beehives do not attract wildlife. If wildlife is being attracted to the bees and beehive(s), e.g., a report or complaint was received related to wildlife on the property where the beehives are kept, the person is potentially non-compliant. This broad requirement provides enforcement staff discretion as to whether the keeping of bees and beehives is contributing to the attracting of wildlife.

(j) in addition to (i), bees and beehives are kept in such a manner that they are reasonably inaccessible to wildlife. Let's look at a situation where a resident has a functional electric fence enclosing their bees and beehives but has situated the beehives next to a tree or fence. Because the beehives are near a climbable structure, allowing a bear the ability to climb the tree or fence and enter the enclosure without receiving a shock from the electric fence, this could be viewed as being kept in such a manner that the bees/beehives are not reasonably inaccessible and are instead, reasonably accessible. This broad requirement provides enforcement staff the ability to apply discretion and a level of fairness and reasonableness as to whether the way the bees are being kept is in fact inaccessible to wildlife incursions.

(k) in addition to (i) and (j), bees and beehives must be enclosed by electric fencing as outlined in Schedule D. This is a more prescriptive and detailed requirement because specific steps must be taken to comply with Schedule D. This option removes subjectivity and requires less discretion from an enforcement standpoint.

Note: sections (i), (j), (k) & (l), (m), (n) may appear to be very similar requirements, but each criteria allows enforcement staff flexibility in determining whether the keeping of bees/beehives and hens is attracting wildlife, whether the bees/beehives or hens/coops/pens are accessible, and whether electric fencing is being effectively used. This offers three separate requirements with three separate ticketable offences providing a broad spectrum of enforcement abilities.

(l) keeping hens must not attract wildlife. For example, if a resident provides kitchen scraps to their hens, scattering the food and not cleaning up any un-consumed portions, then this type of activity could be determined as potentially attracting wildlife. Or in a situation where hens are allowed to roam the yard and forage freely, with the electric fence turned off, potentially attracting wildlife. This broad requirement provides enforcement staff discretion as to whether the keeping or management of the hens is contributing to the attracting of wildlife.

(m) in addition to (l), hens, pens and coops are managed so that they are reasonably inaccessible to wildlife. This broad requirement provides enforcement staff the ability to apply discretion as to whether the way the hens, pens and coops are kept or managed is sufficient to prevent access. An example of an accessible pen or coop is one that is located next to a tree or fence allowing wildlife the opportunity to climb into the enclosure without encountering the electric fence.

(n) in addition to (l) and (m), the coops and pens are enclosed by electric fencing as outlined in Schedule D. Again, this is a more prescriptive and detailed requirement

because specific steps must be taken to comply with Schedule D. This option removes subjectivity and requires less discretion from an enforcement standpoint.

(o) any animals kept on the property are kept in such a manner to not attract wildlife. As mentioned on pg. 22 (within the interpretation for coop/hens/pen), animals could include livestock, domestic animals, pigeons, fowl, rabbits, etc.

(p) in addition to (o) any animals that are kept on the property are reasonably inaccessible to wildlife. How this is achieved is determined by enforcement staff discretion and could involve requiring that all animals are kept within a bear-resistant enclosure or electric-fenced area.

(q) with the upswing in popularity of home food delivery items left outdoors, such as grocery/food boxes, they must be stored in such a manner that they are inaccessible to wildlife.

(r) with the increase in outdoor recreation and camping, any camping activity and any wildlife attractant generated by camping activity is managed such that it does not attract wildlife.

Entry and Inspection

The BC Community Charter is an over-arching document that provides comprehensive information on the statutory abilities of municipalities to enforce bylaws. It is the legal framework that outlines what authority local government has in relation to accessing private property, issuing tickets, etc.

12. This section addresses the ability of bylaw enforcement officers to enter onto a private property or enter a private property without prior consent from the owner or occupier as per Section 16 of the BC Community Charter.

Some communities list who can assist a bylaw enforcement officer, e.g., the District of Squamish Wildlife Attractant Bylaw No. 2781, 2020 lists both the Conservation Officer Service and police force while the City of Castlegar Wildlife Attractant Control Bylaw No. 1198 (consolidated) doesn't list any assisting agencies. It is not only beneficial and safer to have additional partners assisting in the overall effort to reduce and secure wildlife attractants, but it also demonstrates the importance of the bylaw and the collaboration required to effect change.

13. Identifies that it is an offence for any person to interfere or obstruct an officer or anyone assisting the officer.

Offence, Penalty & Enforcement

14. Outlines how an offence is committed in respect to violating any provisions or portions of the bylaw and that if the offense is continuous, that each day of the contravention is considered as a separate offense which could then result in multiple fines.

15. Addresses the need for immediate or remedial action as directed to do so to reduce the risk of contact or conflict with wildlife. Implies the need for action to fix the problem.

16. If an offender is convicted of an offense, they can be subject to a fine of not less than $5,000 and no more than $50,000 as decided by the courts. Including this section provides incentive for people to comply with the bylaw and manage their wildlife attractants and can be used as an educational tool for enforcement staff should they have issues with gaining compliance.

17. The Community Charter outlines the Municipal Ticketing Information System (MTI). Many communities have MTI bylaws that contain contravention and penalty schedules for each of their bylaws. The MTI system allows local governments to enforce minor to medium contraventions of local government bylaws by way of a bylaw ticket. Should an offender not pay the fine or should they dispute the ticket, they may be subject to conviction in a provincial court where the justice determines the fine. This process can be costly for municipalities, i.e., time consumptive and requiring substantial staff resources.

Alternatively, through the Local Government Bylaw Notice Enforcement Act, local government can avoid the provincial court system by using the bylaw notice adjudication system. If a notice of contravention is disputed by an offender, this more cost-effective and streamlined approach employs a neutral, non-judicial adjudicator to oversee the dispute process eliminating the more formal process of going to provincial court. Municipalities utilizing this system will have a Notice of Enforcement (NOE) Bylaw containing the contravention and penalty schedule for each community bylaw (Province of British Columbia, 2021).

In Section 17 of the *Sample* Bylaw, both the MTI and the NOE are included in keeping with the system used by the District of Squamish. It is advised that each community be researched to determine the best location for the designated bylaw contraventions and subsequent fines. For example, Lions Bay has a Bylaw Notice Enforcement Bylaw No. 385, 2006 (consolidated) whereas the City of Coquitlam has a Municipal Ticket Information Bylaw No. 4320, 2012, as does the City of Castlegar.

For the purposes of this *Sample* Bylaw, the contraventions and fines are included within Schedule E, which forms a part of this bylaw. Typically, the fines are contained within the municipality's MTI bylaw or NOE bylaw, whichever the community uses. However, there are some communities that have the fines form a part of the bylaw such as the City of Castlegar's Wildlife Attractant Control Bylaw No. 1198, Appendix 1. This is in addition to their MTI Bylaw.

A consideration with having the bylaw fines form a part of a bylaw is that any adjustments or amendments to the fine amounts need to be made not only to the bylaw itself but also to the bylaw (MTI or NOE) that contains all the community's bylaw contravention and fee schedules.

To ensure consistency, more than one bylaw requires amending which can have implications for staff resourcing and can oftentimes result in a bylaw being overlooked and not updated.

Please note: Schedule E provides the contraventions and fine schedule. It is possible to include, within the fine schedule, an option for rebates for early payment, penalties for late payment, or increased fines for repeat offenders. Fines may be higher than the amounts listed depending on what would best serve compliance in your community.

Schedules

18. Schedules contain additional information that support the content of the bylaw. In the Sample Bylaw:

Schedule A contains the criteria for a commercial refuse

Schedules B & C contain the specifications and criteria for a wildlife-resistant enclosure

Schedule D contains criteria for electric fencing

Schedule E is the designated bylaw contraventions and penalties.

Severability

19. This section provides clarity that if for any reason a provision/section of the bylaw is held to be invalid or flawed by the court, that only the flawed portion is considered severed or defective, and the remaining provisions of the bylaw are not affected. This would require the severed portion of the bylaw to be amended.

Repeal

20. If this bylaw is replacing an existing bylaw, then the existing bylaw must be repealed and replaced by the new one. If this bylaw is new, then the repeal section can be removed.

Signatures and dates of first three readings and adoption

The Community Charter and Local Government Act provide the legislative requirements for the bylaw adoption process. Three readings must be given to a bylaw prior to adoption. Some bylaws require additional provincial or other approvals.

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"Bear Smart" Community Program: Background Report

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Executive Summary

Conflicts between humans and bears within British Columbia communities have occurred frequently in the past. Management of human-bear conflicts was largely reactive: problems were managed after they had developed. This usually involved the destruction of the bears involved. However, this reactive management approach is very expensive and ineffective at decreasing both the frequency and intensity of future conflicts. This deficiency, in combination with shifts in the public's attitudes towards the destruction of wildlife, has resulted in changes to the ways in which human-bear conflicts are managed.

This document details the steps and procedures by which communities can reduce the frequency and intensity of human-bear conflicts. The process involves a shift from the reactive management of "problem" bears to the proactive management of the attractants that draw bears into the communities. The Province of British Columbia has chosen to facilitate this change by accrediting communities with "Bear Smart" status, which will be granted to those communities that reach a benchmark level of proactive management of human-bear conflicts.

It is recommended that achieving "Bear Smart" status should be a two-stage process. In Phase I, the sources of potential human-bear conflicts within the community are identified. This typically involves identifying non-natural and natural attractants. In Phase II, a human-bear management plan is developed and implemented. This management plan includes components on monitoring human-bear conflicts, education, managing waste, implementing and enforcing bylaws, managing green space, and community planning. The "Bear Smart" process is designed to be adaptive, so that new management options or improvements can be incorporated into each phase. Criteria for each step in the process are provided so that communities have clearly defined and achievable targets.

Acknowledgements

Without hesitation, we would like to give much of the credit for the material and ideas in this report to many highly dedicated and motivated individuals in Canada and the U.S.A. who have been working to minimize human-bear conflicts and increase awareness and understanding of bears. These people all freely shared their expertise and time to assist us. Most of these people we acknowledge have been involved in the initiation and evolution of the "Bear Smart" Community Program (in various aspects, stages and under various program names) for numerous years. We are merely the people contracted to pull together the ideas and experience of others in a report with the "Bear Smart" Community Program name. We would like to give special thanks to the following British Columbians:

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- BC Ministry of Water, Land and Air Protection staff: Matt Austin, Mike Badry, Tony Hamilton, Beverly Taylor, and Frazer McKenzie.
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Human-bear conflict is not only a problem in British Columbian communities but also in communities in Alberta, the southern U.S.A. and Alaska. We would like to extend thanks and appreciation across borders to bear specialists, bear educators, and/or human-bear conflict managers: Steve Herrero, Jon Jorgenson, and Glen Peers in Alberta; Alasdair Veitch in the Northwest Territories; Mike Madel and Tim Manley in Montana; and John Hechtel, Boyd Porter, Dick Shideler, Rick Sinnott, and Tom Smith in Alaska; and Chris Morgan in Washington State.

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The proactive citizens of many communities deserve appreciation and recognition. Furthermore, the dedicated efforts of the citizens of Canmore, Revelstoke, and Whistler should serve as an inspiration to other communities.

In closing, we hope that all of your efforts to reduce human-bear conflicts are generously rewarded with success. Our communications with others while researching this report has been a major reaffirmation that many people have chosen to work for bears because they care....a lot!

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Mission Statement

"To accept personal and community responsibility for reducing human-bear conflict in and around our communities"

1 Program Introduction

With the expansion of human development, an extensive history of conflict between humans and bears (*Ursus* spp.) has developed. A primary contributing factor to this conflict is that many of the habitats that bears prefer are also desirable to humans. For example, communities are occasionally situated near abundant food sources for bears, such as salmon spawning streams, or in valley bottoms that also serve as major travel corridors for bears.

Conflict ensues when this overlap of habitats is combined with people providing bears with easy access to non-natural food and garbage. Once bears learn they can obtain food from humans, they become persistent in their attempts to access this resource. This tenacity often escalates in frequency and intensity and can pose a threat to human life and property. As a result, these bears are frequently destroyed.

The effects of human settlement on bears are then twofold: bears are displaced from their natural habitats by community expansion and development, and they are also drawn into communities by attractants. Since it is not feasible to relocate towns and communities, we can reduce the source of this conflict by managing attractants within the communities of British Columbia.

In the past, human-bear conflict was widely perceived to be the result of "problem" bears. However, these conflicts typically arose because bears were simply looking for food. Many people were not aware that their own behaviour contributed greatly to the creation of these conflicts. The natural ecology of the bear plays only a small role in the development of these problems.

Because of this perception, management of human-bear conflicts in British Columbia has been primarily reactive: that is, "problem" bears were translocated (moved to another area) or destroyed. In British Columbia, the Conservation Officer Service receives an average of 9000 complaints per year and destroys over 1000 bears per year. The cost of having the Conservation Officer Service respond to human-bear conflicts in this manner is estimated at more than one million dollars annually.

Ultimately, people need to understand that poor management of attractants within communities often results in the destruction of bears. Unfortunately, this

reactive approach to human-bear conflicts is ineffective, as it focuses on managing the bears, not managing the problem. In many cases the bear that is removed from a non-natural food source is soon replaced by a new bear that, if allowed access to the attractant, will also become a "problem" bear and will be removed from the system. Treating the symptom and not the cause perpetuates the cycle.

In recent years, several communities have taken proactive steps towards reducing human-bear conflicts in their communities. By using proactive measures, including education and eliminating sources of non-natural foods, many of these communities have been able to decrease the number of bears destroyed each year in their communities. The BC Ministry of Water, Land and Air Protection (MWLAP) is now taking further action to reduce the number of bears that are destroyed in British Columbia each year. By spearheading the delivery of the "Bear Smart" Community Program, the province is encouraging individuals and communities to take responsibility for reducing human-bear conflicts within their community.

The primary goal of the program is to diminish the rate and intensity of human-bear conflicts, which will thereby increase public safety and reduce the number of bears that are killed. Using proactive management, communities can reduce conflicts between humans and bears by identifying and eliminating the root causes of the conflicts. The "Bear Smart" Community Program provides communities with options for addressing their own unique situation and helps them reach the objectives of the program.

It is recommended that "Bear Smart" status be achieved through a two-stage process. In Phase I, the sources of potential human-bear conflicts within the community are identified. This typically involves identifying non-natural and natural attractants. In Phase II, a human-bear management plan is developed and implemented. This management plan includes components on monitoring human-bear conflicts, education, managing waste, implementing and enforcing bylaws, managing green space, and community planning. The "Bear Smart" process is designed to be adaptive, so that new management options or improvements can be incorporated into each phase.

This document is designed to guide communities through the process of becoming "Bear Smart." It focuses on proactive changes that can be made within the community and is limited to those changes that are within the community's jurisdiction. Criteria for each step in the process are provided so that communities have clearly defined and achievable targets. This document does

not address activities such as hunting or backcountry recreation or reactive techniques such as aversive conditioning[1].

This report follows a report released in 1997: "Reducing human-bear conflicts: solutions through better management of non-natural foods" (Ciarniello 1997).

[1]Various aversive conditioning techniques and translocations are available but should be used *only* after non-natural attractants are eliminated and *only* if bears have little or no history of food conditioning and/or human habituation.

2 Understanding Natural Bear Behaviour

To fully understand the development of "problem" bears, it is necessary to examine the biological requirements of bears and the process by which they learn specific behaviours. The following sections outline how bears behave in natural settings without non-natural foods and attractants. Using this as a framework in which we can predict how bears function, we are better able to manage conflicts with bears based on their biology. Although grizzly bears (*U. arctos*) and black bears (*U. americanus*) share many similarities, they are different species that have learned to exploit different niches. These differences need to be understood and applied properly for management decisions to be effective.

2.1 General Biology

Although classified as carnivores, grizzly and black bears are opportunistic omnivores that mainly feed on graminoids (i.e., grasses and sedges), emergent forbs (e.g., the leaves or stems of herbaceous plants), roots, and berries) but prefer richer, fatty foods when available (e.g., fish, ungulates). Bears will switch foods according to their digestibility, distribution, and abundance. Unlike ungulates, bears lack digestive organs such as a caecum and a rumen that are specialised for digesting vegetative materials; therefore they pass food quickly through their digestive system. Because of this, fewer nutrients are extracted and only the most digestible components of the food are utilized. As a result, bears must obtain vegetation when it is in a tender and easily digestible stage and will select habitats that contain plant foods high in soluble nutrients and relatively low in fibre (Bunnell and Hamilton 1983, Hamer and Herrero 1987, Pritchard and Robbins 1990).

Bears need to accumulate a large reserve of fat to survive up to six months of winter hibernation. Their physiological imperative is to consume enormous amounts of food, so dramatic that biologists label the process "hyperphagia," literally "excessive eating," They are attracted to nutrient rich foods that are easily digested and absorbed. For example, bears gorge themselves when eating fat-rich salmon during their hyperphagic period; they have been recorded to consume over 10 to 15 salmon per hour or approximately 100,000 calories per day (Olson 1993, B.K. Gilbert, Utah State University, personal communication).

2.1.1 Reproduction

A special reproductive characteristic of grizzly bears and black bears is delayed implantation. Mating occurs from mid-May to early July, but implantation of the embryo will not occur until November or December while the bear is hibernating (Barber and Lindzey 1986). Successful implantation of the embryo is dependent upon the female's fat reserves; the embryo will implant if she has

enough reserves to successfully sustain herself and her offspring (Samson and Huot 1995).

2.1.2 Home Range, Movements and Dispersal

The home range of a grizzly bear is generally larger than the home range of a black bear. Home range sizes are affected by sex, age, population density, and habitat quality. In both black and grizzly bears, adult males have the largest home ranges, which usually overlap other male ranges and often contain part or all of a number of adult female home ranges. Adult females have more restricted and well-defined home ranges than males. Females accompanied by cubs of the year (COY) generally have the smallest home ranges. The home range of a family group increases as the cubs mature. Females may allow partial use of their home range by their female offspring (Rogers 1987). However, subadult males are usually forced to disperse and establish a new home range.

The forced dispersal of subadult males by their mothers, the need to find and establish their own home range in areas dominated by larger, more aggressive males, and their curious nature are keys to understanding why this cohort dominates wildlife complaint records. Subadults are more likely to accept risk and feed in closer proximity to humans when natural food is limited, or when bears perceive the benefits to be greater than the costs. Less dominant bears, including subadults, females with cubs, and black bears, may use humans to avoid more dominant bears (Mattson 1990). In general, females with cubs of the year will avoid both adult males and humans.

Home range size depends on the distribution, abundance, and quality of food available within an area. Study areas with high densities of bears normally report smaller home ranges and a richer food base than those with low population densities of bears (Gilbert and Lanner 1995). The major determinants of habitat quality are the relative and average abundance of bear foods (i.e., quantity, productivity, and distribution). In areas with poor habitat quality, bears must search more widely for food, thus increasing the size of their home ranges. For example, bears habituated to humans and conditioned to human foods will alter their natural movements between habitat types to utilize areas with lax garbage management (Ciarniello 1996). This affects bear density in the area and places bears and humans in closer proximity than would otherwise be the case. Furthermore, concentrations of non-natural foods provide a high-quality food source, which has the potential to increase the bear population artificially beyond that which is possible in the natural environment (e.g., British Columbia's South Okanagan, Tony Hamilton, MWLAP, personal communication).

2.2 Grizzly Bears

The grizzly bear is wide-ranging and generally secretive in nature. The grizzly bear is listed as a vulnerable species by the Committee on the Status of Endangered Wildlife in Canada (McLellan and Banci 1999), as a blue-listed species (species at risk) in British Columbia (BC Conservation Data Centre), and as a threatened species in the United States (listed in 1975 by the U.S. Fish and Wildlife Service).

Grizzly bears are extinct from approximately 24% of their original range in Canada, and some local populations in British Columbia are known or are believed to be declining. The BC Ministry of Water, Land and Air Protection estimates the population of grizzly bears in the province to be 13,800 individuals (M. Austin, MWLAP, personal communication). The "Bear Smart" program is less applicable to grizzly bears in specific locations in south and central British Columbia because grizzly bears have largely been extirpated in these areas (e.g., Kamloops, William's Lake, Kelowna; Tony Hamilton, MWLAP, personal communication).

2.2.1 Reproduction

Female grizzly bears average between five and seven years of age before they reach reproductive maturity in the wild (Russell et al. 1979, Nagy et al. 1989). Cubs are born every two to five years, with one to two cubs per litter being most common. As mentioned, implantation of the embryo is correlated with nutrient availability; larger females tend to be more successful in producing more offspring and reducing the intervals between breeding events (Eiler et al. 1989). Because reproduction begins at a late age, is dependent upon nutrient availability, and occurs at lengthy intervals, the majority of females reproduce only a few times during their life. For example, in an optimum scenario, if a female grizzly bear begins successful reproduction at the age of five, reproduces at every minimum interval (two years), averages two cubs per litter, and reproduces until age 20, she will produce 12 cubs during her life time. Because cub mortality ranges from 15% to 44% (McLellan 1994), seven to ten of these cubs will survive, of which half will have the chance of being female and thus able to contribute to the future population. This scenario does not factor in mortality from "problem" bear management; hunting; poaching; vehicles; habitat loss, alienation, alteration, and fragmentation; and those years in which the female is unable to obtain a weight sufficient for reproduction. The low reproductive rate of grizzly bears makes them sensitive to overharvest (Dueck 1990).

2.2.2 Habitat Use

In interior mountainous areas, from early May to late June, grizzly bears tend to follow the receding snow-line, using higher-elevation habitats as they become available (Hamer and Herrero 1987, Ciarniello and Paczkowski 2001). Grizzly

bear movements tend to be characterized by shifts from avalanche slopes and low-elevation riparian habitats (e.g., stream valleys, wet meadows) in the spring to high-elevation forests and alpine zones in the summer, and back to low elevations in autumn (Mundy and Flook 1973). In coastal British Columbia, grizzly bears tend to use forested and non-forested habitats on lower slopes and valley bottoms through all seasons (MacHutchon et al. 1993). In both coastal and interior areas, grizzly bears prefer habitats with high ecosystem productivity, such as avalanche slopes and riparian and seepage areas, especially in spring when vegetation is protein-rich and easily digestible. Adult males often occupy the habitats with the greatest productivity.

2.3 Black Bears

Black bears are more adaptable to humans and human settlement than grizzly bears and continue to occupy 85% of their historic range. As a result, the black bear is not listed by COSEWIC and is not a species at risk (yellow-listed) in British Columbia (BC Conservation Data Centre). Black bears have been extirpated in areas of heavy human settlement but remain in all of British Columbia's major forested areas, including those adjacent to towns and cities. Throughout British Columbia, black bears have been known to enter towns or development sites in search of human food and garbage. The population of black bears in British Columbia is estimated to range between 120,000 and 160,000 individuals (M. Badry, MWLAP, personal communication).

2.3.1 Reproduction

In British Columbia, black bears normally become sexually mature between four and five years of age. Adult female black bears are able to breed every other year and produce an average of two cubs per litter. However, this level of breeding will occur only if the food supply is adequate. In environments with limited food, black bears may average three to four years between successful litters (Samson and Huot 1995). Although black bears are able to breed at shorter intervals than grizzly bears, they are still considered to have low reproductive rates; a severe reduction in their local population may seriously affect population viability.

2.3.2 Habitat Use

The most important factor affecting the use of habitats by black bears is the distribution, availability, and abundance of preferred foods (Hatler 1967, MacHutchon 1989), combined with security cover (Kansas et al. 1989, Ciarniello 1996). Avoidance of grizzly bears also affects the black bear's selection of habitat. Females, and especially those with cubs, may avoid areas occupied by adult male black bears and grizzly bears (Chi and Gilbert 1999). Because of these factors, black bears display distinct seasonal variations in their habitat use.

In general, black bears prefer moderate to heavily forested areas with a dense shrub understory and high availability of foods (graminoids, forbs, and berries), often in small openings. These vegetation characteristics are typical of unlogged valley bottoms. Since transportation corridors and communities are also commonly developed in valley bottoms, human settlement often conflicts with the preferred habitat of black bears. Black bears will utilize clearcuts and the subalpine when it does not compromise their safety (i.e., no grizzly bears or other threats present). Females with cubs usually avoid such openings. Black bears normally use trees for cover or climbing when they feel threatened (Davis and Harestad 1996).

A reduction of forest cover, or insufficient food supply, may cause black bears to retreat into less preferred habitats. In Banff National Park, Kansas et al. (1989:5.70) found that "in some instances cover was the overriding factor determining black bear ecosite importance."

2.4 Learning and Development

Understanding how bears learn is critical to the implementation of effective strategies to reduce human-bear conflicts. Thorpe (1963:56) comments on the processes of learning in the following manner:

> Many workers have considered that the more or less frequent repetition of a stimulus or of a changed situation is necessary for learning; but, while it is true that most learning comes about as a result of repeated application of a stimulus or combination of stimuli, such repetition can be no necessary part of the concept because we all know that learning can, on occasion, result from one experience only.

An initial learning environment imprints heavily on the future behaviours displayed by cubs. Grizzly and black bear cubs learn skills fundamental for their survival from their mother in the one to three years they remain with her, and once weaned, they must fend for themselves. For example, if a mother spends her time foraging at a landfill, the cubs will learn this behaviour. As a result, these bears will likely become highly reliant on the landfill as a food source and in some cases may not be able to survive in the natural environment.

Throughout their life, bears remain curious and continue to learn through trial and error. Curiosity is an adaptive characteristic that helps bears discover the most productive and nutritious foods, which are fundamental to their survival (Graf et al. 1992, Herrero 1985, Heuer 1993). Bears also possess the ability to learn through observing other bears; they may even be able to follow information communicated by the marking behaviours of other bears (Tony Hamilton, MWLAP, personal communication). Because bears are very effective learners, any high-energy food that they feed on may be included in their search image.

Bears have an excellent sense of smell (Graf et al. 1992) and are able to associate smells with food types. In the spring, bears may travel long distances to locate carrion. Garbage, fruit tree windfall, and carcasses of animals are all extremely pungent attractants that have the ability to draw bears in from long distances.

3 Creating "Problem" Bears

This section focuses on those aspects of the learning process of bears that contribute to the creation of "problem" bear behaviour. The intent is to gain a better understanding of the connection between human-bear conflicts and the biological requirements of bears so that people recognize the pressures that bears face in relation to humans and their activities. The reader should keep in mind that THE CREATION OF "PROBLEM" BEHAVIOUR DISCUSSED IN THIS DOCUMENT IS THE RESULT OF THE AVAILABILITY OF NON-NATURAL ATTRACTANTS; THE AVAILABILITY OF NON-NATURAL ATTRACTANTS IS THE DIRECT RESULT OF HUMAN ACTIONS AND MISMANAGEMENT.

3.1 Causes of Bears' Attraction to Human Food

Many factors affect bears' attraction to human food. Each of these factors operates on bears in a fairly predictable manner. Understanding how these factors affect the frequency and intensity of human-bear conflicts is crucial to the implementation of a proactive management strategy.

3.1.1 Community Development and Habitat Loss

Many cities and towns in British Columbia are situated in areas of good to excellent bear habitat (Fuhr and Demarchi 1990). When humans move into areas inhabited by bears, they often introduce new feeding opportunities that the bears are quick to discover and exploit. In addition, an expanding human population requires developments that decrease the suitability of the natural landscape to sustain bear populations.

British Columbia's rapidly expanding human population continues to encroach upon the natural habitat of grizzly and black bears. As a result, habitat loss, alteration, alienation, and fragmentation can disrupt bears' use of natural habitat and ultimately result in negative impacts to individual bears and bear populations through displacement or mortality.

Grizzly bears and black bears that are wary of humans will be displaced to other, generally less productive, habitat. Displaced bears may then have to compete with bears already established in the area. Displaced bears may experience stress associated with adapting to the new habitat, and there is an increased chance of mortality inflicted by more dominant bears in their quest for, or defence of, habitat. Black bears appear to have a wider variety of habitat selection patterns, making them more resilient to human change, whereas grizzly bears may have a narrower pattern, which accounts for their lack of resiliency when landfills are closed. Given that existing towns in British Columbia cannot be moved or closed means we must make them as bear resistant and bear friendly (e.g., accommodation of movement corridors) as possible. In addition, most communities are

expanding, and this expansion should also be done in a bear-friendly way. Currently, the majority of bears that adapt to living adjacent to communities are drawn into the community by the availability of non-natural attractants.

3.1.2 Natural Food Shortages

Bears in North America commonly experience food shortages. The failure of critical natural food crops, such as salmon and berries, and the resultant increase in competition among bears, forces them to search for alternate foods (Tompa 1987, Mattson et al. 1992, Ciarniello and Paczkowski 2001). As opportunistic feeders, bears are naturally attracted to scents that suggest food. During years of natural food scarcity, the hunger of some bears may lead them to overcome their fear of humans in order to acquire accessible foods. The effects of natural food shortages and an increase in negative human-bear interactions have been well documented (Hatler 1967, Knight et al. 1988).

Natural food shortages can be local or sub-regional in extent, both affect "problem" bear generation: in years of low food availability, bears move more and encounter human situations more (local shortages). When food shortages are on the sub-regional scale, it can be catastrophic to bear populations. In British Columbia we get both kinds of failures. Failure of food crops tend to have more consequence in areas with limited food choices or availability (e.g.., interior habitats tend to have lower diversity in berry species than coastal habitats), making any failure that much more disastrous.

3.1.3 Concentration of Food Resources

The poor digestive ability of bears and their constant struggle to attain the thickest layer of fat possible (to survive winter denning and increase reproductive success), are keys to understanding their attraction to non-natural foods. Probably the greatest reason that bears are attracted to communities is the concentration of food resources that are found there. Landfills and other non-natural foods that humans create are attractive to bears because they contain highly concentrated sources of calorie-rich foods that require little energy expenditure to acquire (Graf et al. 1992, Herrero 1989). The amount of nutrition attained influences reproductive success and social status, and is vital to survival. Clearly, bears are simply maximizing their energetic balance sheet when they select these concentrated food sources.

Another element affecting bears' attraction to non-natural foods is their use of habitats. Natural bear foods vary widely in their abundance, quality, and distribution. Thus, bears must move widely in response to this variable supply of foods. Doing so increases their chances of finding non-natural foods in their travels. Unlike seasonal fluctuations of natural food sources, landfills are not seasonal, and when bears find them, they do not have to use energy to search for new food sources.

3.2 Habituation of Bears to Humans

Another issue that contributes to the development of human-bear conflict is habituation of bears to humans. Thorpe (1963:60-61) provided the following definition of habituation:

> Used in its widest sense, habituation is a simple learning not to respond to stimuli which tend to be without significance in the life of the animal .... Habituation can, therefore, be defined as the relatively permanent waning of a response as a result of repeated stimulation which is not followed by any kind of reinforcement. It is specific to the stimulus.

Human-habituated bears are those that tolerate human presence, reducing their fleeing response in the presence of humans (McCullough 1982, Herrero 1985, Gilbert 1989, Aumiller and Matt 1994). An example of habituation by bears to humans (without food conditioning) is best illustrated at McNeil River Falls in Alaska. At this site, grizzly bears have become habituated to the presence of people, whose activities are strictly monitored to ensure no food or garbage is accessible (Aumiller and Matt 1994).

Food-conditioning and human habituation are considered separate behaviours because a food reward is not a necessary condition for human habituation (Herrero 1985, Gilbert 1989, Aumiller and Matt 1994,). Thus, used in a behavioural sense, the term "garbage-habituated" is incorrect because bears are not known to "respond" to garbage. and garbage provides reinforcement of bear behaviour through reward.

3.3 Effects of Non-Natural Attractants

The availability of non-natural attractants within a community can have several profound effects on bears that pass nearby the community. Each of these effects directly influences the likelihood of human-bear conflicts.

By providing artificial foods we may accelerate the natural reproductive cycle of the bear. Bears may respond with a decreased interval between breeding, larger litter size and earlier reproduction (Rogers 1983). However, non-natural mortality rates of bears that feed on unnatural food sources are greater than those of wild bears (Cole 1974, Rogers 1983, Ciarniello 1996). Bears that feed on garbage at landfills often suffer from burns, cuts from broken glass and can starve from having containers stuck on their tongues/mouths (Smith and Lindsey 1989) or heads (Huber 1998).

3.3.1 Human Food Conditioning or Garbage Conditioning

Operant conditioning is the form of learning most often related to the process of bears feeding on garbage (Herrero 1989). Bears that are attracted to human food

and are subsequently rewarded develop behaviour patterns that enable them to exploit their conditioning. For example, if a bear is attracted to the smell of garbage in a can, it may push the can over, exposing the contents for consumption. The animal's action of pushing over the can was instrumental in obtaining a reward (i.e., food). Bears have the ability to learn from a single experience, and this process may be all that is necessary for the animal to become conditioned to pushing over garbage cans to obtain food. As a result of learning, whenever the animal encounters garbage cans in the future, with or without any food odours, it will likely investigate them (i.e., associative learning). In addition to this conditioning, the association between the smell and a reward has also been made. In this situation, the bear would likely be attracted to smells similar to the can (e.g., garbage on a porch).

Generally, bears attracted to non-natural foods other than garbage (e.g., fruit trees, grains) will behave differently towards humans than "garbage" bears. Regardless of the type of attractant, once bears have been successful in obtaining human foods, they begin to develop behaviour patterns and continue to seek food at sites used by humans (i.e., they become human-food conditioned). The bear then repeatedly returns to the source of the conditioning (Ciarniello 1996).

Bears are very effective learners. Cubs remain with their mother for one to three years and in that time learn the requirements necessary for survival. If the mother is a "garbage" bear, then the cubs will learn to forage on garbage. Similarly, if the mother does not display an avoidance of humans and/or if the cubs acquire food from humans, then they may learn a lack of fear of humans and an association between humans and food.

3.3.2 Habituation in Combination with Human Food Conditioning

The majority of "problem" bears display a combination of human food conditioning and human habituation. Herrero (1989:12) comments on the relationship between food conditioning and human habituation in grizzly bears in the following manner:

> ...when human-related foods are first sensed by a grizzly bear, an approach-avoidance conflict exists. A bear is attracted by the odour of food or garbage, and repelled by human presence or even the odour of people. Such food-seeking behaviour has thus far only been mildly rewarded by food odour (a secondary, not a primary reinforcer). At first the perceived risk may be too great for a bear to approach the food source. However, upon repeated exposure to similar situations, and if no harassment or harm occurs, then habituation develops. The bear comes to accept the smell of, or even the presence of, people nearby, and finally it feeds on the food or garbage. It is then food-conditioned ...It has learned to accept the risks associated with eating human-related foods. It has also become habituated to some extent... to

the presence of people. It is less likely to flee from people, more likely to approach them.

Ciarniello (1996:26) identified two behavioural traits displayed by bears that were human habituated and garbage conditioned:

1. The bear loiters around humans and appears tame; or
2. The bear searches out human food and garbage with little or no fear of humans.

With both of these behavioural traits, bears have made the association between humans and food. In the first case, the bear appears tame to humans, who in turn try to approach the bear. These bears may beg and will accept handouts from humans (Mundy and Flook 1973, Herrero 1985, Ciarniello 1996). This type of behaviour increases the risk of injury to humans from bears.

Bears displaying the second trait pose the greatest threat to human safety by boldly approaching people (Herrero 1985, Ciarniello 1996). Kunelius and Browne (1990: 1) cite the availability of unnatural food sources as a "major cause of bear management problems and related public safety hazards" in Banff National Park. Holroyd and Van Tighem (1983:338) state that "the first documented human death due to a bear attack was caused by a black bear which had become habituated [sic; conditioned] to handouts in Jasper." The combination of human habituation and garbage conditioning poses a threat to human safety and is the most difficult trait to discourage (Herrero 1985).

The level of habituation to humans varies with individual bears and their past experiences with people (Herrero 1985). Generally, food-conditioned and human-habituated bears have a higher probability of being involved in a negative human-bear encounter than wild bears because their attraction to human foods brings them into more frequent contact with people (Ciarniello 1996).

4 Moving Towards Becoming "Bear Smart"

4.1 Overview of "Bear Smart"

The goal of the "Bear Smart" Communities Background Report is to assist communities in understanding and achieving "Bear Smart" status. The information in this report is based on a thorough literature review of human-bear conflict management. In many ways, the "Bear Smart" Community Program applies the same strategies that have been implemented in many national and provincial parks in Canada and the U.S. The report is also based on interviews with government personnel and biologists in British Columbia, Alberta, Yukon, Northwest Territories, Alaska, Washington, and Montana that have been involved in various aspects of the management strategies that make up the "Bear Smart" Community Program.

This report presents the criteria that must be met to achieve "Bear Smart" status and strategies for fulfilling them. Firstly, the criteria by which communities will be assessed are outlined, and the logic behind each criterion is provided. Secondly, several methodologies are provided by which communities can fulfil the criteria. Because each community is unique, the methods that should be used will likely be community-dependent, so options have been developed, as necessary, for the fulfilment of criteria. Thirdly, quantitative measures are provided by which external reviewers can assess the success of a community's attempt to become a "Bear Smart" Community. Finally, the report concludes with a number of case histories as examples of the process of becoming "Bear Smart." An overview of the process of preparing for, implementing, and monitoring the program is provided in Figure 1. The background report is divided into several sections, with a rationale provided for each step in the process.

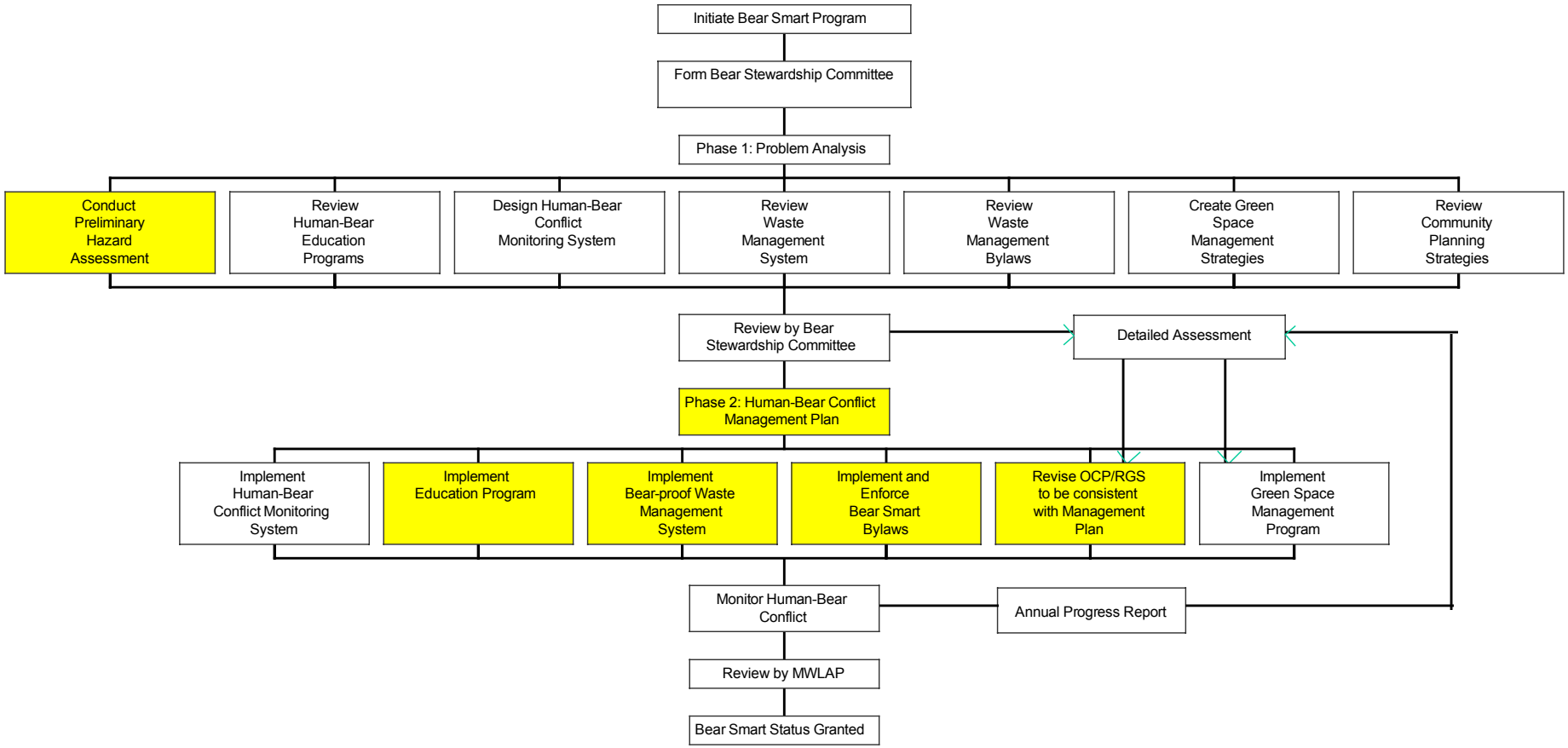

Figure 1. Flow chart of recommended steps in the process of becoming a "Bear Smart" Community. Highlighted boxes are required criteria.

4.1.1 Changing Attitudes

In the early 1900s, the attitudes of the public and management agencies towards bear management throughout North America was generally reactive, in that "problem" bears were simply removed from the system. These attitudes have been well documented in Canadian National Parks (Ralf 1995) and U.S. National Parks (Gniadek and Kendall 1998). During this period of reactive management, injuries inflicted on humans by bears and the subsequent destruction of bears became common and eventually were considered a serious management issue. In more recent years, many parks have managed to reduce human-bear conflicts through proactive management. However, in community settings the process of change towards proactive management has only just begun.

In 1960, the U.S. National Park Service implemented a bear management program that aimed to reduce property damage and injuries to humans and also enable bears that used National Parks to return to their natural behaviours. The following management strategies were identified to achieve these objectives:

- educate the public about bears, bear behaviour, and methods for reducing human-bear conflict,
- control garbage to reduce the dependence of bears on garbage,
- enforce regulations restricting the feeding of bears,
- develop bear-proof garbage cans,
- remove potentially dangerous food-conditioned bears.

In 1968, Glacier National Park in Montana wrote its first bear management plan. Gniadek and Kendall (1998) concluded that this park management plan reduced the amount of property damage done by bears, the number of injuries to humans by black bears, and the number of bears removed from the park system (either through culling or translocation).

Similarly, Denali National Park in Alaska implemented a human-bear conflict management plan in 1982 in response to a dramatic increase in the number of visitors and problems with grizzly and black bears during the 1970s. Denali's human-bear conflict plan focussed on visitor education, food-storage regulations, backcountry closures, and experimental aversive conditioning (Schirokauer and Boyd 1998). Evidence indicates that Denali's program also effectively reduced human-bear conflicts, even as visitation levels rose (Schirokauer and Boyd 1998).

In Yellowstone National Park in Wyoming, injuries to humans from bears also decreased because of increases in public education and removal of food-conditioned bears following the implementation of a bear management plan in 1970. As a result of this plan, bears' access to human foods was almost entirely eliminated by 1979; bears conditioned to human food inflicted the most injuries prior to 1980. Data from elsewhere strongly suggests that food-conditioned bears that had access to human food and garbage were the primary cause of injuries

inflicted by bears on humans in developed areas. In Canada, bear removals in Jasper National Park also declined as a result of garbage becoming inaccessible to bears because of bear-proofing during the 1970s and 1980s (Ralf 1995).

4.1.2 Adaptive Management

Adaptive management is a formal process for continually improving management polices and practices by learning from their outcomes (BC Ministry of Forests). The "Bear Smart" Community Program should be flexible enough to allow for new research and professional expertise to further develop the program. This will enhance the efficacy of proactive management in reducing human-bear conflicts within the community. The development of new, cost-effective methods under the guidance of a biologist experienced in the ecology and behaviour of bears, as well as human-bear conflicts, is strongly encouraged.

5 Initiating the "Bear Smart" Community Program

5.1 Formation of a Bear Stewardship Committee

The most effective way to implement the "Bear Smart" Program is to create a Bear Stewardship Committee. Decisions on the process, delivery, and implementation of the "Bear Smart" Community Program must come from a community that takes ownership of the program. Several communities currently have a committee for addressing human-bear conflict issues (Black Bear Task Team 1998, Maltby 2000, Stroh 1999, Nahornoff 2000). Community ownership implies that the community values the lives of bears. It also suggests that these communities have a desire to reduce preventable destruction of bears and foster an attitude that will ensure the health of bear populations over the long term.

Communities need to decide if and how they will co-exist with bears. Without public and community support for proactive management, human-bear conflicts will continue to increase, and bears will continue to pay the price. Change in public attitudes and commitment can change decades of reactive management into a co-operative effort of which a community can be proud. Several communities provide evidence of this change. With time and measured success from communities at the forefront, other communities are sure to follow.

5.1.1 Objectives of Bear Stewardship Committee

The primary objectives of the Bear Stewardship Committee are to:

- Initiate and support the development of the "Bear Smart" Community Program.
- Review management strategies and options for attaining "Bear Smart" Community status.
- Initiate and review the Problem Analysis.
- Establish a Human-Bear Conflict Management Plan that will implement the recommendations from the Problem Analysis.
- Monitor the progress of the program.
- Provide annual reports that identify the progress of the program, evaluate the success or failure of management strategies, and provide direction for the program for the following year.

5.1.2 Recommended Composition of "Bear Smart" Stewardship Committee

The Bear Stewardship Committee will need a strong leader that is committed and prepared to spend the time necessary to develop and direct the implementation of "Bear Smart" criteria. Ideally this position would be a paid part-time or full-time position for as long as is required to implement the program successfully. In many communities, the person that takes the lead in the "Bear Smart"

Community Program may also coordinate the education program. The rest of the committee should have members that represent:

- the community, including:
    - local governments (regional district and/or city, municipality),
    - First Nations governments,
    - waste management contractor,
    - local RCMP,
    - community stakeholders (e.g., ranchers, orchardists, bee-keepers),
    - university or college representative if wildlife management or other relevant subjects are part of the curriculum,
    - other community interest groups (e.g., naturalist club, rod and gun club), and
    - local tourism representatives (local tourist booths).
- Regional MWLAP, including staff from:
    - Conservation Officer Service
    - Wildlife Sciences and Allocation
    - Environmental Management

The committee also needs a committed public relations person and fund-raiser.

5.1.3 Importance of the Bear Stewardship Committee

The objectives of the "Bear Smart" Community Program will be achieved through the guidance of a Bear Stewardship Committee. This committee should meet on a regular basis to follow the process from program initiation through to completion. The committee should begin the process by establishing a meeting schedule and process that suits the particular needs of the community. When "Bear Smart" status has been achieved, the committee could then downsize to a core group that will be focused primarily on maintaining and monitoring "Bear Smart" status for the community.

6 Phase I: Problem Analysis

The Problem Analysis has the broad goal of identifying the current and potential agents of human-bear conflict that occur within the community. There are several components to the Problem Analysis, each of which will need to be implemented in a step-wise fashion.

6.1 Preliminary Hazard Assessment

The first step of the Problem Analysis is to conduct a Preliminary Hazard Assessment. The basic objective of the Preliminary Hazard Assessment is to establish a general but community-specific overview of human-bear conflict in and adjacent to the community. It will include the identification of community-specific natural or non-natural features or practices that increase the potential for conflict. The hazard assessment will provide the initial direction for the community to become "Bear Smart." The Preliminary Hazard Assessment may also identify areas that will need more Detailed Hazard Assessments (section 7.0).

Hazard assessments of varying levels of detail have been conducted to qualitatively and/or quantitatively identify existing and potential hazards in and around communities (Simpson and Jaward 1997, Diggon 1999, Maltby 2000, Wellwood 2001a). The purpose of these assessments is to identify existing and potential hazards and provide recommendations for reducing human-bear conflicts that may arise from these hazards.

The results and recommendations from the Preliminary Hazard Assessment will be used by the Bear Stewardship Committee to establish community-specific priorities and direction for implementing the "Bear Smart" Community Program. Results are to be presented in the Human-Bear Conflict Management Plan.

6.1.1 Objectives

The specific objectives of the Preliminary Hazard Assessment are to: 1) identify sites, areas, trails, and practices that have historic, existing, and potential human-bear conflict, 2) identify gaps in the existing knowledge of bear use and human-bear conflict in the area and provide recommendations for further investigation and additional hazard assessment phases, and 3) produce management recommendations to reduce existing and potential conflict within the community.

The Preliminary Hazard Assessment is the first step in an in-depth process that will be required to reduce human-bear conflicts. The Preliminary Hazard Assessment should distinguish the major and most readily identifiable issues that influence existing or potential human-bear conflict. Generally, these will be issues that are related to the availability of non-natural foods within the community. However, natural features that influence the existing or potential conflicts should

also be identified where appropriate. The assessment should identify areas in the community where bear proofing is needed (based on existing or potential human-bear conflict) and should be implemented. The Preliminary Hazard Assessment report should be used as a reference tool to set priorities for the implementation of bear-proofing measures within the community.

6.1.2 Recommended Components and Steps

Preliminary hazard assessments will be comprised of several key components and should be approved by a Registered Professional Biologist with expertise in bear ecology and behaviour and human-bear conflicts. The assessment should include the following:

1. A review of patterns of historic human-bear conflicts based on Problem Wildlife Occurrence Reports for bears and/or Conservation Officer experience.
2. Interviews with personnel from the Conservation Officer Service, local wildlife biologists and other biologists that have worked in the area, the Bear Stewardship Steering Committee, and other agencies responsible for the community to identify:
   - sites, areas, and trails that are considered high risk for human-bear conflict, and
   - practices that are considered high risk for human-bear conflict.
3. Identification of non-natural foods and attractants that are available within the community and surrounding area. This process should assess the following issues:
   - residential and commercial garbage containment,
   - garbage transfer and disposal at landfills and transfer stations,
   - park and highway pull-out litter barrels, and
   - orchards, honeybee colonies, and ranching and agricultural attractants.
4. Identification of major non-natural features that may influence the travel patterns of bears, including major roads, edges of the community, and security cover/green space within the community.
5. Identification of general bear habitat suitability within and adjacent to the community, potential natural movement patterns of bears in the area (including travel corridors), and visibility and other sensory issues (see below).
6. Identification of human-use areas that have high risk for conflict with bears, such as schools, playgrounds, community campgrounds, and residential areas located adjacent to bear habitat, and walking/hiking/bike trails that pass through higher-quality bear habitats, including berry patches, etc.
7. Identification of regional, inter-provincial and/or international issues in areas outside the community that may affect the effectiveness of the "Bear Smart" Community Program. For example, non-natural foods that are outside the community but within the home range of a bear that uses the

community can increase the potential for food-conditioned bears within the community. Bears do not adhere to or respect political boundaries (see Canmore Case History section 12.2).

8. Identification of potential data limitations.

An example of a Preliminary Hazard Assessment outline is provided in Appendix D.

6.1.3 Assessment Approaches

Three major factors affect the methodology that should be used for the Preliminary Hazard Assessment. Each of these factors play an important role in determining the strategies that will be implemented and identifying available techniques that may be used to achieve "Bear Smart" status.

Natural and non-natural features influence the potential for human-bear conflict, and these features differ among communities. Therefore, communities will vary in the time and effort required to complete comparable hazard assessments. For example, a community that is adjacent to high-quality bear habitats and is confined by terrain features that concentrate the movements of bears into the community may need to commit considerable effort to identifying and mitigating problems. Communities that have a higher overall rating for potential human-bear conflict may be required to conduct a Detailed Hazard Assessment, whereas other communities that are rated lower may need to do very little in addition to the Preliminary Hazard Assessment.

Hazard assessments are largely based on informed, but subjective, professional opinions of biologists. It is important to identify the limitations of the data that can be collected in a community. The process of completing hazard assessments should remain adaptive until a standardized methodology has been established and the methodology has been tested. This will allow new and more effective methodologies to be implemented as they become available.

Finally, the amount of work required should not discourage communities from beginning to pursue "Bear Smart" Community status. Therefore, the process of conducting a Preliminary Hazard Assessment and additional Detailed Hazard Assessments should proceed by stages so that communities can receive some acknowledgement for their progress even though they are aware that additional work is required.

6.1.4 Potential Data Sources

The process of completing the Preliminary Hazard Assessment should use several sources of data to examine risks to the community. Communities need to identify the habitat's potential for attracting bears with natural food sources as well as

habitat features that affect the likelihood of conflicts, evidence of past bear activity, and sources of non-natural food or attractants within the community. Potential sources of data regarding human-bear conflict include Conservation Officers, RCMP, and provincial or national parks records. Other sources of information include terrain maps, ecosystem maps, vegetation maps, bear-suitability maps, and drainage system maps.

6.1.5 Qualitative Assessments

Qualitative assessments can be conducted through brief investigations of specific hazards and representative habitat types while walking through and/or driving around the community. Time constraints may not allow entire sites, areas, or trails to be assessed. Therefore, effort should be focused on investigating features identified as high risk during interviews or on obtaining information from the number of reports in areas over the years and investigating other potentially high-risk features as they are encountered. Photographs should be taken of sites, areas, trails, and other hazards. Record all sites, areas, and trails on air photos, on 1:50,000 National Topographic System (NTS) map sheets, and/or on a detailed map of the community.

To assess the potential for bear–human conflicts at sites, areas, and trails, investigators need to evaluate habitat potential, travel issues, and visibility and other sensory issues. Record bear sign as it is encountered. Document the availability of security cover and non-natural foods. Describe and/or rate the following conditions during assessments and/or interviews.

Habitat Potential

Understanding the natural habitat potential of an area is important to understanding the likelihood of a bear using an area once non-natural attractants have been eliminated from the community. A community that has abundant high-quality habitats in close proximity to the town is more likely to have bears nearby. High-quality bear habitat adjacent to the community will continue to influence the potential for conflict even after access to non-natural foods has been eliminated. If a detailed inventory of vegetation habitats and a study of bear food habits have been conducted for areas adjacent to the community, this information should be used to evaluate habitat potential at sites, areas, or trails.

Many communities will not have detailed habitat inventories or information on the specific food habits of bears in their area. In these cases, it would be beneficial to begin by referring to the food habits of bears that have been documented by researchers in ecologically similar areas. Understanding the habitat potential of an area will enable a community to relocate or restrict human activity or development from high-quality habitats. Assumptions about habitat potential can be supported by opportunistically recording vegetation descriptions, as well as by

having investigators record their observations of bears when they are consuming natural foods and their observations of the contents of scats.

Travel Issues

Travel issues are geographic features such as creek and river corridors and steep mountains that influence the likelihood of bears travelling through specific sites or along trails. In some communities, travel issues may have a major influence on the potential for a human-bear conflict but less so in another community. For example, travel routes may contribute to the likelihood of human-bear conflicts on the edge of a community that is located in a narrow, steep-sided valley bottom, but not for a community that is located in a wide, gently sloped valley. The location and proximity of wildlife trails and/or potential travel routes should also be documented and included in this category.

Visibility and Other Sensory Issues

Sensory issues are environmental features that reduce the ability of bears and humans to detect each other. Visibility issues occur because of features such as vegetation and topography that limit visibility and thus increase the potential for surprise encounters. Other sensory issues result from the noise made by creeks or from persistent, strong valley winds that affect the ability of bears and humans to hear each other.

Bear Sign

Bear sign such as trails, mark trees, beds, and scats should be opportunistically recorded when encountered.

Security Cover Issues

Security cover issues arise when vegetation provides cover for bears, thus lowering the likelihood of detection by humans. Investigators will need to identify high hazard areas for security cover.

Non-natural Food Issues

Document sources of non-natural food and practices that enabled bears to access non-natural food. These include, but are not limited to, landfills, residential and commercial garbage, fruit trees, composts, and apiaries. The assessment should provide an overview of the types and spatial distribution of major non-natural food issues that is detailed enough for the Bear Stewardship Committee to establish preliminary direction in tackling non-natural food issues as well as direction for ongoing data collection to identify additional non-natural food issues.

Identify Hazards for Human-Bear Conflict

Following ground investigations, an overall rating of the potential for bear–human conflict should be estimated based on habitat potential, travel issues, visibility and other sensory issues, security cover issues, and non-natural food issues. Generally at this stage, ratings will be based on overall potential for conflict. However, any preliminary information that can be gathered and discussed on the seasonal habitat potential and the seasonal potential for conflict will be valuable to the program. Sites, areas, and trails that are assessed as higher risk should be identified and management recommendations provided. Locations that do not appear to be higher risk should not be given a rating until more detailed investigations can be conducted because preliminary investigations may have missed potential hazards.

Provide Recommendations for Reducing the Potential for Conflict

Recommendations for reducing the potential for human-bear conflict within the community should be identified for the Bear Stewardship Committee. This section should include general management recommendations that are specific to the community, but that also go beyond site-specific hazards:

- Observations and recommendations with respect to ensuring that bears do not have access to non-natural foods, including background on observed handling of residential, commercial and industrial garbage, garbage transfer, and landfill disposal. The assessment should identify any observed weak links in the waste management system and provide recommendations for addressing these problems.
- Recommendations for brushing specific sites, areas, or trails where potential for conflict was observed.
- Recommendations for establishing a Human-Bear Conflict Monitoring System.
- Recommendations for interagency exchange of bear incident reports
- Recommendations for improving the management of "problem" bears and "problem" people.
- Identify gaps in knowledge and provide general recommendations for subsequent phases of a Detailed Hazard Assessment.
- Identify other issues that were observed but not addressed in the results and discussion.

6.2 Education Program

The Phase I: Problem Analysis should identify what, if any, education programs exist within the community and whether multiple agencies are delivering such programs (e.g., MWLAP, BCCF, BC Parks, commercial businesses). The Problem Analysis should then be followed up with a coordinated and thorough education program implemented under the Human-Bear Management Plan.

Several communities are already taking action to reduce the number of bears that are destroyed by delivering a Bear Aware Education Program. In 1995, Whistler began a bear-awareness education program. The BC Conservation Foundation (BCCF), a non-profit society and registered charity, has delivered similar Bear Aware programs in many communities in British Columbia, including Castlegar, Kamloops, Nelson, Rossland, Revelstoke, Trail, and the Alberni Clayoquot Regional District (Bennett 1996, Stroh 1999, Haas 2000, Paquet 2000, Maltby 2000, Robinson 1997, 1998, 2000; Quarterman 2000). Interest groups in other communities such as Prince George (Narhornoff 2000), Kitimat and Terrace (Wellwood 2001b), and Kimberly have also delivered the education program with partial or joint support from BCCF.

6.3 Bear-Proof Waste Management System

To achieve "Bear Smart" status, a community must develop and maintain an entirely bear-proof municipal solid waste management system, from generation to disposal. Bear-proofing the waste disposal within a community and implementing an education program are the first steps in bear-proofing a community. It is absolutely critical that these steps be taken *before* landfill closure. While the initial capital costs of implementing a waste management system that is bear-proof may seem large, in the longer term it is often more cost-effective to have a bear-proof collection system (Philipp 2000) and landfill (R. Trouttmann, Central Kootenay Regional District, personal communication).

There are also additional benefits to bear-proofing waste management within a community. Bear-proof waste management systems often reduce human-bear conflicts, but garbage is also no longer available to other animals. For example, Norman Wells, NWT, has been bear-proof since 1991, and because of the bear-proof dumpsters, birds or dogs no longer scatter garbage. As a result, the community is cleaner as a whole (A. Veitch, Wildlife Management Supervisor, Government of the NWT, personal communication).

The handling of residential waste needs to be bear-proof from "cradle to grave" to ensure the success of the system as a whole. The responsibility for each of these steps falls on several different parties. The first step is for residents to ensure that garbage is stored in a bear-proof manner at each residence. Garbage cans must be kept in a bear-proof location at all times except during the day of pick-up or transfer to a disposal container/site. This can be achieved by keeping garbage inside, in the basement or in a bear-proof out-building. The second step in this process is bear-proofing the transfer of garbage to the municipally operated system. If curb-side garbage collection is retained, garbage should not be placed on the streets before a specified hour on the morning of pick-up. After transfer to the municipal system, the responsibility for bear-proofing shifts to the

municipality. The transfer of garbage, temporary storage, transfer stations, and end disposal must all be bear-proof.

There must be high rates of compliance with the following waste management recommendations in order to produce any appreciable reduction in human-bear conflicts within a community. In most instances, bylaws must be in place and enforced to ensure compliance.

6.3.1 Recommended Actions

- Ensure that all municipally owned and operated components of putrescent waste management system collection, transfer, disposal, recycling, and composting are bear-proof in areas that are accessible to or are frequented by bears.
- Implement bylaws to ensure that the same is true of all private sector components of putrescent MSW collection, transfer, disposal, recycling, and composting.
- Implement a compliance strategy for the municipal solid waste management bylaws.

6.3.2 Recommended Techniques

The Bear Stewardship Committee will have to examine the extent of the problems with the community's current waste disposal system (in Phase I: Problem Analysis) and judge which are the best options for bear-proofing the disposal system. Differences in community layout and environment can greatly affect the feasibility of each of the different options for dealing with residential and commercial garbage.

Here are some examples of "how to" approaches for bear-proofing MSW systems.

Handling Residential Garbage

There are several basic options for acceptable residential waste management systems in a "Bear Smart" community:

1. RESIDENTIAL DUMPSTERS (see Canmore Case History, section 12.2). In this option, bear-proof dumpsters are located throughout residential areas (one per 20-35 homes). Residents take their household garbage to their nearest bear-proof container. To reduce odours, containers are emptied regularly and taken to a bear-proof landfill. There are significant savings in using this system over curb-side pick-up, even after factoring in the capital costs of purchasing and implementing new containers (Philipp 2000). Replacing curb-side collection with dumpsters that are emptied with a self-loading truck (a one-operator system) is the main cost saving in switching to a bear-proof container system (Philipp 2000; A. Veitch, Wildlife Management

Supervisor, Government of the NWT, personal communication). This system takes away the potential problem of residents storing garbage on their property.

2. LARGE COMMUNITY DUMPSTERS (see Whistler Case History section 12.1). With this system, the entire community uses several large bear-proof compactors. The compactors are emptied regularly, and the contents are taken to a bear-proof landfill. Similar, but not as effective, is the use of transfer stations. There are often problems with lids being left open at transfer stations. In this instance, there has to be a plan in place to ensure that bins are not allowed to overflow and that the lids are kept closed. Education on the proper use of transfer stations is essential: "This container is only bear-proof if the lid is closed" stickers seem to work well. It may be necessary to put an electric fence around transfer stations.
3. CURBSIDE COLLECTION. If curb-side collection is to continue in a "Bear Smart" community, garbage cans must be kept in a bear-proof location at all times except on the day of pick-up. Garbage cans may not be placed on the streets before a specified hour on the morning of pick-up. Both of these requirements will likely need to be reinforced with bylaws and their enforcement. This option may work in areas with relatively few human-bear conflicts, but it is not likely to work in areas with chronic problems.
4. DISPOSAL DIRECTLY AT THE LANDFILL. Disposal directly at an electrified landfill is an option for smaller communities. Problems that can occur with this method include leaving the electrified gates open, which can be remedied by having a staffed landfill. Additionally, people occasionally dump garbage at the gates of the landfill when it is closed. This problem may be reduced by having a bear-proof dumpster at the gates to the landfill, although this solution has many problems of its own. "Bear Smart" status will not be granted to communities with a landfill that is continuously open to the public unless it is staffed continuously as well.

Selecting a Residential Garbage Handling Option - Considerations

Although single-family dwellings may not have difficulty storing garbage away from bears, smaller dwellings such as mobile homes and condominiums often have space constraints that restrict the ability to store garbage effectively. The odour from stored garbage may also be offensive to many homeowners. Solutions to this problem include freezing odourous refuse until garbage pick-up day or the use of communal bear-proof garbage dumpsters in locations with these problems (e.g., mobile home parks, condominium complexes, apartment buildings).

Communities that experience heavy snowfalls may have greater difficulty with some waste management systems. The placement of bear-proof containers needs to consider access during the winter months, as well as their effect on snow removal activities. Additionally, any waste that is left on the streets may be plowed into snow banks in winter months and end up being revealed in the

spring. Adequate spring clean-up should be addressed in communities that have experienced these problems.

It is also important that maintenance of waste receptacles occurs on a regular basis and that all waste that may have fallen out is collected. This will reduce odours and the risk of bears investigating and possibly damaging garbage containers and dumpsters.

Handling Commercial Garbage

Several aspects of commercial garbage storage and collection need to be considered and addressed in a "Bear Smart" community.

- Bear-proof garbage containers need to be implemented at:
    - downtown streets that bears may be attracted to,
    - all municipal park facilities (campsites, ball parks, soccer fields, etc.), and
    - school grounds.

  These may be phased in, starting with high-risk areas identified in the Preliminary Hazard Assessment and followed by lower risk areas.
- Commercial/industrial collection routes should use bear-proof dumpsters. Dumpsters should be emptied often enough to prevent waste from overflowing or waste being placed next to dumpsters. If dumpsters are not bear-proof, then dumpsters must be housed within a bear-proof building (i.e., on a concrete slab and with four solid walls and a roof). A phase-in process for existing businesses is appropriate, but all new business should be required to be bear-proof upon opening.
- Any attractants, especially grease barrels, must be housed in a bear-proof building.
- Construction sites must have either 1) a bear-proof garbage receptacle for items that may be attractive to wildlife, 2) a receptacle that is kept within a bear-proof building outside of working hours, or 3) removal of food wastes to a bear-proof location at the end of every working day.

Disposal of End Waste (Landfills)

Once garbage has been collected from commercial and residential locations, the disposal of this end waste may be completed in the following bear-proof ways.

1. Residential and commercial garbage may be taken to a bear-proof transfer station that ships the refuse to a bear-proof disposal facility.
2. Complete-combustion incineration may be a possibility for smaller communities or remote camps. The incinerator must be appropriately sized for the amount of waste produced by the community.
3. Disposal in a landfill located inside a properly designed, constructed, and operated electric fence (see Appendix B). Aggressive maintenance must be undertaken to ensure that the fence is operating at full capacity and is not

breachable. Note that the community needs to be bear-proof before the landfill is fenced. Bear-proofing of landfills should *not* be done in years with shortages of natural bear foods. This will substantially exacerbate human-bear conflicts. Bear-proofing dates may have to be modified to help reduce potential human-bear conflicts.

In addition, a bear-proof landfill must be covered with fill or heavy duty tarps after every day that it receives refuse to reduce odours, insect and rodent problems, and the amount of refuse scattered by wind and birds. Tarps may be used once a landfill is bear-proof, otherwise bears will rip them, but once in use, tarps can significantly reduce the costs of buying, trucking, and covering landfills with fill. Use of tarps also significantly extends the life of a landfill by decreasing the amount of non-refuse fill (R. Troutmann, Central Kootenay Regional District, personal communication). There are also sprayable biodegradable foams that serve the same purpose.

6.4 Bylaws

Bylaws to ensure compliance with the goals of the "Bear Smart" program may need to be implemented. "Bear Smart" bylaws should be implemented to prohibit the supply of food to bears as a result of intent, neglect, or irresponsible management of attractants. A compliance strategy needs to be created to ensure compliance with these bylaws.

Recent changes to the *Wildlife Act* can help supplement bylaws and thereby reduce the likelihood of human-bear conflicts and provide public safety. Under the new amendments to the *Wildlife Act*, it is an offence for people in British Columbia to feed dangerous wildlife (i.e., bears, cougars, coyotes, and wolves) or to disobey orders to remove and clean up food, food waste, or other substances that can attract dangerous wildlife to their premises. Conservation Officers may issue a written dangerous wildlife protection order, which requires "the removal or containment of compost, food, food waste or domestic garbage." If people fail to comply with the order, they could face a heavy court-ordered penalty of up to $50,000 and/or six months in jail. However, this new legislation is only applicable to residences, not farms or apiaries, commercial establishments, or landfills, all of which are strong attractants for bears.

The Phase I: Problem Analysis should identify whether any bylaws currently exist for the community and determine whether any will be necessary given the bear-proof waste management system that is selected and the problems that were identified in the Preliminary Hazard Assessment.

6.5 Green Space Management

Green space within and adjacent to a community can provide security cover for bears to access non-natural foods within and adjacent to the community. Green space can also provide natural feeding habitats and travel corridors for bears and other wildlife to by-pass the community. Green space includes vacant properties that are over-grown with vegetation, parks and alleyways, trail networks, and undeveloped areas adjacent to the community. Other species using green spaces should be documented and the potential impacts on these species assessed if brushing occurs. Mitigation measures to reduce the impacts to other species should be taken. In some cases there will be a trade off between the benefits of clearing or modifying green space in terms of increasing human safety versus the cost of eliminating natural bear or other wildlife habitats. The risk of human-bear conflict relative to the cost to other species and the priorities of the community should be evaluated when establishing plans to remove vegetation.

6.5.1 Green Space Objectives

In some communities, bears may use vegetation cover within and adjacent to the community for security cover while feeding on garbage and other non-natural attractants. As long as bears have access to non-natural foods, removing brush that provides security cover for bears may reduce the likelihood that some bears will travel through the community. However, eliminating access to non-natural foods in the community will likely have a greater influence on decreasing the probability that bears will use the inner areas of the community. If non-natural foods are no longer available to bears, brushing can then be focused on achieving the following objectives:

- reduce the habitat potential in natural feeding areas that are commonly used by humans by removing natural bear foods, and
- increase visibility where people are most likely to surprise bears, such as along trails, and in areas with user groups that may be at higher risk such as schools, playgrounds, and campgrounds, particularly those in areas that are on the outer edges of the community.

6.5.2 Recommended Actions

1. Formally identify and map problem areas that will require continual removal of brush, such as parks, schools, playgrounds, and campgrounds as well as alleys that bears are using for cover.
2. Direct the removal or modification of green space by brushing vegetation to reduce security cover and habitat potential in areas of high human use (e.g., removing brush around portions of parks, schools, playgrounds, golf courses, and campsites and in areas adjacent to residences in high-risk attraction areas).
3. Develop a community landscaping plan that avoids the use of fruit trees and other plants the may act as attractants to bears. Adjustments to the

landscape plan may include removing existing fruit trees that have been identified as sources of human-bear conflict.

6.5.3 Recommended Techniques

1. Consult recommendations provided in the Preliminary Hazard Assessment for removing or modifying brush to increase visibility or reduce habitat potential and security cover at specific sites, areas, or trails.
2. Regularly review the human-bear conflict monitoring system to assess whether brushing or modifying green space may alleviate some of the human-bear conflict in specific problem areas.
3. Consult with Conservation Officers annually to determine whether additional sites, areas, or trails should be added to the list of locations identified for brushing.
4. Consult with the appropriate agencies to ensure that clearing is permitted. For example, the Department of Fisheries and Oceans restricts the clearing of vegetation within varying distances of fish-bearing streams.
5. Consult with the public and other agencies to evaluate the cost of brush removal to other species and the aesthetic qualities of the community versus the potential for reducing human-bear conflict. Consult with a biologist with experience in bear ecology and behaviour and human-bear conflicts to determine an effective strategy for removing vegetation (i.e., how, where, and what to remove) to reduce potential human-bear conflict while protecting habitat for other species where appropriate/possible. This may also require consulting an additional biologist with broader wildlife expertise, particularly regarding Red-listed (endangered or threatened) and Blue-listed (vulnerable) species. Conservation Officers should also be consulted to determine areas that are high priority for brushing.
6. Formally inventory all of the brush removal as it is conducted. Ideally the documentation would be in a digital format as a layer in the Human-Bear Conflicts Monitoring System Database (see section 9.0). However, in the short term, it may be feasible for small communities to document the information on a plasticized paper map. Complete a new map for brushing conducted each year. This information will be useful for documenting annual progress and will assist new employees or council members with directing the continuation of brushing.
7. Ensure that green space is inspected annually in order to schedule removal efforts. Note that some vegetation that grows quickly will likely have to be removed each year to be effective. Removing bear foods before the major season of use is strongly recommended. In addition, removing vegetation, particularly tall shrubs and trees, opens up the canopy and will increase berry production for many berry-producing plant species. If brushing is

started, there must be a commitment to removing all the brush and to continuing to remove it in subsequent years as necessary.

8. Consult with Conservation Officers annually to determine whether additional areas require brushing and to assess the general effectiveness of brushing.

6.6 Community Planning Documents

It may be appropriate in some communities to have a higher-level plan, such as an Official Community Plan (OCP) and/or Regional Growth Strategy (RGS) that is consistent with the Human-Bear Conflict Management Plan. As a minimum, the Regional Solid Waste Management Plan should be modified to be compatible. The Province of British Columbia addresses land use planning, mostly of Crown Lands, through Land and Resource Management Plans (LRMP) while municipalities and regional districts prepare Official Community Plans and Regional Growth Strategies, which focus mainly on private land.

> A Regional Growth Strategy is a strategic plan that enables regional districts and municipalities to plan for economically and environmentally healthy human settlements, and for efficient use of public facilities, services, land and other resources. The RGS is initiated and adopted by a regional district and referred to all affected local governments for acceptance. An Official Community Plan establishes policies and objectives for the form and character of land use and servicing and is implemented by zoning, subdivision, and servicing by-laws. The effectiveness of land use planning and management improves if local and provincial plans are compatible ("Links" brochure, BC Ministry of Municipal Affairs).

Whether it is necessary to change these plans to reflect the Management Plan depends on the community. Changes to the OCP and RGS would be useful in terms of long-term planning and ensuring that the goals of the Management Plan are carried out indefinitely, regardless of changes in local government.

As part of Phase I: Problem Analysis, the Bear Stewardship Committee should identify the schedule for updating the OCP or RGS to determine how quickly their input may be needed on such changes. The primary objective of this process is to ensure that the community planning process recognizes that some community developments may increase the potential for human-bear conflict and/or the displacement of bears from important habitats (e.g., feeding habitats and travel corridors). Thus, the community planning process needs to address the effect of the presence and locations of new facilities on the rate of human-bear conflict. For example, new landfills, campgrounds, or schools should be situated in areas of low-quality bear habitat and away from travel corridors. It is up to the

Bear Stewardship Committee to decide if changing these plans is appropriate, and possible, for their community.

7 Detailed Human-Bear Conflict Hazard Assessments

Detailed Hazard Assessments may be conducted to focus more specifically on identifying, assessing, and mitigating the potential for conflict as a result of natural issues (e.g., high-quality bear habitats with high human presence). Detailed Hazard Assessments may also be conducted to reduce the potential for displacement of bears from important habitats (e.g., well-used travel corridors, feeding areas). Detailed Hazard Assessments may be conducted at sites that received a Preliminary Hazard Assessment to provide more detailed information and further investigate the potential for additional mitigation measures. They may also be conducted at locations that are recommended for Detailed Hazard Assessments by the Bear Stewardship Committee or the Regional MWLAP office but were not specifically identified for further assessment during the Preliminary Hazard Assessment.

Detailed Hazard Assessments have been conducted in numerous provincial and national parks (Herrero et al. 1986, McCrory and Mallam 1990, MacDougall et al. 1999, Wellwood and MacHutchon 1999). These assessments include detailed quantitative and/or qualitative assessments of natural features that influence the potential for human-bear conflicts, as well as assessments of other issues such as bears' access to non-natural foods.

To date, no communities in British Columbia have conducted a hazard assessment of specific hazards within and immediately adjacent to the community such as those completed in some provincial and national parks. In general, the primary objectives of many national and provincial parks are to reduce impacts to bears and increase the safety of humans by reducing the potential for human-bear conflicts (McCrory and Mallam 1990, Katmai National Park and Preserve 1990, Environment Canada 1992, BC Parks 1995). Communities will also have to decide what their primary objectives are with respect to stewardship of bear populations and their habitat and human-bear conflict and how to achieve a balance between these objectives.

In some areas where use by humans is concentrated, it may be beneficial or necessary to initiate research to determine the cumulative effects of human activity, including road access, urban development, logging, and mining, on the ecology and viability of bears in and adjacent to the community.

The Detailed Hazard Assessment should expand upon the information gathered in the Preliminary Hazard Assessment. Detailed Hazard Assessments should be conducted in the growing season so that bear food plant quantity and quality can be rated. The assessment should include hazard ratings (i.e., low, moderate, and high) and maps of known and potential bear hazards.

The methods that are used for additional hazard assessments will depend on the information available from bear studies in the area or other ecologically similar areas and the priorities of the community with respect to reducing human-bear conflict. If detailed information on the food habits, habitat use, and movements of bears using the area is not available, investigators may need to conduct studies in addition to the Detailed Hazard Assessments. These studies should focus on the following objectives.

1. Identify preferred wildlife movement corridors around the community and recommend restoration of natural corridors that may have been interrupted by human activity/development (this may require moving existing facilities to other, less intrusive areas).
2. Conduct a study to determine the seasonal food habits of bears near the community. Use detailed information about food habits and plant phenology to identify seasonal use and better understand the bears' spatial and temporal movements.
3. Identify the vegetation cover of the area in and adjacent to the community, using research conducted in the area or other areas that are as ecologically similar as possible. Ideally the area covered would incorporate the home ranges of most bears using the area.
4. Identify and rate seasonally important bear habitats. As a minimum, green spaces within and immediately adjacent to the community should be classified, rated, and mapped for bear habitat quality, including identification of well-used travel corridors and other areas of concentrated use.
5. Conduct more detailed investigations to identify, verify, and assess the potential movements of bears, including major travel corridors.
6. Where applicable, document and monitor the timing and abundance of salmon runs. For example, a bear activity monitoring system that is conducted by fisheries personnel may assist in anticipating activity by bears related to salmon spawning.
7. Identify denning areas.

7.1 Detailed Hazard Assessment Techniques

Additional sites, areas, and practices that result in human-bear conflicts should be identified so that issues at these locations can be addressed. If necessary, these issues may need to be further assessed in subsequent phases of the hazard assessment. The Preliminary Hazard Assessment, data collected by the Bear–Human Conflict Monitoring System, and annual interviews with Conservation Officers will be beneficial for identifying other hazard locations that may require a Detailed Hazard Assessment.

Methodology should be approved by a Registered Professional Biologist with expertise in the assessment of bear habitat. Specific methodology will depend on the information and time available, specific characteristics of the community, and the priority the community, region and/or province has assigned to obtaining more detailed information regarding human-bear conflicts.

8 Phase II: Human-Bear Conflict Management Plan

Proponents will need to prepare a Human-Bear Conflict Management Plan that is designed to address the human-bear conflict issues identified in the Phase I: Problem Analysis.

The goals of the Human-Bear Conflict Management Plan are to:

- provide a general summary of the human-bear conflict issues in the community based on the Phase I: Problem Analysis,
- identify the community's level of commitment to the program,
- identify the level of tolerance of the community towards maintaining or restoring natural bear habitats (e.g., travel corridors and feeding areas) adjacent to the community,
- clearly establish goalposts for the success of the program,
- identify the agencies, groups, or individuals responsible for addressing problems,
- determine what is necessary to address each problem successfully,
- set priorities for specific actions to be taken,
- develop a timetable for addressing each problem, and
- conduct a cost estimate of proposed management actions and provide a budget break-down for each of the criteria in the program.

Preparation for the management plan should include a brainstorming stage for generating ideas and concepts for developing the plan. The contents of the management plan should be developed using a consensus-based approach for identifying and assessing preferred solutions.

8.1 Education Program

8.1.1 Objectives

A mission statement that succinctly summarizes the message of the program can be a powerful tool for delivering the program.

Example Mission Statement

"To help people reduce human-bear conflict through education, innovation and cooperation (BCCF draft)*."*

The primary objectives of the education program are to:

1. develop a greater understanding of bear ecology and behaviour,

2. facilitate support from local residents for bear-proofing the community. This can include identifying methods and options for eliminating bears' access to non-natural foods and attractants.
3. develop guidelines for human activities in bear habitat to reduce the likelihood of human-bear conflict,
4. recommend actions to take during a bear encounter, and
5. encourage tolerance towards the presence and natural behaviours of bears in reasonable numbers in or near the community.

8.1.2 Recommended Actions

Program Structure

The education program should be implemented in three stages: 1) a program development stage, 2) a program delivery stage, and 3) annual progress reports.

Program Development

Ideally, the development of the Bear Aware Education Program will be completed between January and April of the year it is to be delivered. The goals of the development stage are to:

- secure financial, logistical, and volunteer support for the delivery of the education program,
- establish a Bear Stewardship Committee, and
- establish working relationships with local media to help raise the profile of the program.

Program Delivery

Delivery of the program should be initiated at least two weeks prior to the anticipated arrival of bears in and around the community. The program should continue to be delivered until bears have left the area for the season. The goals of the delivery phase are to:

- help individuals/communities reduce the frequency of human-bear conflict within and around their communities,
- eliminate the bears' access to sources of non-natural foods by providing support, solutions, and encouragement for individual/community bear-proofing, and
- increase individual/community awareness and understanding of bears and human-bear conflict.

Annual Progress Report

A program progress report should be completed at the end of each year. The goals of the progress report are to:

- document the success or failure of various components of the program,

- provide a program history for new coordinators and other parties that enter the program at later stages of the process, and
- facilitate the sharing of information among communities on the success or failure of the various methodologies used to deliver the program so that other communities can learn from and utilize the experience of others.

See Appendix D for an example of an outline for progress reports.

8.1.3 Recommended Techniques

Program Development

Proponents will need to hire a Bear Education Program coordinator for each community. In the past, considerable controversy has been created over bears and human-bear conflict. Therefore, the coordinator must be capable of promoting and conveying program information that is based on defendable scientific research and expert opinion. It is imperative that the coordinator does not have a personal bias or agenda that undermines the goals of the program. The coordinator must have strong interpersonal skills: this is considered critical to the success of the program. To minimize misinformation, the program should be developed with the support of experts (e.g., bear biologists, Conservation Officers). Expertise may be provided to community coordinators by a regional coordinator with expertise in bear ecology and behaviour and human-bear conflicts. Ideally, community coordinators should live in the community and be respected members of the community.

Suggested Skills for Program Coordinators

The community coordinator and regional coordinator should have strong interpersonal skills, including:

- oral communications skills for conducting presentations to groups of various sizes, age groups, backgrounds, and interests,
- conflict resolution skills, including the ability to motivate individuals to modify their behaviours to reduce human-bear conflict. The Stewardship Continuum, as identified by the Nature Conservancy and adapted by BCCF, identifies three stages that the public and individuals go through as the "Bear Aware" program is delivered: an initial stage of denial/ignorance that the problem exists, a gradual transition to admission, and finally motivation to change (BCCF draft).
- ability to communicate well with individuals of various ages and interest groups,
- ability and willingness to learn from and openly share with other community coordinators, and
- considerable patience, needed to accept progress through the stages identified in the Stewardship Continuum.

At least one person involved in the program should have the following professional skills:

- experience related to bear ecology and behaviour,
- an understanding of the process of habituation and food-conditioning,
- an understanding of human-bear conflict,
- air photo and map interpretation (beneficial to ongoing data collection using the Human-Bear Conflict Monitoring System),
- vegetation and habitat classification (beneficial to ongoing data collection using the Human-Bear Conflict Monitoring System),
- data collection, summary, and analysis skills, and
- report-writing ability.

The coordinator will be responsible for:

1. becoming familiar with education programs being conducted in other communities.
2. writing a work plan and time schedule for completion of the delivery phase of the program.
3. developing an education program prospectus for delivery to potential volunteers, funding groups, and local media. The goal of the prospectus is to introduce the program and delivery team in a professional manner that will maximize the potential for attracting contributors. BCCF has developed a brochure and slide show prospectus for introducing their education program (Wellwood 2001b). The prospectus could include the following:
    - a mission statement for the program,
    - an introduction to the program,
    - program development goals,
    - program delivery goals,
    - education program deliverables and expected benefits of the program,
    - description of the individual/community/agency support that the education program is asking for, and
    - brief introduction to the project coordinator(s) and the skills that they will bring to the program.
4. encouraging, supporting, and participating in the Bear Stewardship Committee.
5. reviewing and selecting existing bear information and education resource materials for relevance and usefulness to the community.
6. developing and producing bear information and education resource materials specific to the community. Schirokauer and Boyd (1998) suggest "it is important to provide multiple sources and formats of information" to reach the audience.
7. working with the media to profile the education program.

8. developing a delivery plan for disseminating the education program throughout the community, including schools, residents, businesses, industrial and resource companies, tourists, and agencies.
9. developing a delivery plan for providing neighbourhoods and businesses with support and strategies for "bear-proofing" their communities.
10. preparing contact and event lists, including the following:
    - individuals, agencies, and stakeholders that might be willing to supply financial, logistical, or volunteer support for program delivery,
    - committee members who might be willing to become involved in a Bear Stewardship Steering Committee, and
    - public events and community groups that might be willing to host the Education Program.
11. initiating the following:
    - a campaign to establish financial, logistical, and volunteer support for program delivery,
    - formation of a Bear Stewardship Steering Committee for the community.
    - meetings with local media to establish a plan for conveying the education program messages,
    - development of a plan (including a budget and timetable) for the delivery of the program.

Many of the following components of the education program have been successfully delivered to British Columbia communities and are available for adaptation for other community education programs (Bennett 1996, Black Bear Task Team 1998, Stroh 1999, Haas 2000, Paquet 2000, Maltby 2000, Robinson 1997, 1998, 2000; Narhornoff 2000, Quarterman 2000). The delivery plan should include the following:

- a door-to-door education campaign such as the "We are bear aware" window sticker campaign conducted by BCCF,
- education efforts targeted to reducing human-bear conflicts that result from site-, area-, or practice-specific activities. For example, moving a summer concert away from areas where bears are known to be attracted to a natural food source (e.g., berries or salmon). Local conservation officers and others knowledgeable in bear use of the area should be consulted when developing timetables of seasonally affected human activities so that potential problems can be anticipated and efforts can be focused on specific sites, areas, or practices,
- events and groups that will receive the education program through slide presentations or public displays,
- fruit tree management campaign,
- school education program presentations,
- surveys to determine the success of the education program, and
- delivery of the final annual report.

Depending on the priorities of the community, the timetable will document the timing of some or all of the following:

- program start and anticipated end date,
- staff and volunteer training dates,
- bear stewardship steering committee meetings,
- visits to private campground operators and local businesses,
- presentations to industrial and resource companies,
- presentations to tourist information and food-related businesses,
- presentations to community groups,
- contests such as BCCF's colouring contest for children,
- compost workshops, and
- schedule for media updates.

Program Delivery

Delivery of the program should be initiated at least two weeks before the end of the hibernation period, regardless of when bear problems are evident in the community. Begin with newspaper ads stating that "Spring is in the air and it will soon be time for bears to wake up. This means you need to put your garbage away." The message should provide a general overview of major human-bear conflict issues. In association with general messages, special messages should target specific human-bear conflict-related activities that are season specific. For example, concentrate on information about dealing with fruit in fruit-bearing season or salmon in the spawning season. The program will be ongoing throughout all active seasons for bears and should continue to be delivered until bears have denned for the winter. The start and end dates for the program can be identified by consulting the Conservation Officer Problem Wildlife Occurrence Reports for bears. These dates should be modified, if necessary, in subsequent years based on data from Conservation Officers and education program experience.

The delivery stage should focus on the following:

- working with the Bear Stewardship Committee to identify options for eliminating sources of non-natural foods to bears.
- educating the public about options for eliminating sources of non-natural foods for bears (section 8.3). This can include educating residents about the management of garbage, fruit trees, compost, and other attractants (e.g., bird seed, pet food, and barbecues). Options should be reasonable with respect to cost and ease of implementation. If reasonable options are not available, the steering committee is strongly encouraged to work with the BC Union of Municipalities and local, regional, and provincial governments to find solutions for problematic bear-proofing issues.
- assisting Conservation Officers in educating residents as problem sites, areas, or practices arise.

- increasing awareness of the program's activities in local and regional governments so that they can help support the delivery of the program.
- working with the media on a regular basis to convey the messages of the program.
- increasing public understanding and tolerance of bears in general. This can best be achieved by illustrating to people the actions that they can take to reduce human-bear conflicts. This does not mean tolerating specific bears that are considered a threat to human safety.
- continuing to collect data for the Problem Analysis. This can include mapping attractants such as fruit trees, agricultural attractants (i.e., beehives, livestock, and crops), and non-bear-proof commercial and residential dumpsters.
- considering establishing a method for communicating current bear activity to residents and visitors. For example, Whistler has proposed a "Bear Activity" rating sign (like a fire index sign), with high/medium/low bear activity (S. Dolson, JJWBF, personal communication).

Recommended Educational Messages

The program messages are an important component of the education strategy. The education program should deliver to residents the strategies that have been developed to eliminate specific non-natural food and attractant problems. Within acceptable limits, the program should also foster awareness, understanding, appreciation, respect, and tolerance for bears. Specific messages that should be delivered in the program include a history of human-bear conflict and solutions to eliminate sources of conflict.

History of Human-Bear Conflict

When displayed visually, the history of human-bear conflict within and around the community will be effective for illustrating to residents where troublesome areas have been in the past. Educators may wish to use a map of documented Problem Wildlife Occurrence Reports for bears for several years to provide a powerful message for the public. The map can be produced as part of the Human-Bear Monitoring Program (section 9.0).

Delivery of Program Messages

To maximize the effectiveness of the education program, messages should be delivered using multiple methods (Schirokauer and Boyd 1998). In-person delivery of the program by a person knowledgeable in human-bear conflict, is considered an highly effective method of communication (M. Madel, Montana Department of Fish, Wildlife and Parks, personal communication; H. Davis personal observation; D. Wellwood, personal observation).

While in-person (e.g., door-to-door, event displays, public presentations) delivery of the education component of the program is critical to the success of the program, educational materials are also an important method for delivering the program. "If urban homeowners are educated by use of a bear brochure on why urban bear problems occur, and how to prevent them, a substantial number will change their behavior" (A. L. LeCount, bear biologist Hocking College, personal communication). They can serve as a reminder and as reference material for review at a later date. The following is a list of materials that have been produced and typical distribution locations.

Signs

A variety of permanent signs can be developed to provide general, community-specific, residential, and tourist information and to identify seasonally high-use areas. Temporary signs can also be used to identify hot spots for bear activity. Signs can be posted at rest stops, bus stops, and/or tourist information booths.

Brochures

Different brochures can be developed to provide general, community-specific, residential, and tourist information. These can be distributed at mailboxes, hotels, and offices of the BC Ministry of Water, Land and Air Protection, as well as through Conservation Officers and BC Parks offices, tourist information booths, campgrounds, and public events.

Window Stickers

These can be similar to the "We are Bear Aware" stickers currently used in several communities to identify "Bear Aware" households and businesses.

Other Stickers

Other stickers can be used to promote the program or as a reminder of a specific program message. Display locations include store windows, car bumpers, garbage cans, and dumpsters.

Annual Progress Report for the Education Program

An annual progress report for the education program should be completed at the end of each year and included in the education program section of the "Bear Smart" Community Program Progress Report. Annual reports from education programs have been an invaluable reference tool for other communities to develop their own program. Details such as delivery budget, level of success of various methods, and recommendations for future delivery of the program are not only valuable to the community but to many others as well. Sharing of information is critical to maximizing the efforts of all involved. See Appendix D for an example of an annual progress report outline.

8.2 Bear-proof Waste Management System

Once the Bear Stewardship Committee has reviewed the options for bear-proofing its waste management system, it should begin to implement the chosen techniques. A program to phase in new systems and containers may be inappropriate due to the high implementation costs and the program's dependence on the fiscal calendar. For instance, if new garbage trucks are necessary to empty a new container system, but a new truck has been purchased recently, it may be more appropriate to develop a temporary system of restrictions until new capital purchases can be afforded.

If the community has a landfill, it must ensure that the electric fence around the landfill is appropriately constructed and maintained. The town or municipality must regularly monitor maintenance if an independent contractor operates the landfill. The Pollution Prevention Branch should inspect landfills for compliance at least yearly, preferably in the spring before bears become a problem and in late August or early September before the fall season of increased bear activity at landfills. If landfills do not comply with regulations, there should be immediate action, with escalating enforcement until problems are resolved. The town or municipality should ensure that its landfill, or landfill maintenance contractor, complies with provincial regulations.

If the local landfill is to be closed because of the community's conversion to a waste transfer system, then the proper closure of the landfill is important. Landfills need to be capped by a minimum of 60 cm of fill, preferably 1 m, although this may not guarantee that persistent bears will not attempt to access buried wastes. Because of this, it should be a requirement of the closure contract that the contractor must do whatever maintenance is necessary to repair any failures of the capping (e.g., damage by digging). If there is an existing electric fence, it should remain functional until the capped landfill no longer appears to be attracting bears.

8.3 Control of Attractants within the Community

The Preliminary Hazard Assessment will identify many non-natural attractants within the community. Many of these attractants are the responsibility of individual residents and companies. Thus, the onus for controlling these attractants to reduce human-bear conflict lies with these parties. The most effective method of facilitating proper storage and management of these attractants will likely be through education programs.

Bird Feeders

The public must be made aware that bird feeders need to be inaccessible to bears during the non-denning period. To make them inaccessible, feeders must be suspended from a cable or other device. Bringing feeders indoors at night may be

another option in summer months. The area below the feeder should be kept free of accumulations of seed. Feeders should not be overfilled. Bylaws may be necessary for restricting the use of bird feeders to structures that are inaccessible to bears in summer months, or restricting feeding to winter months only (see section 12.2 Canmore Case History).

Honeybee Colonies

Honeybee colonies are a non-natural attractant that are commonly targeted by bears. Two options are available for making apiaries bear-proof:

1. the preferred option is to surround colonies with a properly constructed bear-proof electric fence (see Appendix B: usually only four strands are necessary).
2. placing colonies on raised platforms (at least 2 m) supported with posts that bears can't climb.

Electric fencing has been used effectively to keep bears out of honeybee colonies. For example, in Revelstoke, one bee-keeper had 100+ hives but no bear problems because all colonies were electric fenced (Bennett 1996). Under the British Columbia *Bee Act*, the location of permanent bee colonies must be approved and registered by the BC Ministry of Agriculture, Fisheries and Food. Names of local bee-keepers can be requested from the Ministry in order to target education efforts.

Fruit trees

In some locations, fruit trees can be a significant attractant to bears. Landowners should pick fruit daily before it is ripe and also pick up any windfalls. Mapping fruit trees was completed in Revelstoke (Bennett 1996), and it proved effective at targeting trees for removal by volunteers and harvesting by neighbours. There are two ways community volunteers can help manage this particular attractant:

1. by picking fruit and donating it to local food banks if the landowner doesn't want it. Establishing a Fruit Tree Registry (as per Revelstoke, Robinson 2000) can help pair up owners of unwanted fruit trees with people who want the fruit and are willing to pick it. Neglected fruit trees do not always produce attractive fruit, but the fruit is still acceptable for use in processing (canning, jams etc.), or it can be given to agricultural operations to feed livestock. The best model for fruit sharing is the "Earth Matters" program in Nelson, BC. Earth Matters is a community-based organization that establishes links between social and environmental issues, including community food security. Nelson residents with fruit trees can call the program and volunteers will come and pick fruit and clean the area beneath the trees in exchange for a portion of the fruit harvested. One-third of the fruit goes to the pickers, one-third to the

property owner, and one-third to various non-profit community organizations such as Meals on Wheels (Haas 2000). For information on the Earth Matters program, call (250) 352-2140 or e-mail at: info@earthmatters.ca.

2. by cutting down unwanted trees for landowners (and if possible, replacing them with non-fruit-bearing native varieties).

It should be noted that removing non-cared-for fruit trees or removing blossoms will remove attractants from bears, but it may also meet the requirements of the Sterile Insect Release (SIR) program in the interior of British Columbia. In the Similkameen, South Okanagan, and Creston valleys (Zone 1 of the SIR program), Central Okanagan Valley (Zone 2), and North Okanagan and Shuswap valleys (Zone 3), homeowners must maintain their trees free of codling moth to comply with SIR policies (Okanagan-Kootenay Sterile Insect Release Program brochure, 2000). Host trees for codling moth include apples, pears, crabapples and quince. There are other methods of controlling codling moth, but stripping the fruit or removing trees removes attractants for bears. SIR offers incentives to anyone in the three zones who strips or removes host trees (contact SIR program for more information, 1-800-363-6684).

Commercial orchards

Commercial orchards should consider putting electric fencing around the perimeter of the orchard, which would also lessen damage by ungulates. In addition, the use of specially trained dogs could be considered as an additional deterrent.

Composting

If composting is conducted properly (i.e., covering with soil or lime, frequent aerating), it should not be an attractant to bears. However, if bears are attracted by other sources of food in the area, compost can become a problem. Meats, fish, oils, and milk products should never be composted. Sweet smelling attractants, such as rotting fruit, should also be avoided.

The following rules regarding composting may need to be implemented.

- Backyard composting may need to be restricted in residential areas adjacent to high-use bear habitat or otherwise required by bylaw to be conducted in a bear-proof manner (e.g., use of electric fencing in backyards). Community composting of putrescent matter shall be conducted inside an electric fence.
- Composting of lawn clippings and leaves may continue in backyards. However, the composting of organic kitchen material may have to be restricted to indoor worm composters (see section 12.2 Canmore Case History).

Barbeques

The odours on barbeque grills are very attractive to bears. Grills should be burned at a high temperature following use to burn off residues and should be cleaned regularly. Barbeques should be stored in a bear-proof location such as a garage. If they must be left outside, barbecues should be covered to reduce odours.

Hanging carcasses and smokehouses

Structures for these types of activities should be located away from forest and shrub cover or natural movement corridors. Commercial coolers may be utilized in some communities for hanging carcasses during the hunting season (e.g., coolers used by forestry companies for keeping seedlings cool). These areas should be kept as clean as possible to reduce odours. Community planning may need to consider the central placement of structures for smoking fish, away from the periphery of town. Motion sensitive lights may help scare away bears investigating these attractant for their first time. Electric fencing around buildings used for these activities could be attempted. If problems occur, it is best not to conduct these activities when bears are active.

Pet Food

Pet foods must be kept indoors or in other bear-proof locations. If fed outside, animals should be fed only enough so that they can finish the entire meal, and bowls should be stored inside.

Livestock operations

Bears are attracted to livestock feed, carcasses, and birthing areas. Removing cover and locating attractants (such as grain) away from natural cover and movement corridors can be helpful. Electric fencing can be used to deter bears from birthing areas (e.g., calving, lambing) or chicken coops. Use of lights hooked up to motion sensors, or scare guns, can be attempted.

Grain and other feed should be housed in a bear-proof structure or container. Seed mixes containing low-quality bear foods should be used for areas being seeded for ground cover.

Dead livestock should be disposed of in one of three ways: 1) carcasses should be sent to a rendering (by-products) plant (see Appendix C for local companies); 2) carcass piles should be electric fenced; or 3) if only black bears are present in the area, carcasses should be buried deeply (this approach should not be used in areas with grizzly bears).

Campgrounds

All campgrounds must be bear-proof. Therefore, the education program must also focus on reaching tourists. Bear-proof lockers for food storage should be

provided. Campgrounds should use bear-proof receptacles and bear-proof dumpsters for garbage disposal.

8.4 "Bear Smart" Bylaw Implementation and Enforcement

Bylaws in a "Bear Smart" community may include the following prohibitions:

- No person shall leave garbage of any kind accessible, either intentionally or unintentionally, to wildlife or domestic animals. This includes, but is not limited to, household garbage, compost, fruit, livestock feed, apiaries, barbeques, and the hanging of carcasses.

This bylaw wording covers all aspects of non-natural attractants. However, it may be easier to target specific activities through other bylaws:

- Make it an offence for commercial establishments to discard edible waste in a non-bear-proof manner.
- If curb-side collection is retained: garbage may be placed curb-side only on the morning of pick-up (not before 6 am), and the garbage container must be returned a bear-proof location by 7 pm. The bylaw should also require that attractants be stored in a bear-proof container and/or location (i.e., house or garage, not garden shed, carport or wooden box). A number of communities in British Columbia have enacted bylaws to restrict curb-side placement of garbage between certain hours. Kamloops has experimented with the use of restriction in one small area (R. Olsen, District Conservation Officer, personal communication). Kimberly prohibits placement of garbage before 5 a.m., and requires removal of the container within eight hours of pick-up. This strategy must be accompanied by a strict commitment by the public works employees or contractor employees to be expeditious in picking up and removing the refuse put out for collection. Lengthy or lackadaisical pick up contributes to the non-natural attractants being available. See Canmore and Revelstoke Case Histories (sections 12.2 and 12.3) for bylaws with respect to garbage collection.
- Include community composting requirements in high-risk areas of the community or prohibit composting of organic kitchen refuse. See Canmore Case History (section 12.2),
- Bird feeders may be allowed with certain restrictions during the non-denning period: feeders must be suspended from a cable or other device so that they are inaccessible to bears. The area below the feeder should be kept free of accumulations of seed. There are no restrictions during winter months (when bears are denned). See Canmore Case History (section 12.2), and
- Garbage at special community events (festivals, ball tournaments, concerts, etc.) must be removed at the end of each day's activities. See Whistler Case History (section 12.1).

Enforcing by-laws must be the responsibility of an agreed-upon service, such as a by-law enforcement officer, the C.O.S., or police. Money generated from bylaw enforcement should go towards a special fund set aside to address human-bear conflicts, such as the purchase of additional bear-proof waste containers. Alternately, people who violate bylaws could do community service work on a human-bear conflict issue in the municipality, such as garbage clean-up in areas with problems.

8.5 Community Planning Documents

The Bear Stewardship Committee should work closely with local government and other agencies to ensure that planning and decision-making processes are both consistent with and compatible with the objectives of the Human-Bear Conflict Management Plan. This will reduce the potential for new community developments or practices to increase the risk of human-bear conflict and/or potential displacement of bears. Possible changes to community planning documents include the following:

1. Revise components of the Regional Solid Waste Management Plan (which Regional Districts are mandated to prepare) pertaining to the community (in cooperation with the regional district) to make them consistent with the Human-Bear Conflict Management Plan.
2. If the "Bear Smart" program is implemented at the regional district level, the Regional Growth Strategy may need to reflect the program, which will then be reflected within each Official Community Plan (OCPs have to be revised to make them consistent with RGSs).
3. Include consideration of important bear habitat and travel corridors in all documents related to land-use decisions. Avoid development in areas with prime bear habitat in order to minimize the potential for human-bear conflicts.
4. Revise land zoning consistent with any revisions of the Official Community Plan.
5. Landowners may implement restrictive covenants that are consistent with the revised Official Community Plan.

Most communities in British Columbia that have moved towards becoming "Bear Smart" (such as Whistler and Revelstoke) have not changed their OCP or RGS to be consistent with their bear management plans. In the future, changing these plans may prove to be helpful for providing the impetus to keep the programs running. However, in the case of land-use planning , "higher-level plans" can be very important for reducing the long-term impact of developments on surrounding bear habitats and movement corridors.

9 Monitoring Human-Bear Conflict

Several data sources are available for monitoring the level of human-bear conflict within a community. The Conservation Officer Service currently collects data on human-bear conflict complaints and actions that were taken by its members. The Northern Region Bear Aware Program, with support from the University of Northern British Columbia, created a GIS database to map human-bear conflicts between 1994 and 1999 (Nahornoff 2000). This map provides a powerful visual method for monitoring human-bear conflict complaints so that problem areas can be investigated and management strategies can be focused where they are needed most. A human-bear conflict map will also be a valuable visual aid for showing the public the spatial aspects of the problem and the changes over time. Data collection and subsequent mapping of other information would also be useful for monitoring and analysing issues that influence human-bear conflict (e.g., non-bear-proof dumpster locations, fruit trees, and green space used by bears).

Input from the community will be crucial to the successful collection of data on human-bear conflicts. Thus, it will be necessary to sustain enthusiasm for the project as time proceeds. The general public can help by continuing to identify, document, and address all sources of non-natural foods and green spaces that provide security cover in areas of high human use until the problems associated non-natural foods and green space are effectively eliminated.

Data regarding non-natural food and other issues should be collected, reviewed, and summarized annually. Continuing to add to the information obtained during the Preliminary Hazard Assessment will be important for increasing knowledge of human-bear conflicts and the way bears and humans use a community. The Human-Bear Conflict Monitoring System will be the primary tool the community will use to continue to collect information that can help reduce the potential for human-bear conflict. The Bear Stewardship Committee, or annual reports, should recommend one or more Detailed Hazard Assessments as problem areas are identified (see Section 7.0), using the data collected by the Human-Bear Conflict Monitoring System.

9.1 Objectives

The objective of the Human-Bear Conflict Monitoring System is to establish and maintain a data collection system, including all Problem Wildlife Occurrence Reports for bears on an annual basis, that can be used to identify and map sites that continue to have human-bear conflict. This will focus future effort on eliminating sources of non-natural foods. Additionally, more detailed assessments can be conducted to determine the source of the human-bear conflicts.

9.2 Recommended Actions

The ongoing identification of hazards for the Human-Bear Conflicts Monitoring System could be carried out by the bear education program coordinator with the guidance of local Conservation Officers and a Registered Professional Biologist with experience in bear ecology and behaviour and human-bear conflicts. A map display of the ongoing data collection on Human-Bear Conflicts should be a major component of the system. A year-end report summarizing progress and work required should be completed annually.

9.3 Recommended Techniques

A spatial database is an integral component of the successful implementation of the "Bear Smart" community program. GIS databases will provide the most valuable tool for documenting human-bear conflicts and progress made by the community. Some communities are already digitally mapped. In some cases, small communities that do not have a digital map base and compatible software may need to start by recording information on a large hard-copy map of the community. At least one community has used GIS students at a local college or university to develop the GIS database (Narhornoff 2000). If production of a GIS database is feasible through the joint efforts of the school and the community, the database provides a valuable learning process for the students and a valuable product for the community.

The following spatial information should be included in the ongoing data collection for the Human-Bear Conflict Monitoring System and entered as layers in the GIS database or hard-copy maps.

1. Document and map sources of non-natural foods so that management efforts to eliminate non-natural foods can be focused on problem areas.
2. Document and map green space that provides security cover and/or foods in areas of high human use so that management efforts can be focused on clearing, brushing, or modifying green spaces to reduce the potential for conflict.
3. Document and map human-bear conflict reports so that the temporal and spatial patterns of human-bear conflict can be investigated and problem areas and practices can be identified and investigated.
4. Document natural factors that appear to increase the potential for conflict, including habitat potential, terrain features, visibility and security cover issues, and other sensory issues, and conduct a Detailed Hazard Assessment of specific sites or areas where human-bear conflicts are occurring.

The spatial database will also be a valuable tool for new participants in the program (e.g., new bear education coordinators).

10 Annual Progress Reports

Annual progress reports are necessary for monitoring the success and failures of the "Bear Smart" Community Program. They are also important for establishing direction for the upcoming year. These reports are a vital tool to help other communities just starting the program decide which strategies or options may be most successful in their own community. As a result, details such as delivery budget, level of success of various methods, and recommendations for future delivery of the program are not only valuable to the community in question but to many others as well. Sharing of information is critical to maximizing the efforts of all involved. See Appendix D for a recommended outline.

11 Measures of Success

The ultimate measure of success of the "Bear Smart" program is to its ability to reduce or eliminate the instances of "problem" bears being killed in communities and injuries to humans or their property from encounters with garbage-conditioned or habituated bears. Despite major efforts on the part of the community to reduce human-bear conflicts, incidents are still likely to occur, although they should occur at a much lower frequency. Evidence from Denali National Park indicates that some level of reactive management will continue to be required in response to bear incidents (Schirokauer and Boyd 1998).

Success will be gauged by:

- a trend toward a decrease in the presence of non-natural foods available to bears,
- a decrease in the number of human-bear conflicts reported to the C.O.S.,
- a decrease in the number of bears destroyed by the C.O.S., RCMP, and individuals,
- a decrease in the number of bears translocated,
- a decrease in property damage, and
- a decrease in resources expended in dealing with human-bear conflicts.

12 Case Histories

While massive positive changes have been occurring in public attitudes and actions towards responsible community-based stewardship of bears, at the time of this report, no community in British Columbia has yet qualified for "Bear Smart" status. However, two communities, Whistler and Revelstoke, stand out as exemplary, and these two communities are in the unique position of leading the world by example in applying responsible-based stewardship of bears.

We have identified four case histories that serve as examples of bear-proofing communities. Each of the communities has used a slightly different approach, with varying degrees of success. None of these communities implemented the "Bear Smart" Communities Program *per se*, but each community attempted to develop bear-proofing systems to reduce the number and extent of human-bear conflicts within their jurisdictions.

The following case histories examine three communities in British Columbia and one in Alberta that have implemented programs to reduce the occurrence of "problem" bear behaviour. The three British Columbia communities were originally profiled in Ciarniello (1997). Each of the towns profiled in the case histories had slightly different human-bear conflict issues to deal with because different bear species used their landfills and towns. Whistler had problems with black bears, Mackenzie had mainly grizzly bear problems, Revelstoke experienced both black bear and grizzly bear problems. These case studies were chosen based on their applicability to management problems experienced in other areas of the province. Canmore was included as an example of how human-bear conflicts have been addressed in other jurisdictions. The first step that each community took was to install an electric fence around their respective landfills. The successes and failures of these communities in their efforts to reduce human-bear conflicts can serve as examples for other communities that are working towards becoming "Bear Smart."

The data regarding the number of reported human-bear conflicts does not necessarily reflect upon the effectiveness of a particular strategy that a community has implemented. The number of bear problems varies a great deal from year to year because of climate changes from year to year, which in turn affect the food supply for bears. In years when the berry crop fails, the number of "problem" bears increases substantially because they must search farther for potential food sources. If many bears are destroyed in these years, the number of complaints will decrease in the following year, usually regardless of the food supply, because the bears killed the year before have not all been replaced yet. Therefore, the numbers tend to be high in certain years, management actions are

taken, and the next year the numbers go down, not necessarily due to an improvement in management of attractants, but because the population has been negatively impacted.

12.1 Whistler

The Resort Municipality of Whistler, BC is located within the Coastal Mountain Ranges and is adjacent to Garibaldi Provincial Park. Being situated in a valley bottom in the Coast Mountain Ranges, Whistler is surrounded by quality bear habitat. Black bears are the only bear species of concern in the municipality because grizzly bears do not tend to frequent the community (Black Bear Task Team 1998).

Whistler has faced many challenges in its quest to reduce human-bear conflicts. There is a high density of black bears in the Whistler area. Prime bear habitat surrounds the resort community, due in part to the development of ski runs that help promote an abundance of natural foods. In addition, the availability of non-natural food within the resort community has attracted bears to developed areas in Whistler for several years. Finally, the large number of seasonal workers and tourists makes education and awareness a difficult challenge.

Whistler has been one of the most progressive and active communities in British Columbia in becoming bear-proof. A Black Bear Task Team involving key community stakeholders was established in 1997. The Task Team reviewed the entire waste management system, from collection of garbage to disposal at the landfill. The Task Team recommended a number of changes to the solid waste-handling program, including mandatory bear-proofing of waste containers throughout the municipality. Completely bear-proofing the system took a number of years and was completed in 1999/2000. In addition, an aversive conditioning program was implemented in 1999, and a comprehensive education program was launched to target residents, employees, and visitors.

Because of the short time that the community has been bear-proof, Whistler's efforts are just starting to yield positive results. However, despite this short time period, the number of bears killed by the Conservation Office Service decreased substantially in 2000 and 2001 when compared to previous years (Fig. 2).

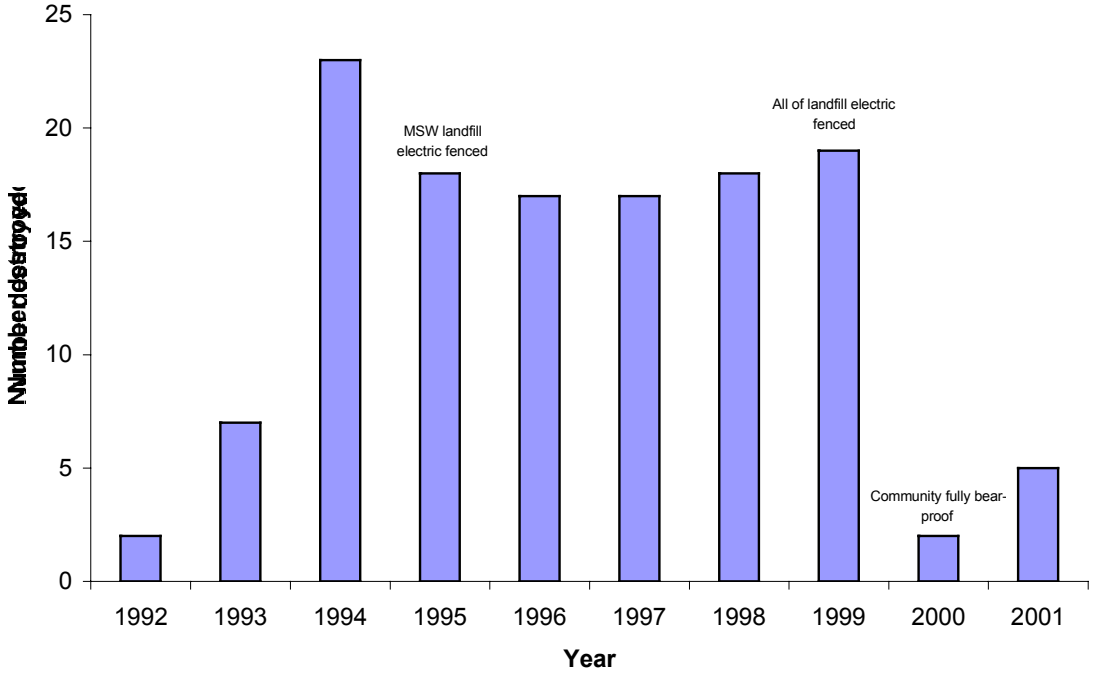

Figure 2. Number of black bears destroyed in Whistler, BC 1992-2001. Note: graph shows bears destroyed for the entire Whistler area, not just the town site of Whistler.

Moving Towards Becoming "Bear Smart"

Bear Stewardship Committee

In 1997, the Black Bear Task Team was created to establish and implement a Black Bear Management Plan (Black Bear Task Team 1998). The team consists of key stakeholders from the community, including members from the Jennifer Jones Whistler Bear Foundation (JJWBF), the Resort Municipality of Whistler staff, the local waste management company (Carney's Waste System), the Conservation Officer Service, Blackcomb-Whistler mountain staff, and the Association of Whistler Area Residents for the Environment (AWARE).

Phase I: Problem Analysis

Whistler has the most extensive Black Bear Management Plan of any community in British Columbia. The plan was "developed to minimize human-bear conflicts through effective waste management practices, extensive public education, a rigorous bylaw enforcement program, and non-lethal bear management practices" (S. Dolson, JJWBF, personal communication). Copies of the Black Bear Management Plan can be obtained from Brian Barnett, General Manager of Engineering and Public Works (phone: [604] 935-8191).

Although Whistler has not completed a full Problem Analysis, the Black Bear Task Team has essentially addressed all the important issues in the Black Bear Management Plan. As part of the plan, important bear habitats and travel corridors were identified within the Whistler area. The plan includes a good summary of local bear ecology, including how habitat use by bears changes by season and how this may affect potential human-bear conflicts.

Education

Whistler is the most urban of the case studies and has a large transient human population that poses challenges to the implementation of an effective education campaign. The seasonal nature of the work force and the large number of visiting tourists makes Whistler's situation unique when compared to many other communities. Many visitors are in Whistler for only very brief periods, so getting the Bear Aware message across effectively is extremely difficult. Many workers are employed on a seasonal basis and often come from foreign countries, and for these reasons, they have no previous experience with bears.

A number of agencies in Whistler have undertaken education programs aimed at informing the public about bears within and around the community.

Whistler has a community-based non-profit registered organization called the Jennifer Jones Whistler Bear Foundation (JJWBF). The organization was founded in 1995 and focuses on community awareness of bear issues and negative conditioning of bears. The ultimate goal of the JJWBF is to reduce the need for translocation and destruction of bears. The mandate of the foundation is "to protect the well-being and lives of bears by establishing a healthier coexistence between people and bears; to reduce the number of nuisance bears destroyed by increasing public understanding and appreciation of bears; educating people on dealing with bears in their communities; and promoting non-lethal bear management practices among wildlife managers" (Dolson 2000).

Many educational programs have been conducted in Whistler by the JJWBF. Programs include the Neighbourhood Bear Watch program and the Bear-Friendly Business sticker program. The JJWBF has also distributed pamphlets and information sheets, manned booths at local events, conducted seminars and workshops for residents, and erected signs throughout the town.

In addition, Whistler-Blackcomb (parent company: Intrawest) has a comprehensive bear ecology and bear-awareness education program (exclusive of the community). This program includes interpretive displays, educational signs, and a wildlife centre for children. Whistler-Blackcomb has tried to enhance forage production for bears on the ski hills by planting fruit-bearing shrubs. Whistler-Blackcomb has also thinned forests by helicopter logging rather than through conventional logging techniques. This approach allows more light to penetrate

the undisturbed understory and enhances berry production (A. De Jong, Whistler-Blackcomb, personal communication).

Also, Owen Carney, of Carney's Waste System (the local garbage contractor) has done extensive work on bear awareness.

The Municipality has taken a lead role in the education program within the community. It has developed brochures, erected signs at municipal parks and trailheads, placed annual radio and newspaper advertisements in the local media, and hand-delivered letters to businesses in the autumn to remind managers to dispose of garbage properly.

The efforts in Whistler have been widely reported in newspaper and magazine articles and on various TV news programs. The JJWBF and municipal staff have given presentations and advice to other communities interested in becoming bear-proof (S. Dolson, JJWBF, personal communication). Educational kits are available from the JJWBF (604-905-4209). A wealth of information can be obtained on the JJWBF website: www.bearsmart.com.

Bear-proofing and Attractant Management

Whistler does not have a household garbage collection system because of concerns about bears and other considerations specific to the resort community.

Instead, Whistler's household garbage collection system is comprised of two bear-proof compactor sites. These compactors are located at the north and south ends of town, just off the main highway, which makes them convenient places to stop as people leave town. The compactor sites are cleaned on a daily basis as part of Whistler's bear-proofing measures as well as for aesthetic reasons.

Carney's Waste Systems is the local waste hauler and is responsible for operating the compactor sites, commercial bins, and the landfill. Owen Carney has been instrumental in Whistler's bear-proofing measures, including designing a new commercial bin to satisfy the Black Bear Task Team's desire for a better bear-proof container.

The municipality passed a bylaw requiring all exterior garbage containers to be bear-proof. The conversion to the new bins was a major undertaking and was completed in 2000. Commercial bins are now bear-proof, or are housed within a bear-proof building. Thanks to the efforts of the Resort Municipality of Whistler, JJWBF, private businesses, and donations, all waste containers along pedestrian walkways are now bear-proof (S. Dolson, JJWBF, personal communication).

Landfill

The Whistler landfill was established in 1979. It is located 10 km from Whistler Village, 6 km from a main urban area, and 1 km from the nearest residence. The landfill was only used by black bears. In 1994, the use of the landfill by black bears increased substantially. Concurrent with this increase, the number of complaints about bears rose substantially within the community.

The landfill area was originally divided into two waste disposal sites, a municipal sanitary waste (MSW) site and a construction waste site. An electric fence was installed around the MSW site in 1995. An increase in bears within the town after the installation of the electric fence was not reported. Over the few years following the installation of the electric fence, the bears showed a remarkable determination to enter the landfill. They would dig holes under the fence, jump inside the enclosure from an adjacent tree or rock pile, climb up wooden fence posts, or enter through the gate when it was left open or not charged. Occasionally, despite the electric shock, bears would charge right through the fence. In response, the municipality installed concrete barriers around the electric fence to prevent bears from digging under it, spikes were nailed into the wooden posts, and the gate was replaced with one that had plastic hand holds so that the power to the gate could be maintained at all times (C. Jennings, Municipality of Whistler, personal communication). In addition, trees inside the electric fence were removed to make the landfill as unappealing as possible to the bears (bears were known to take refuge in the treed areas).

After the MSW landfill site was electrified, the bears focused their scavenging efforts on the construction waste site. In 1999, the electric fence was expanded to include all waste disposal areas at the landfill. An apron of chain link fencing was buried at the base of the new electric fence to prevent bears from digging underneath it. Both the chain link apron and the cement barriers appear to have worked well in stopping bears from digging under the electric fence (B. Barnett, Resort Municipality of Whistler, personal communication). Automatic gates were installed. The success rate of bears entering the landfill is now close to zero. The bear-proofing measures seem to have been successful: bears have now all but abandoned their efforts to feed at the landfill and have returned to the abundant source of natural foods in the surrounding area.

Bylaws

Whistler's garbage disposal bylaw has stringent requirements for bear-proof waste management – perhaps the most extensive requirements in British Columbia. As of August 2000, the Whistler Garbage Disposal Bylaw No. 1445 states:

- no domestic garbage and no food waste or other edible waste that could attract dangerous wildlife shall be stored outdoors, including on any patio, balcony or deck. "Dangerous wildlife" means a bear, cougar, coyote or wolf,
- every outdoor container or receptacle used for depositing or storing food waste or other edible waste that could attract dangerous wildlife shall be a wildlife resistant container,
- every commercial, industrial, institutional, and tourist accommodation building, and every multiple family residential development having three or more dwelling units, shall be provided with a garbage storage site located inside a building or within a wildlife resistant enclosure,
- garbage containers for special events are exempt from requirements as long as they are emptied by 10 pm,
- feeding dangerous wildlife and depositing or storing any domestic garbage, food waste, or other edible waste that could attract dangerous wildlife is prohibited, and
- bird feeders are required to be inaccessible by dangerous wildlife.

The municipal bylaw is strictly enforced and is part of the municipality's comprehensive bear management plan. Enforcement of bylaws increased compliance within the community (S. Jacobi, Conservation Officer, personal communication).

Discussion

Whistler has met many of the criteria set out in the "Bear Smart" program. With the inclusion of bear-proof garbage receptacles for pedestrians, fencing of the entire landfill, and changing gate systems, Whistler has met the objectives of bear-proofing their waste management system. Whistler also has ongoing education programs. With continued enforcement of existing bylaws (especially with respect to housing of commercial dumpsters) and maintenance of the electric fence at the landfill, the municipality appears to have met most of the criteria for "Bear Smart" status. The Regional MWLAP office will have to review the situation and determine whether to grant the municipality "Bear Smart" status. The community should continue to monitor human-bear conflicts in the future to determine if the number of nuisance wildlife complaints and bears destroyed decreases over the next few years.

The area of Whistler provides some interesting insights into bear and human conflicts due to its valley location and high density of people. The transient tourist population creates problems with waste management on the ski hill and surrounding cabins. The small number of waste disposal units available for the use of local residents creates problems because people dispose of their garbage in ways that attract bears. Despite all of these potential problems, the Municipality

of Whistler has met many of its goals for reducing human-bear conflicts. Unfortunately, keeping a community bear-proof is an ongoing struggle of vigilant maintenance and education.

Recommendations

While Whistler has made enormous strides in its management of bear attractants, several issues still need to be resolved before it can be considered "Bear Smart." The following is a list of necessary actions.

1. Conduct a brief hazard assessment using the Preliminary Hazard Assessment guidelines. Because so much groundwork has been accomplished, this should require relatively little effort and may be more of a reassessment in which details not addressed to date can be identified and addressed.
2. Conduct a committee review of the management strategies: in particular, green space management and community planning strategies.
3. Add an addendum to the Black Bear Management Plan to identify strategies and actions that may be taken to address the recommended criteria.
4. Conduct detailed hazard assessments if deemed necessary by the Conservation Officer Service, Black Bear Task Team, or Regional MWLAP office.
5. Produce annual reports as recommended in this report. Annual reports will be helpful to other communities by documenting the process Whistler has been through and the failures and successes of specific management actions.
6. Continue monitoring human–bear conflicts and investigate and address conflict issues.

12.2 Canmore, Alberta

Details from Andreas Comeau, Town of Canmore.

The Town of Canmore, Alberta has changed the manner in which it handles its waste and is a superlative example of a community's determination to become bear-proof. While this accomplishment is remarkable, the Town's approach of gradual implementation and consultation with residents make it an even more excellent example for other communities.

History

The Town of Canmore is situated in the Bow Valley at the gateway to the Canadian Rockies. Canmore, straddling the Trans-Canada highway, is 100 km from Calgary and 2 km from the gates of Banff National Park in Alberta.

Throughout the 1990s, as Canmore was experiencing steady growth, the Town was pressured to implement programs that would minimize the impact on the environment and wildlife populations in the area. In the Solid Waste Services department, this translated to the establishment of recycling programs, toxic round-ups, and implementation of an animal-proof waste handling system.

In the fall of 1996, responding to increasing concerns from the public and environmental groups about bears being attracted to waste, Council requested the Waste Management Committee to investigate options for animal-proofing the Town's waste handling system. Up until 1997, the Town of Canmore provided its residents with a traditional curb-side waste collection program. The committee recommended that the Town eliminate curb-side collection and implement a communal "bear bin" collection system. Despite this recommendation, Council voted in favour of a dual system that included both curb-side collection and neighbourhood animal-proof waste containers. There was the perception at the Council level that residents were opposed to the complete elimination of curb-side collection. This hybrid system gave residents the option of continuing to place waste out for curb-side pick up on their collection day or to use the bear-proof containers at any time.

Communal Waste Container Locations

The first hurdle in implementing the dual system was the selection of sites for 60 bear-proof containers in neighbourhoods and multi-residential areas. Placement of the 60 waste containers proved to be a difficult exercise because of the following perceptions:

- aesthetics: some residents viewed the containers as an eyesore, and some were also concerned about their effect on the real estate value of homes,
- space constraints – multi-family complexes have limited common space for containers,
- the containers may actually attract animals,
- contents of the containers may smell,
- soil contamination – effluent from containers entering storm sewer or groundwater,
- there may be loud noise from people banging lids,
- difficult to use – doors are difficult to operate for disabled and elder members of the community, and
- increased automobile traffic – neighbours will drive to the containers.

A review was completed of the entire community to find 60 suitable locations. The process started with the administration sending a letter and map to all the visually affected homeowners in all the proposed locations. The public was given two weeks to reply with comments and/or concerns. The majority of the public

was receptive to the introduction of the waste containers because they were aware of the wildlife concern and community obligations. Surprisingly, despite the concerns listed above, some residents wanted the containers *closer* to their house!

After several months, the community began to appreciate the benefits of the containers and their convenience and they became very popular. People appeared to appreciate the convenience of disposing of waste at any time, day or night. The containers were quickly becoming the preferred means of disposal for many of Canmore's residents.

The downside to this dual approach of curb-side collection and communal containers was that the program was becoming very costly to operate. This was because the town continued to pay for a complete curb-side program for all residents, many of whom were now opting for the bear-proof system.

During the summer months of 1997, members of the Waste Management Committee completed a curb-side monitoring program. The committee members rode on the waste collection trucks during the curb-side collection days and recorded the number of homes that did not have waste at the curb-side. It was assumed that if no waste was placed out for collection, then the household was using the animal-proof waste containers for waste disposal.

The monitoring results indicated an average of 55% of households used the bear-proof waste containers. In some neighbourhoods, it was also noted that up to 77% of households used the animal-proof waste containers. This information was presented to Council, who indicated they would consider eliminating curb-side collection if the total number of households using the bear-proof waste containers reached 66%.

In the summer of 1998, due in part to a poor berry crop, the number of bear sightings grew in town, and the number of incidents related to bears being attracted to waste increased substantially. Local Fish and Wild officers pleaded with the Town via the local newspaper to discontinue curb-side collection and provide a complete animal-proof waste handling system. In addition, members of the public were becoming involved, sending letters to the newspaper editor requesting the Town to eliminate curb-side collection. The summer season continued, and the number of problems increased to such a level that the Mayor sent a letter to all residents urging them to use only the animal-proof waste containers until the bears went into hibernation. When the summer season ended, over 300 bear sightings had been recorded within the town, nine bears had been relocated, and four bears had been destroyed.

Once again, the Waste Management Committee conducted a curb-side monitoring program from March to August of 1998. The total utilization of the

animal-proof waste containers was 62% of residents - only 38% continued to use the curb-side program. In September of 1998, the Waste Management Committee undertook another audit and found that only 23% of households were using the curb-side collection program. Despite this fact, the Town was paying the waste collection contractor a fee based on 100% of households receiving curb-side collection. The costs associated with running the dual collection system continued to rise. Subsequently, Council unanimously accepted the recommendation to eliminate curb-side collection.

The Site Selection Process for Additional Waste Containers

The Town administration and the Waste Management Committee were now faced with the task of selecting sites for an additional 60 animal-proof waste containers to service the entire community. Providing adequate volume for weekends and holidays when Canmore triples in population was imperative. The following criteria were developed:

- 3.0 m^3 waste container for every 20 homes,
- 4.5 m^3 waste container for every 30 homes,
- waste containers would be located a maximum of one block from every home,
- waste containers would be located on municipal reserve (i.e., public land),
- waste containers would be doubled-up only when necessary, and
- waste containers would not be combined with other services whenever possible (i.e., beside a Canada Post mail kiosk).

The process of selecting potential locations for the containers was similar to the first site-selection process. In the end, the administration and the Waste Management Committee successfully located all but one of the 120 proposed animal-proof waste containers.

The commercial sector was required to implement animal-proof waste handling systems as well. Existing businesses were allowed one year from the Waste Control Bylaw's enactment to replace their waste container with an acceptable animal-proof container. New businesses were required to conform to the new Waste Control Bylaw immediately.

Moving Towards Becoming "Bear Smart"

Bear Stewardship Committee

To assist with program implementation, the Town took advantage of a grass roots movement and established a Waste Management Committee (WMC) made up of interested and concerned residents. The WMC was used extensively during the implementation of the animal-proof waste handling system and proved to be a tremendous asset.

Phase I: Problem Analysis

No formal bear Problem Analysis of the community was completed.

Education

The town of Canmore has not implemented a comprehensive education program like the Bear Aware program in various British Columbia communities (e.g., Revelstoke, BC).

The Town of Canmore provided a "Bears & Your Garbage" brochure to all residents and businesses at the start of its dual collection system in 1997. Since the change to a complete animal-proof waste handling system in 1999, a one-page flyer was mailed out. In 2001, the "Bears & Your Garbage" brochure was updated to reflect the most recent changes in the collection system. Residents also have the opportunity to call the Town if they have any questions.

Bear-proofing and Attractant Management

Birdfeeders were identified as potential attractants within the town after bear-proofing took place. Several cases of damaged birdfeeders or sightings of bears up birdfeeder poles had been documented. Because of these problems, birdfeeders and other animal attractants (such as pet food and suet balls) were included in a new Waste Control Bylaw in 2001. This banned the use of birdfeed from April 1until October 31 while bears are active.

In 2000, composting was also identified as another animal attractant. Some residents actively compost both leaf and yard waste, but some also include kitchen organic material, which is an obvious animal attractant if not composted properly. Therefore, the changes in the 2001 bylaw banned outdoor composting of kitchen organic waste. Residents are encouraged to compost leaf and yard waste outside and compost kitchen organic material indoors with a vermi-composter.

Landfill

The town of Canmore does not have a Class II or wet waste landfill site. Waste is collected, sorted at a transfer station, and shipped to a landfill in the Calgary area.

Bylaws

Coinciding with the start of the dual system in April 1997, strict new standards for storage and placement of waste were incorporated into the Town's Waste Control Bylaw. These bylaws no longer apply due to the conversion to bear-proof containers. However, they serve as a model for communities with continued curb-side collection.

The bylaws included the following provisions:

- waste must be stored in an animal-proof location between pick-up days (i.e., house or garage, not a garden shed or wooden box),
- waste placed for collection must be in a can with secure lid (i.e., no boxes or waste bags),
- waste cannot be placed out for collection earlier than 6 a.m. on collection day (i.e., not the night before).

Penalties for breaking bylaws are a minimum of $100, $200, and $500 for the first, second, and third offences respectively. Canmore's current bylaws (and fines) apply to all aspects of the animal-proof waste collection system. They require that:

> "Occupants of Residential Dwelling Units shall ensure Waste is stored in an Approved Storage Location at all times other than when the Waste is being transferred to an Animal Proof Waste Container."

Cost

Many communities may feel that Canmore's route to "Bear Smart" is not an affordable option. However, Haul-all, the company that supplied the system, conducted a cost-benefit analysis on introducing the new bear-proof waste management system. By using a waste container system that is emptied by one person using a side-loading vehicle, the town has saved money in operating costs that will eventually cover the capital costs of installing the new system. Canmore's 1996 fiscal budget shows that the cost of curb-side collection and transfer was $187,000. Operating the same system in 2001 was estimated to cost $361,000 (due to inflation and population growth). The most recent estimate of the cost of operating the bear-proof system was $201,000, an approximate saving of $160,000 or 44% (Philipp 2000). While the initial costs are high, the operating costs are lower - the new system saves the town money (A. Comeau, Town of Canmore, personal communication). If the new system meant bear-proofing a landfill that was able to then use tarps instead of fill, the long-term savings would be even greater.

Discussion

When the program began, several bear-waste related altercations occurred in the town each year. The change to the new system saw a slight decrease in conflicts; however, the number of bear-waste altercations did not drop as substantially as anticipated. Despite the stiff fines under the Waste Control Bylaw for improperly storing waste, some residents continued to keep waste in sheds or storage boxes that were not animal-proof. Therefore, the bears continued to have access to garbage as an easy food source.

In May of 1999 the curb-side collection system was eliminated and the residents of Canmore could only use the communal waste containers. Throughout the summer, the success of the complete animal-proof waste handling system became

evident. Although there were several sightings of bears in and around the Canmore town site, there were no reported incidents involving bears and waste. Success continues; there were no "problem" bears killed in 2000, and only one black bear was killed in 2001.

The community to the east of Canmore (Exshaw) was not as lucky. During 1999, the community still provided a curb-side collection program and were inundated with bears intent on consuming human food. This community introduced an animal-proof waste handling system in March 2000 with much success and minimal public opposition, due in part to the extensive media attention Canmore received.

Recommendations

The town of Canmore has done an excellent job in terms of creating and implementing bylaws and bear-proofing its waste management system. It should stand as an example of effective change. Although Canmore is not eligible for the "Bear Smart" program because it is in Alberta, the following actions would be needed to attain "Bear Smart" status.

1. Conduct a brief hazard assessment using the Preliminary Hazard Assessment guidelines.
2. Develop a more comprehensive education program to help educate residents on the continuing need to keep non-natural foods away from bears.
3. Complete a Human-Bear Conflict Management Plan to identify strategies and actions that may be taken to address the recommended criteria.
4. Conduct detailed hazard assessments if deemed necessary by the Conservation Officer Service, bear committee, or Regional MWLAP office.
5. Produce annual reports as recommended in this report. Annual reports would be helpful to other communities by documenting the bear-proofing process and the failures or successes of specific management actions.
6. Continue monitoring human–bear conflict and investigate and address conflict issues.

12.3 Revelstoke

The town of Revelstoke has been working toward becoming bear-proof since 1994 when its landfill was electric fenced. Revelstoke has been very successful in becoming more "Bear Smart" by implementing an intensive education program and by managing attractants within the community. Through these efforts, Revelstoke has experienced a significant decline in the need for management

actions (Fig. 3), reducing the number of bears destroyed or removed from 62 (33 destroyed, 29 relocated) in 1994 to just two in 2000 and 2001 (Couturier 2002).

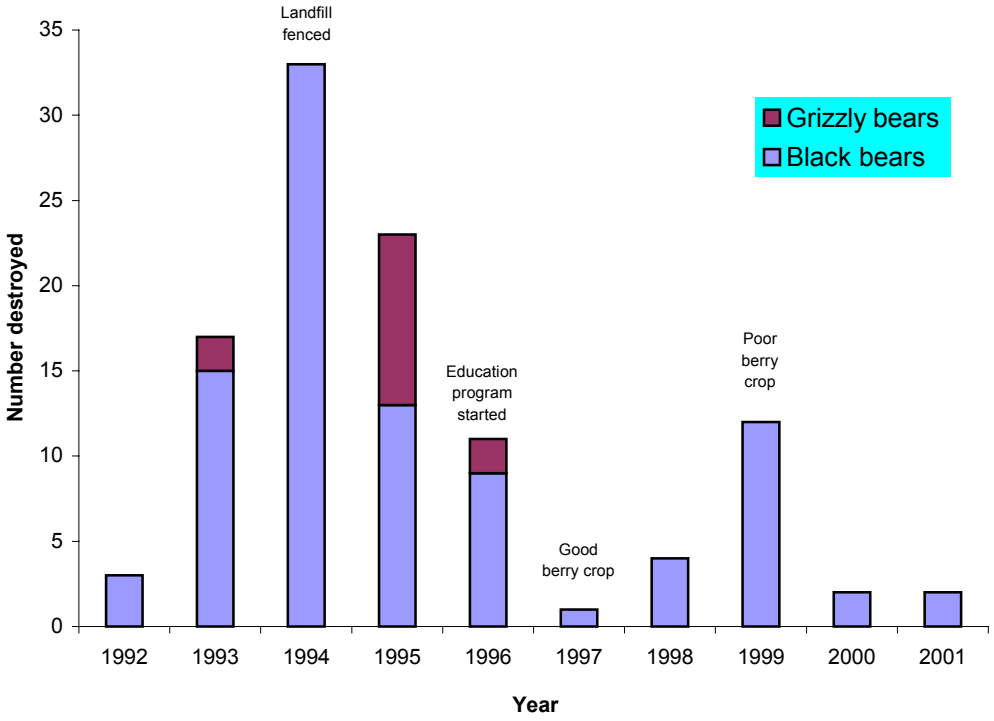

Figure 3. Number of bears destroyed in the community of Revelstoke, 1992-2001.

History

Revelstoke is located in the Selkirk Mountain Range in the Columbia River Valley. High-quality bear habitat surrounds the town. Between 1986 and 1995, over 100 grizzly bears were translocated and 17 were destroyed in the Revelstoke area (Proctor and Neumeier 1996). Garbage-related encounters were the main reason cited for grizzly bear translocations (77 of 107 translocations, 72%), followed by property damage (18%), and predation on livestock (6%). The main reason cited for destroying grizzly bears (information available on 13 grizzly bears between 1986-1995) was livestock depredation (including chickens and honeybee colonies) (5 of 13), followed by property damage (4 of 13) and "nuisance" (2 of 13). During this same period, over 50 black bears were translocated and 250 destroyed. Between 1989 and 1995 alone, 129 black bears were destroyed because of "nuisance" complaints (29%), because they were consuming fruit (26%), and because of garbage-related encounters (24%).

Prior to 1992, bears were not regularly tagged when translocated in Revelstoke. After 1992 bears were tagged and some were radio-collared. Proctor and

Neumeier (1996) reported that a minimum of 12 (26%) grizzly bears that were translocated between 1986 and 1995 returned to non-natural attractants either in Revelstoke (n=2) or other communities (n=10).

Moving Towards Becoming "Bear Smart"

Bear Stewardship Committee

A Bear Management Committee formed in 1996 continues to exist. The committee pulled together agencies that were directly involved in dealing with the problem of increasing bear problems that occurred after the landfill was electric fenced. Over time, the committee has consisted of representatives from the Columbia Shuswap Regional District, City of Revelstoke, Ministry of Environment, Ministry of Forests, Parks Canada, BC Hydro, Friends of Mount Revelstoke and Glacier National Parks, RCMP, Revelstoke Rod and Gun Club, and Save the Bears Committee (Robinson 2000).

Problem Analysis

The Revelstoke Bear Awareness program has worked on the development of an "urban bear habitat map" (Maltby 2000). This mapping has been used to set priorities for management actions and educational efforts and as a "tool for explaining risk factors associated with urban developments and recreational activities" (Maltby 2000).

Education

An intensive education campaign has been underway in Revelstoke since 1996 (Bennett 1996; Robinson 1997, 1998, 2000; Maltby 2000, Couturier 2002). The program educates residents about management of non-natural attractants in the community. Now called the "Revelstoke Bear Awareness Program," it operates under the guidance of a Bear Awareness Coordinator through the BC Conservation Foundation.

In 1996, a contractor was hired for six months to deliver a site-specific education program targeted at various groups within the community (Bennett 1996). Owners of vacant lots with fruit trees were contacted and permission was requested to allow volunteers to remove the trees. Furthermore, the contractor contacted bee-keepers in the area, questioned them about the extent of bear problems in their operations, and discussed possible solutions. Restaurants and food stores were also visited. The contractor also visited managers of restaurants and food stores to discuss options for making garbage receptacles bear-resistant. However, on subsequent checks, only two establishments had attempted to rectify their garbage management situation (Bennett 1996).

From 1996 through 2000, a variety of media campaigns were undertaken. The Ministry of Forests "Bear Aware" video was shown on the public cable network,

columns were printed in local magazines and newspapers, and announcements were broadcast on the local cable channel and radio. Bear Aware displays at farmer's markets and other local events were effective venues for getting out information on the Bear Aware program (Robinson 1998). In addition, the use of the Welcome Wagon to distribute Bear Aware brochures helped bring newcomers up to date with bear issues in the community (Robinson 1998), an approach that has also been useful in Nelson (Haas 2000). Many presentations were given to school classes over the years, focusing on proper management of non-natural attractants such as appropriate garbage storage. The Bear Aware program has a very high profile in the community: surveys indicate that 90% of the residents are aware of the program (Robinson 2000).

The Bear Management Committee and the Bear Awareness Coordinator have a good working relationship with the Conservation Officer Service, and the coordinator works closely with the C.O.S. as well as the bear biologists from Parks Canada to ensure correct information gets to the public and situations are dealt with quickly and properly.

Bear-Proofing and Attractant Management

Under the Bear Aware program, talks on bears and garbage were given to a number of community organizations, such as the Rotary Club and the Revelstoke Chamber of Commerce. A number of groups were contacted regarding donations towards the purchase of bear-resistant garbage receptacles for the community. School districts were also approached regarding their garbage bins, and one school began a fundraising campaign to purchase receptacles. Two bear-proof receptacles were purchased by Arrow Heights School due to the efforts of the Parent Advisory Council at the school (Robinson 1997). Two more bear-proof receptacles were purchased by City Council for two local parks in 1999.

An ongoing problem in Revelstoke is the improper use of commercial dumpsters by businesses. Dumpsters with locking lids are rarely secured, and bears can easily access the contents. Grease barrels are also kept outside and may attract bears (Maltby 2000, Couturier 2002).

Door-to-door campaigns have been used extensively in Revelstoke to educate residents about potential attractants near their homes (Robinson 1997, 1998, 2000; Maltby 2000, Couturier 2002). Residents who live within identified problem areas were visited and proper non-natural attractant procedures were discussed. Furthermore, residents living in areas in which the C.O.S. received bear complaints were contacted. "We are Bear Aware" window stickers were used to encourage participation by residents and businesses and a "Bear Aware Checklist" was distributed. The coordinators also attempted to help educate Revelstoke's visitors about bear attractants by ensuring that campgrounds had an

adequate supply of pamphlets and encouraging campgrounds to earn "We are Bear Aware" window stickers.

Volunteers helped remove fruit trees in which the fruit was not being picked. A fruit tree registry was established, but support in its first year (Robinson 1999, 2000) was low.

Landfill

The landfill was electric-fenced in September 1994 in an effort to eliminate non-natural food sources. The landfill primarily attracted grizzly bears and was operational for over 20 years. Prior to closure, some black bears were destroyed and 19 grizzly bears were translocated immediately after the installation of the fence (Proctor and Neumeier 1996).

The electric fencing appeared to be effective at eliminating bears from the landfill. After the installation of the electric fence, grizzly bears wore a path around the fence perimeter but none penetrated the fence. Fence performance was regularly monitored by a contractor (J. Marley, Margo Supplies, personal communication). Excluding bears from the landfill and a year with a poor crop of berries in mid-to-low elevations resulted in a number of bears moving into the community to seek out alternative food sources (Macpherson 1996).

Bylaws

Revelstoke put a bylaw amendment in place in 1996 to limit placement of garbage at the curb for pick-up to between 6 am and 7 pm on the day of collection. The bylaw only affects putting garbage on the street and not storing garbage on the property. Although many people are complying with the bylaw regarding placement of garbage at the curb, they are not storing garbage in a bear-proof manner on their own properties outside of these hours. This has been identified as a continuing problem in Revelstoke (Robinson 1998, Maltby 2000, Couturier 2002).

Discussion

Revelstoke's successes stem from a very committed Management Committee and overall support from the community. Revelstoke has had considerable success in implementing one of the most intensive education programs of any community and has documented its program with annual reports. Revelstoke is to be commended and used as a model for other communities. Revelstoke's detailed reports on its bear awareness education program are a good example of the value of these annual reports because they are being used by many other communities to establish their education programs.

Recommendations

While Revelstoke has made huge strides in its management of bear attractants, it still has a few issues that have to be dealt with. The following is a list of necessary actions.

1. Conduct a brief hazard assessment using the Preliminary Hazard Assessment guidelines. The "urban bear habitat mapping" will be a valuable tool for the assessment.
2. Conduct a committee review of the management strategies contained in this report, in particular, green space management, community planning strategies, waste management system, and monitoring system. Specific issues to address include those previously identified in annual bear awareness reports:
    - removal or continued harvesting of remaining fruit trees on private and public land (Robinson 2000; Maltby 2000, Couturier 2002),
    - bear-proofing of dumpsters at commercial establishments and apartments and mobile home parks (Robinson 2000, Couturier 2002),
    - an addition to the garbage bylaw that requires the use of bear-proof commercial dumpsters (Maltby 2000, Couturier 2002),
    - an addition to the garbage bylaw that requires storage of garbage and attractants in a bear-proof manner on residential properties (Maltby 2000, Couturier 2002),
    - More bear-proof containers are needed at schools, public parks and commercial campgrounds (Couturier 2002),
    - Bear-proofing of grease barrels has been an ongoing problem in Revelstoke that still needs to be addressed (Couturier 2002).
3. Complete a Human-Bear Conflict Management Plan to identify strategies and efforts that may be taken to address the recommended criteria.
4. Conduct detailed hazard assessments if deemed necessary by the Conservation Officer Service, bear committee, or Regional MWLAP office.
5. Produce annual reports as recommended in this report. Annual reports will also be helpful to other communities by documenting the bear-proofing process and the failures and successes of various management actions.
6. Continue monitoring human–bear conflicts and investigate and address conflict issues. Further development of the urban bear habitat map project should be encouraged because it shows considerable promise as a monitoring tool.

12.4 Mackenzie

The town of Mackenzie is located within the Sub-Boreal Spruce biogeoclimatic zone and has a population of approximately 6,000 people. The town site is situated along the Rocky Mountain Trench in an area of high habitat productivity for interior grizzly bear populations (BC MWLAP 1995a). Each year the C.O.S. has had

to deal with numerous complaints related to grizzly and black bears entering the town site.

Mackenzie is an example of the necessity of having a well-rounded and thorough strategy for dealing with "problem" bears prior to electric fencing of landfills. The town electric fenced its landfill (in 1995) but has not satisfied any other "Bear Smart" criteria in conjunction with this activity. Because of this, the number of bears destroyed has not declined as much as desired (Fig. 4). In 1997, one grizzly was destroyed in the town site and two were relocated. In 1999, one grizzly was destroyed in the town site and seven were relocated from the town site. Encouragingly, in 1996, 1998, and 2000 no grizzly bears had to be destroyed or relocated from the town site.

Moving Towards Becoming "Bear Smart"

Bear Stewardship Committee

No committee has been formed.

Problem Analysis

No Problem Analysis has been completed.

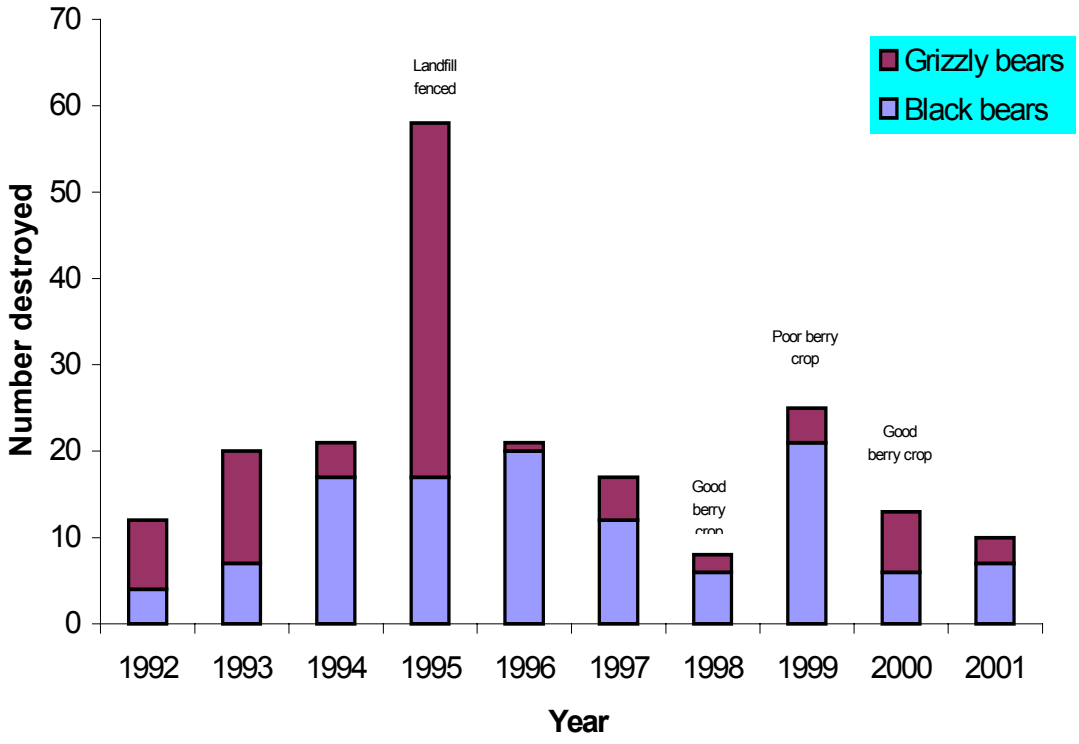

Figure 4. Numbers of bears destroyed in the Mackenzie District, 1992-2001. Note: graph shows bears destroyed for the entire district of Mackenzie, not just the town site of Mackenzie.

Education

In May 1992, the C.O.S. initiated an education campaign that targeted elementary schools and appeared in the local newspaper. The District Conservation Officer comments on the success of the education campaign:

> By 1994, the volume of garbage being placed at the curb the night before pickup had dropped considerably. These improvements were emphasized in the ongoing education program. However, poor maintenance of commercial dumpsters was an ongoing concern (MacKay 1996:3).

The education campaign was intensified in 1995 to prepare the community for the implementation of the electric fence. Pamphlets were distributed to households, a mall display was erected, and the regional district hosted an open house. Despite education efforts, some residents did not remove their non-natural attractants, and no bylaws were in place that could enforce compliance.

Since the landfill closure, the C.O.S. has tried to continue its education program; however, the service does not have the manpower or finances to do a thorough or effective job in the long term.

Bear-Proofing and Attractant Management

In March 1995, before activating the electric fence at the landfill, the BC Ministry of Environment, Lands and Parks identified 15 locations in the community that were potential problems, suggested management actions, and requested bylaws and chains with locking hooks for commercial dumpsters. In September 1995, after several requests to the District of Mackenzie, some commercial dumpsters received locking hooks. However, problems with improperly stored garbage and grease continued at a number of these commercial dumpsters. Conservation Officers took it upon themselves to lock a number of dumpsters after business hours.

Non-natural attractants continued to be available within the community before and after fence activation at the landfill. Despite education efforts since 1992, some residents (about 30%) were found to have a number of non-natural bear attractants associated with their homes. The main attractants within the town were: improperly stored residential and commercial refuse, crab apple trees, mountain ash trees, moose carcasses hanging in sheds, and vegetation on the golf course (MacKay 1996).

In 2001, the town planned to purchase bear-proof commercial and residential waste containers to replace existing containers at various locations throughout the community. Curb side waste collection at homes will continue. However, as of May 2002, the town had not replaced existing containers. Once bear-proof

containers are in place, reducing other non-natural attractants will have to be addressed, such as crab-apple trees, mountain ash trees, the hanging of carcasses, and storing refuse on residential properties.

Landfill

The landfill was established 2 km from the town site of Mackenzie in the 1960s. Bears using the landfill were predominately grizzly bears (Murray 1991). In 1991, the BC Ministry of Environment, Lands and Parks commissioned a study to assess bear use of the landfill site, identify ways to reduce the number of negative human-bear encounters, and meet the goal of the new solid waste management plan for the province (Murray 1991). The study employed the use of a consultant to view the landfill from a tower and record bear use and behaviour. Twenty-nine grizzly bears (22 adults and seven cubs) were identified as permanent users of the landfill while another large, yet undetermined, transient population used the landfill in the fall. Use of the landfill by black bears was not identified (Murray 1991).

During the 1991 monitoring program, the contractor determined that a number of negative human-bear encounters were occurring at the landfill site. Each night, residents and tourists were observed viewing bears at the landfill. A number of visitors were found to view bears at dangerously close distances. Some people harassed bears, and even chased mothers and their cubs. Murray (1991) concluded that many Mackenzie residents did not respect bears.

Prior to the installation of the electric fence, resident landfill bears were dealt with through destruction (Figure 4) or translocation. The C.O.S. attempted "to remove as many full time resident bears as possible before the electric fence was erected" (MacKay 1996:4). The landfill electric fence was activated in April 1995.

The majority of translocations were found to be ineffective because most of the bears either returned to the town site or could not adapt to the new environment (MacKay 1996). For the transient population (i.e., those present in the fall), the level of garbage conditioning and human habituation was determined to be less than that of the resident population. It was believed that most transient bears would hit the fence, receive negative reinforcement, and continue on to their destination. Therefore, the transient population was not removed prior to installation of the electric fence.

In mid- to late August 1995, the population of transient grizzly bears came to the landfill site, patrolled the fence perimeter, and attempted to gain access to garbage by digging under the fence (MacKay 1996) or jumping over the gate (J. Marley, Margo Supplies, personal communication). By the end of August, a number of the transient bears entered the town, using the green belts and frequent areas of bush surrounding the town as cover. Complaints rose

substantia1ly during September and October of 1995 to the highest ever recorded for the District. No serious encounters between humans and bears occurred.

Grizzly bears began using locations within the town that had not experienced problems prior to fencing of the landfill, and this resulted in many complaints (e.g., the golf course). Residents circulated a petition during the height of bear problems within the community claiming that the fence drove the bears into town. Some residents did not appear to make the association between their non-natural attractants and bears within the town (MacKay 1996).

During the period of increased complaints, Mackenzie C.O.S. required additional staff to deal with the problem. Intercept trapping between the landfill and town was performed to reduce the number of incidents within town. In one 24-hour shift, six grizzly bears were removed from the town site. Peak grizzly bear activity within the town was found to occur from 2:00 a.m. to 5:00 a.m. (MacKay 1996).

The landfill is now bear-proof and is not being breached.

Bylaws

There are no bylaws in the community of Mackenzie that address management of non-natural food sources.

Discussion

The four year total (1992 to 1995) of bear management at Mackenzie cost the BC Ministry of Environment, Lands and Parks $85,000 above normal C.O.S. fees incurred, of which reactive management (primarily destruction) in 1995 accounted for $27,655,37.

After 1995, grizzly bear complaints did decrease (possibly due to the decrease in population from control measures) and only 11 grizzly bears have had to be killed or translocated since 1995. However, other problems within the community did not change much. The landfill was fenced, but non-natural attractants within the community still existed, and thus, so did problems with bears. Electric fencing a landfill site should be only one part of an overall community plan, especially in areas with a high population of conditioned bears. While the objective at Mackenzie was to "increase public safety by reducing potential contact between bears and humans," it is apparent from the number of bears destroyed that the welfare of the bears themselves was not part of the management decisions. Recently, the town council has been making strides towards bear-proofing the town. Hopefully these positive steps are supported and continue.

Recommendations

The town of Mackenzie needs to implement the following to become "Bear Smart."

1. Create a Bear Management Committee composed of members of the city council, C.O.S., Environmental Stewardship, Environment Protection, interested residents, and other stakeholders.
2. Conduct a committee review of the management strategies contained in this report, in particular, green space management, education program, waste management system, bylaws, community planning strategies, and monitoring system. The following are some specific recommendations.
    - The abundance of green space throughout town offers bears security cover. The preliminary hazard assessment should address the management of areas to decide if brushing is appropriate.
    - The town should create an additional agency responsible for delivering an ongoing bear education program.
    - Because Mackenzie is retaining curb-side collection, the town needs bylaws that deal with timing of curb-side garbage placement and storage of containers in a bear-proof manner at residences. In addition, bylaws should address other non-natural attractants such as fruit trees.
3. Complete a Human-Bear Conflict Management Plan to identify strategies and actions that may be taken to address the recommended criteria.
4. Conduct detailed hazard assessments if deemed necessary by the Conservation Officer Service, bear committee, or Regional MWLAP office.
5. Produce annual reports as recommended in this report. Annual reports will also be helpful to other communities by documenting the bear-proofing process and the failures or successes of various management actions.
6. Continue monitoring human–bear conflicts and investigate and address conflict issues.

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Appendix A: Animal Proof Criteria for Waste Containers

From Waste Control Bylaw No. 12-97, Town of Canmore:

- Tight lids to reduce odours.
- Lids must be self-closing.
- Latches for lids and bag removal must be bear-proof (i.e., claws unable to reach the latch trigger mechanism).
- Hinges and latches for lids must be sufficiently strong such that they can not be pried open by claws (able to withstand several thousand pounds of force). If it can be dismantled using a crowbar, it is not bear-proof.
- The container must be sufficiently stable or capable of being anchored to prevent tipping by large bears.
- Container material must be sufficiently strong to prevent bears chewing, battering or crushing the containers (i.e., able to withstand several thousand pounds of force).

While the use of bear-proof containers is essential, containers must be chosen that are user friendly or the public will not use them. Instructions need to be easy to understand for all people, including foreign visitors. Container doors must be light enough and low enough to allow use by children and the elderly (Black Bear Task Team 1998).

Appendix B: Electric Fencing of Landfills

Details from Jeff Marley, Margo Supplies Ltd. and Frazer McKenzie, Environmental Protection Compliance Officer, BC Ministry of Water, Land and Air Protection.

Properly designed, operated, and maintained electric fencing has been proven to be effective in preventing bears from gaining access to many sorts of non-natural attractants, including garbage, apiaries, and landfills. Electric fences are designed to deliver a strong enough shock to deter the animal from entering the enclosure. The first recommendation to fence landfills electrically in order to restrict bears' access to non-natural attractants occurred in 1913 in Yellowstone National Park (Harding 1987). In the 1930s, electric fencing was first implemented as a management tool to keep bears out of apiaries in California (Storer et al. 1938). Between the 1940s and 1960s, electric fencing went on to become a popular tool for domestic livestock control. Since then, electric fencing has been used consistently as a management tool to keep black bears and grizzly bears out of specific areas. The first electric fenced landfill site in Canada was in Jasper National Park in 1981. In 1991, Norman Wells was the first community to electric fence a landfill.

Voltage

The maximum amount of voltage output is determined by the unit's design and must be tested and approved by the Canadian Standards Association (CSA) and Underwriter Laboratories (UL). The output voltage can be as high as 12,000 volts, depending upon the total amount of resistance and how well the system is grounded. The minimum voltage needed to deter bears and all long-haired animals (e.g., raccoons and dogs) is generally accepted to be 6,000 volts. Black, grizzly, and polar bears all respond to the same voltage. Hairless animals, such as pigs, require substantially less voltage. Zoos and agricultural activities employ the same systems and use similar voltage levels to those recommended for bears.

Human Safety

An electric fence must hurt but not harm. Modern fence energizers can deliver the desired effect to bears while ensuring human safety during accidental human contact. The type of current used in electric fences must not be confused with the continuous alternating current (AC) electrical system that powers lights and tools. In standard household electrical systems of 120 volts AC at 60 cycles, the power is on continuously, causing the muscles to contract and only partially release, and making it very difficult to let go of the shock source. In electric fencing, high voltage is combined with low amperage in a pulsating charge at 60-65 pulses/minute. When a shock is experienced, there is an involuntary muscle contraction. The pulsating charge allows the person receiving the shock to let go of the wire during the 3/4-second time off. It is important to use smooth wire and

not barbed wire because it is possible for a person's clothing to get caught in the barbs.

Permanent vs. Portable Electric Fences

Permanent electric fencing can remain in place for a period of years and provide a more formidable structure than portable fences. Landfill sites are good candidates for permanent fences because bears are consistently attracted to these areas, which have a high lure value, and in most cases, the bears are already conditioned to the site.

Permanent structures require less maintenance than portable designs and will withstand environmental conditions (e.g., snow load) better than portable designs. In permanent designs, the hi-tensile wire may be tightened to 200 psi, which easily separates the animal's hair when the animal pushes against it and delivers a shock directly to the bear's hide.

Permanent fence designs are hi-tensile, multi-strand systems whose construction requires a specialized expertise and equipment. They are more expensive than portable designs, such as those used in apiary operations. However, it costs less to move a portable system than a new permanent structure.

Permanent Electric Fence Designs

Permanent electric fences are recommended for landfill sites and camps that will be occupied for longer than one year. Permanent bear-proof electric fences should meet the following specifications:

- eight strands of graduating height 12.5 gauge high-tensile galvanized wire (tightened to a minimum of 125 lbs. tension at 20^{o}C),
- attached to fibreglass posts or wooden posts with insulators. Posts pounded into the ground rather than placed in pre-dug holes tend to be more stable (J. Marley, Margo Supplies, personal communication). Posts should be spaced a maximum of 7.5 m apart,
- the bottom wire should be 5 cm from the ground (no more than 10 cm); then, strands shall be alternating positive/negative at the following heights above soil surface: 20 cm, 35 cm, 50 cm, 70 cm, 90 cm, 110 cm, and 135 cm to the final positive wire, and
- the system is properly grounded with three 5/8" (16 mm) ground rods, buried 2-3 m deep and spaced at least 3 m apart, connected to the negative output terminal of the fence charger by ground clamps. Depending on local conditions, alternate methods are sometimes needed to ensure adequate delivery of electric current, such as the use of ground plates, or deeply driven larger diameter rods.

Alternating positive/negative wires insures that the animal will receive the electric current, even during dry periods. Also, the shock from touching both wires is intensified with this set up and localized to a specific part of the animal, resulting in a strong, negative experience.

The fence should be powered by either 1) a solar charged unit containing a built-in battery (battery operated), or 2) a connection to a regular electrical outlet (powerline input models). Powerline models tend to cost less and take more load (amperage) and are the preferred choice (J. Marley, Margo Supplies, personal communication). On-site monitoring of the fence's performance is indicated by either a built-in performance meter or flashing lights.

Aprons under Permanent Electric Fences

Digging has been a problem at some landfills after the installation of electric fencing. In some cases a chain link fence buried horizontally underground (known as an apron) in front of the electric fence has prevented animals from breaching the fence. Installing an apron at the same time as a permanent electric fence is installed is not recommended because digging up the ground to install the apron may make the soil unstable for the fence itself (J. Marley, Margo Supplies, personal communication). If there is proper maintenance of the fence (i.e., filling in holes, fence operating at full capacity) as soon as the fence is installed and turned on, digging should not become an issue. An apron should be considered only if digging persists. The installation of an apron significantly increases the cost of bear-proofing a landfill.

Portable Electric Fence Designs

There are two main types of portable electric fence designs used to deter bears: (1) positive systems and (2) alternating positive/negative systems. The portable positive system (light gauge/shock cord) normally consists of four strands of shock cord; 14 or 16-gauge wire stretched to 20 lbs of tension. The spacing of the positive wires from the ground up is 15 cm, 40 cm, 65 cm, and 90 cm. The bottom wire also aids in protecting the enclosure from animals such as skunks and racoons. This type of fence is most often used at apiaries, small camps, and in residential situations (e.g., to protect gardens, etc.).

In areas devoid of a good grounding plane (i.e., dry gravel) and where the control needed does not warrant a high-tensile fence, a portable (light-gauge wire) alternating positive/negative system is used. This system employs six wires spaced from the ground up at 5 cm negative, 20 cm positive, 40 cm negative, 60 cm positive, 85 cm negative, and 110 cm positive. Installation of this system does not require special equipment or tools.

For both fence designs, a wire apron mesh is recommended on extremely dry lands such as a gravel ridge devoid of green vegetation. This ensures good

grounding for the bear to receive the shock. Spreading calcium chloride on the ground around the fence can also increase grounding during dry periods.

Gates

The most effective models of electrified gates being installed are:

- two12-foot wide swing gates (24-foot opening) that are similar in design to the fence, with alternating positive and negative wires
- minimum voltage 6000 volts
- maximum gaps of 10 cm either side of gate panels, between panels, and between the gate and the ground

The frame of the gate is insulated, and the positive and negative gate wires are hard-wired to the fence. There is no hooking and unhooking with this design and no need for calcium chloride treatments. The drop latch mechanism is user friendly, and the risk of shock to humans appears to be minimal. Automatic cantilever gates, such as those used in Whistler, work well but are more costly. Depending on local bear behaviour, gates may need to be closed while vehicles are dumping garbage because bears may have learned to run in after vehicles drive in (J. Marley, Margo Supplies, personal communication). In other locations, gates may be left open during the day and only need to be closed at night.

Canadian Standards Association (CSA) Approval

All manufacturers of electric fence controllers must be registered with the CSA. Any device that is powered by 120 volts must have its circuitry tested and approved (Standard 22.2, document 103-M1983). The design features that CSA requires are:

- fence energizer must not have a time off (i.e., the time between pulses) less than 3/4 of a second or no more than 65 pulses per minute; and
- current (amps) output must be sufficient to push voltage but not cause fires or present a danger to animals or people.

The recommended fence chargers are 100% solid state units, with low impedance, programmable circuitry which is tested and approved by the CSA and UL. Open circuit voltage is 6000 to 10,000 volts. This high voltage presents no danger or hazards to humans. Similar systems are employed at zoos and in livestock areas where there is a requirement for animal control in close proximity to people.

CSA and UL standards are regulated by the industry itself and "policed" by the provincial power authority, BC Hydro. CSA approval is not required for units operating with voltage input (primary power) less than 48 volts nominal. Therefore, all six- and twelve-volt models do not require CSA. However, these units do require UL approval. There is no difference in voltage between permanent and temporary electric fences.

Fence Maintenance

An electric fence is only effective if it is well maintained. The perimeter of the fence should be walked routinely, preferably every day. Metal objects, vegetation, and build-up of blowing debris against the fence will cause the fence to short. Signs of bear activity must also be monitored. If bears are attempting to dig under the fence wire, all holes must be immediately filled and packed with a loader or bulldozer.

The voltage of the fence should be measured in several places and the results entered into a log book. Any drops in output voltage should be investigated and corrected immediately. The fence should be checked with a hand held digital meter at each side of all gates. Battery and off-season maintenance is also required.

The electric fence needs to be functional only during the non-denning season. This can be highly variable in different parts of British Columbia, especially in the area of a landfill, so local information will have to be collected to decide what these dates may be. The fence must be on whenever bears are active in the area of the landfill.

Appendix C: Potential Suppliers

The following companies state that they sell the items listed; however, the authors of this report have not tested their claims. They are listed in no order of preference.

Electric fencing of landfills

Jeff Marley
Margo Supplies Ltd.
P.O. Box 5400
High River, AB T1V 1M5
phone (403) 652-1932
fax (403) 652-3511
www.margosupplies.com

Bear-proof containers, dumpsters, waste management systems

Haul-All Equipment Systems
4115-18th Ave. North
Lethbridge, AB
phone 1-800-661-1162
fax (403) 328-9956
www.haulall.com
contact: Dennis Neufeldt, President

BC distributor:
Rollins Machinery Ltd.
21869-56th Ave. RR13
Langley, BC V2Y 2W9
phone 1-800-665-9060
fax (604) 533-3820

Inground Waste Management Systems (containers, dumpsters)

Inground, or deep-collection, systems look like regular waste containers above ground but actually continue deep underground. This keeps the contents cool, reducing decay and odours, and greatly increases the length of time between waste collections (even up to only once a year). The system has a bag inside, and the contents are lifted with a truck-mounted lift system.

Sybertech Waste Reduction Ltd. (BC distributor for Alfa Products Inc.)
2284 Marshall Avenue
Port Coquitlam, BC V3C 1M2
phone 1-888-888-7975
fax (250) 523-9699
www.equinox-industries.mb.ca
contact: Rob Mitchell, President

Molok North America (call for nearest distributor)
618 Main St. N.
Mount Forest, ON N0G 2L0
phone 1-877-558-5576
fax (519) 323-9910
www.molok.com
contact: Marja Loshkov, President

Commercial Bear-Proof dumpsters

Universal Handling Equipment Co. Ltd.
4024-39139 Hwy 2A
Red Deer County, AB T4S 2A8
phone (403) 346-1233
fax (403) 340-8720

Worm Composters

All Things Organic
471 Pemberton Terrace
Kamloops, BC
phone/fax (250) 372-1835
www.allthingsorganic.com

Collection of Large Animal Carcasses (horses and cows)

Lower Mainland
Carson Stock Farm. Aldergrove. (604) 856-2414.
Dargatz Mink Ranch Ltd. Chilliwack. (604) 795-7890.
K-9 Products. Chilliwack. (604) 864-9322 or (604) 795-3640.

Outside Lower Mainland
McLeod's By-products Ltd. covers all of BC except the lower mainland and northeastern BC (250) 546-3046 for the local contact in your area. In most locations animals would have to be delivered to a truck by the owner.

Appendix D: Outline of Reports

Example Outline for Preliminary Hazard Assessment

Executive Summary

Introduction

- including rationale for the study and objectives.

Goals and Objectives

Study Area Description

- including general details about the community location, study area boundaries, biogeoclimatic zones, population of the community etc. that will put the results and discussion into context.

Methods

- methods used to for each component of the assessment.

Results and Discussion

- including, but not limited to, the results and discussion of known or potential bear movements and travel issues in the community, known or potential food habits of bears, known or potential habitat quality, visibility and other sensory issues, garbage and attractants issues, green space issues, high risk sites, areas, and trails, high risk natural food sites, history of human-bear conflicts, regional issues, interagency issues (i.e., areas outside the community that may potentially affect the behaviour of bears within the community), and data limitations.

Recommendations

- general recommendations, specific to the community, that will assist the community in becoming "Bear Smart" and are not in this background report should be included here. This section should include recommendations for: the bear awareness education program, securing garbage and attractants from bears, green space, bear incident reporting, data collection, interagency exchange of bear incident reports, management of "problem" people and "problem" bears (i.e., how can management of human-bear conflicts in the community be improved, other issues, interagency commitment to reduce human-bear conflict,

- identify gaps in knowledge, and
- recommendations for subsequent phases of hazard assessments.

Example Outline for Human-Bear Conflict Management Plan

The bear management plan should be developed based on the Preliminary Hazard Assessment, information collected by the Bear Stewardship Committee and the information in this report. The plan should include, but not be limited to, the following sections.

Introduction

Goals and Objectives

Responsibilities

- who is responsible for what parts of the plan?

Interagency Cooperation to Reduce Conflict

- how will agencies co-operate?

Human-Bear Conflict Education Program

- how the education program be delivered?

Bear-Proof Waste Management System

- how will waste management issues be addressed?
- what bear-proof structures will be used and what criteria will be used to select placement sites?
- how will carcasses be removed or disposed of?

Waste Management Bylaws

- what bylaws will be developed?
- how will bylaws be developed?

Green Space Management Strategies

- how will green space be managed?

Community Planning Strategies

- how will community development plans address human-bear conflict issues?
- how will ecosystems around the community manage for bears?

Human-Bear Conflict Monitoring System

- who will develop and maintain the monitoring system?
- how will bear observations and human-bear conflict be reported?

Annual Reports

- who is responsible for writing annual progress reports?
- what is the review processes?
- how will recommendations be review and selected for implementation?

Research Priorities

- what information is needed to manage human-bear conflict and what are their priorities?

Implementation Plan

- who will do what, when and how?

Program Budget

- what are the costs of various bear management strategies?
- make recommendations on a budget cycle to finance implementation of the plan.

Example Outline for Annual Progress Report for Education Programs

The following is an example of information to include, but should not be limited to, in a progress report. Other information that will assist in the future delivery of the program should also be included.

Introduction

Goals and Objectives

Methods

- including all methods used to disseminate information and methods used to monitor success.

Results and Discussion

- including a summary of staff and volunteer activities, number of households, businesses, and agencies visited, events attended, schools and students reached, media relations, identification of hazardous area, sites

and practices that were focused on, media relations, bear-proofing and elimination of attractants progress, and surveys, and
- the level of success achieved through various methods.

Recommendations

- recommendations for subsequent delivery of and improvement to the program delivery, and
- identify gaps in existing knowledge that are important to the continuing delivery of the program.

Appendices

- including media coverage, educational materials distributed, school program outline, and data collection and survey forms,
- program budget.

Example Outline for Annual Progress Reports for the "Bear Smart" Community Program

The annual progress report should include the following:

Introduction

Objectives

Methods

Summary of "Bear Smart" Committee Meeting

Progress Report and Results

- Preliminary Hazard Assessment
- Bear Education Program
- Waste Management System
- "Bear Smart" Bylaws
- Green Space Management System
- Community Planning Strategies
- Human-Bear Conflict Monitoring System, including map display of data collected

Discussion

- summary of annual progress, including the level of success achieved for various methods and strategies used.

Recommendations

- recommendations for continuation of or adaptation to strategies to resolve human-bear conflicts,
- research priorities, including recommendations for Detailed Hazard Assessments, and
- recommendations for continuing development and implementation of the "Bear Smart" Program.

Program Budget

- year completed program budget, and
- forecast budget for the upcoming year.

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REPORT TO GOVERNANCE AND FIRST NATIONS RELATIONS COMMITTEE
MEETING OF WEDNESDAY, APRIL 2, 2025

SUBJECT **Bylaw No. 4668: CRD Delegation Bylaw No. 1, 2017, Amendment Bylaw No. 5, 2025**

ISSUE SUMMARY

The Capital Regional District (CRD) has entered into a new 10-year agreement to deliver the Community Works Fund (CWF). The agreement requires the Regional Board to confirm that third-party projects meet certain criteria, which is a significant deviation from existing processes. Additionally, the authority to allocate the CWF to CRD projects has not been explicitly defined.

BACKGROUND

The Community Works Fund is a long-standing program of the Canada Community-Building Fund (CCBF) that provides local and regional governments in BC with annual funding for local infrastructure investments. Individual governments can decide how to allocate CWF contributions to best align with the terms and conditions of their CWF Agreement with the Union of British Columbia Municipalities (UBCM).

In the past, CWF allocation decisions were made per Bylaw No. 4186, "Capital Regional District Delegation Bylaw No. 1, 2017", Delegation of Authority in Relation to Grant Applications. The CWF Agreement that the CRD entered in 2024 requires third-party allocations of funding to be accompanied by a CRD Board Resolution confirming certain criteria. Upon approving the CWF Agreement on September 11, 2024, the Board directed staff to investigate the board resolution requirements and bring forward potential solutions. Through subsequent consultation, UBCM confirmed that the Board may delegate this decision-making authority to the staff level.

ALTERNATIVES

Alternative 1

The Governance and First Nations Relations Committee recommends to the Capital Regional District Board:

1. That Bylaw No. 4668, "Capital Regional District Delegation Bylaw No. 1, 2017, Amendment Bylaw No. 5, 2025" be read a first, second and third time; and
2. That Bylaw No. 4668 be adopted.

Alternative 2

That this report be referred back to staff for further review.

IMPLICATIONS

Service Delivery Implications

Under the 2014-2024 agreement, allocations of the CWF have not required Board approval. The standard practice has been for staff to identify and develop eligible projects for the applicable

Electoral Area Director's approval.

Explicitly delegating the decision-making authority to staff in compliance with the 2024 agreement will allow these existing processes to remain in place. This will minimize any potential disruption to the administration of CWF funds and streamline the awarding of funds to approved and eligible projects. Allocations will remain subject to Electoral Area Director approval while maintaining CRD compliance with the CWF agreement.

CONCLUSION

The Community Works Fund (CWF) is a long-standing program that provides funding for local infrastructure investments. The new 10-year CWF Agreements requires a Board resolution for third-party awards. The Board may delegate this authority to staff. Amending the Delegation Bylaw to staff will allow existing processes to be maintained instead of requiring routine projects to be brought to the Board for approval, which may cause delays.

RECOMMENDATION

The Governance and First Nations Relations Committee recommends to the Capital Regional District Board:

1. That Bylaw No. 4668, "Capital Regional District Delegation Bylaw No. 1, 2017, Amendment Bylaw No. 5, 2025" be read a first, second and third time; and
2. That Bylaw No. 4668 be adopted.

Submitted by:	Steven Carey, B. Sc., J.D., Senior Manager, Legal & Risk Management
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

ATTACHMENT(S)

Appendix A: Bylaw No. 4668
Appendix B: Bylaw No. 4186 (Redlined)

CAPITAL REGIONAL DISTRICT
BYLAW NO. 4668

****

A BYLAW TO AMEND THE DELEGATION OF POWERS, DUTIES & FUNCTIONS OF THE CAPITAL REGIONAL DISTRICT BOARD (BYLAW NO. 4186)

****

WHEREAS:

A. Under Bylaw No. 4186, "Capital Regional District Delegation Bylaw No. 1, 2017", the Regional Board delegates authority to commissions, staff, and volunteers for established authority levels;

B. The 2024-2034 CRD-Union of BC Municipalities Community Works Fund Agreement requires the Board to confirm third party awards meet certain criteria, unless this role is delegated to staff, which may only be done by bylaw under the *Local Government Act*; and

C. The Board wishes to amend Bylaw No. 4186 to delegation this authority to staff, in consultation with the relevant Electoral Area Director, in relation to Community Works Fund Agreements;

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

1. Bylaw No. 4186, "Capital Regional District Delegation Bylaw No. 1, 2017", is hereby amended as follows:
   (a) By inserting the following as section 7.3:

   Delegation of Authority in Relation to Community Works Fund Agreements

   7.3
   (a) The Board delegates to the Chief Administrative Officer and the Chief Financial Officer the decision-making authority of the Board to allocate Community Works Fund contributions under agreement with the Union of British Columbia Municipalities.

   (b) No allocation shall be made without the applicable Electoral Area Director's prior written approval.

2. This bylaw may be cited for all purposes as "Capital Regional District Delegation Bylaw No. 1, 2017, Amendment Bylaw No. 5, 2025".

READ A FIRST TIME THIS	th	day of	20__
READ A SECOND TIME THIS	th	day of	20__
READ A THIRD TIME THIS	th	day of	20__
ADOPTED THIS	th	day of	20__

CHAIR

CORPORATE OFFICER

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BYLAW NO. 4186

CAPITAL REGIONAL DISTRICT DELEGATION BYLAW NO. 1, 2017

Consolidated for Public Convenience
(This bylaw is for reference purposes only)

ORIGINALLY ADOPTED MAY 10, 2017
(Consolidated with Amending Bylaws 4295, 4310, 4348, 4429 & 4668)

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

CAPITAL REGIONAL

DISTRICT BYLAW NO. 4186

****

A BYLAW TO DELEGATE POWERS, DUTIES & FUNCTIONS OF THE CAPITAL REGIONAL DISTRICT BOARD

****

WHEREAS under section 263(1)(e) and 229(1) of the *Local Government Act* the Board may, by bylaw adopted by at least two thirds of the votes cast, delegate its powers, duties and functions, including those specifically established by an enactment, to its officers and employees, its committees or its members, or to other bodies established by the Board;

AND WHEREAS the Board of the Capital Regional District wishes to delegate certain powers, duties and functions;

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

Definitions

1. In this Bylaw

(a) "Act" means the *Local Government Act;*

(b) "District" means the Capital Regional District, a regional district incorporated under the *Local Government Act;*

(c) "Board" means the Board of the Capital Regional District;

(d) "Charge" means a charge as defined in the *Land Title Act* (British Columbia);

(e) "General Manager" means an Officer designated as a General Manager in Bylaw No. 3343;

(f) "Land and Land Use Agreement" means an instrument, deed or other agreement affecting title to or granting a right in relation to the use of real property and improvements including:

i. a transfer of a fee simple interest in real property;

ii. the creation, modification, assignment, or release of a charge;

iii. a licence or permit;

(g) "Total Purchase Price" means the total purchase price payable for goods, services, and construction under the contract over the entire term of the contract (but not including options to purchase additional goods or services during the term which may or may not be exercised and not including applicable taxes).

Delegation Includes Deputy or Acting

2. (a) A delegation of a power, duty, or function under this bylaw includes a delegation to a person who is from time to time the deputy or the delegate or is appointed by the Board to act in the capacity of the delegate in the delegate's absence.

(b) For certainty, a delegation of authority under subsection (a) includes a delegation to a person appointed to a position held on an interim basis.

(*Bylaw 4348*)

Delegation of Purchasing Power

3. (a) The Board hereby delegates to the District's Chief Administrative Officer and Chief Financial Officer all of the powers, duties and functions of the Board under section 263(1)(a) and 263(1)(b) of the Act to make agreements respecting the District's activities, works or services, but subject to the approved annual financial plan.

(b) The Board hereby delegates to the District's officers, employees, and volunteers, the authority to acquire and purchase goods and services on behalf of the District, subject to the District's purchasing policies and procedures, the approved annual financial plan, and the following Total Purchase Price limits:

(i) for the Chief Administrative Officer: $5,000,000;

(ii) for the Chief Financial Officer: $500,000;

(iii) for General Managers: $500,000; and

(iv) for all other staff and volunteers, subject to the approval of the applicable General Manager and/or the Chief Financial Officer, the lesser of $100,000 or the amount listed on their approved signing authority form held by the department of Finance & Technology.

(*Bylaw 4348*)

(c) Notwithstanding section 3(b) of this Bylaw, Chief Administrative Officer has authority to increase a contract or agreement by way of a change order or amendment provided that the Total Purchase Price of the contract or agreement including all change orders or amendments in any given calendar year does not exceed the funding available in the approved annual financial plan.

(*Bylaw 4348*)

Delegation of Authority in Relation to Land and Land Use Agreements

4. (a) The Board hereby delegates to the District's officers and employees listed below all of the powers, duties and functions on behalf of the Board under section 263 (1)(d) of the Act to acquire, hold, manage and dispose of land or improvements or any interest or right in or with respect to that property in connection with the District's activities, works or services, but subject to the approved annual financial plan, the District's purchasing policies and procedures, and the following signing authority limitations:

(i) for the Chief Administrative Officer: $500,000;

(ii) Chief Financial Officer and General Managers: $100,000.

(b) The Board hereby delegates to the District's staff and volunteers, subject to the approval of the applicable General Manager, the power to approve and execute Land Use Agreements for recreation centres, community centres, and parks facilities, provided the term of the agreement is less than 30 days and the value does not exceed $5,000.

(c) The power delegated under section 4(a) includes the power to execute Land and Land Use Agreements on behalf of the District and all agreements, instruments and documents, including amendments.

(d) The power delegated in section 4(a) includes the power to agree on behalf of the District to the creation of covenants registrable under s.219 of the *Land Title Act*.

Delegation to Commissions and Committees

5. (a) The Board hereby delegates to the Board Commissions listed below, all of the powers, duties and functions of the Board under section 263(1)(a) and 263(1)(b)(i) of the Act to make agreements respecting the District's activities, works or services relating to the service administered by the Commission to the extent that such authority is not delegated under section 3, provided that the revenue or expenditure is included in the approved annual financial plan:

(i) Regional Water Supply Commission

(ii) Juan de Fuca Water Distribution Commission

(iii) Saanich Peninsula Water Commission

(iv) Saanich Peninsula Wastewater Commission

(v) Peninsula Recreation Commission

(b) The Board hereby delegates to the Board Commissions listed below, all of the powers, duties and functions of the Board on behalf of the District under section 263(1)(d) of the Act to acquire, hold, manage and dispose of land or improvements or any interest or right in or with respect to that property in connection with the operation of any service or services administered by the Commission to the extent that such authority has not been delegated under section 4 of this bylaw, provided that the revenue or expenditure is included in the approved annual financial plan and subject to the District's purchasing policies and procedures:

(i) Regional Water Supply Commission

(ii) Juan de Fuca Water Distribution Commission

(iii) Saanich Peninsula Water Commission

(iv) Saanich Peninsula Wastewater Commission

(v) Peninsula Recreation Commission

(c) Where a Commission is delegated the authority under this section, the Commission Chair and the applicable General Manager are authorized to execute an agreement approved by the Commission.

Delegation of Hearings

6. The Board hereby delegates to the Electoral Area Services Committee the powers, duties, and functions of the Board:

(a) under sections 57 and 58 of the *Community Charter,* including the power to hold a hearing in relation to the matter;

(b) to agree on behalf of the District to the modification, assignment or release of covenants registrable under section 219 of the *Land Title Act.*

6.1 The Board hereby delegates to the Juan de Fuca Land Use Committee the powers, duties, and functions of the Board pursuant to the *Liquor Control and Licensing Act*, SBC 2015, c 19 and the *Cannabis Control and Licensing Act*, SBC 2018, c 29, to give comments and recommendations as required and gather the views of residents by one or more of the methods permitted by enactment. (*Bylaw 4310*)

Delegation of Authority in Relation to Grant Applications

7. (a) Subject to subsection (b), the Board hereby delegates to the District's officers and employees listed below all of the Board's powers, duties and functions under section 263(1)(a) and 263(1)(b) to make grant applications and enter into agreements respecting the receipt and use of grants:

The Chief Administrative Officer, the Chief Financial Officer, and all General Managers, to a maximum of $500,000 where this is consistent with the approved financial plan of the Capital Regional District.

(b) The authority under subsection (a) does not include authority delegated under section 5(a) of this Bylaw.

Delegation of Electoral Area Grants-in-Aid

7.1 (a) The Board delegates to the officers and employees below all of its powers, duties, and functions to provide assistance under section 263(1)(c) in the form of an electoral area grant-in-aid:

the Chief Administrative Officer; and
the Chief Financial Officer.

(b) No grant-in-aid shall be made without the applicable electoral area director's prior written approval.

(d) The authority under this section does not include the provision of assistance to business, unless permitted by the *Local Government Act*.

(*Bylaw 4295*)

Delegation of legal settlement authority

7.2 The Board delegates to the Chief Administrative Officer the ability to settle any action, claim, or demand up to a maximum value of $2-million per claim. (*Bylaw 4429*)

Delegation of Authority in Relation to Community Works Fund Agreements

7.3

(a) The Board delegates to the Chief Administrative Officer and the Chief Financial Officer the decision-making authority of the Board to allocate Community Works

Fund contributions under agreement with the Union of British Columbia Municipalities.

(b) No allocation shall be made without the applicable electoral area director's prior written approval. *(Bylaw 4668)*

Delegation to Fire Chiefs

8. The Board hereby delegates to the District's Fire Chiefs, for fire departments operating under the authority of the Board, all of the powers, duties and functions of the Board under section 263(1)(a) of the Act to make agreements to participate as required in the Ministry of Forests' "Operating Guidelines for Wildfire Suppression with Local Governments" and with the Provincial Emergency Program for road rescue services, but subject to the approved financial plan.

Delegation of Contract Signing Authority-Electoral Areas

9. An Electoral Area Director is authorized to execute a contract approved by the Board in place of the Board Chair where the contract affects only the interests of the Electoral Area represented by that Director.

Delegation of Authority in Relation to Appointments of Officials under the *Environmental Management Act*

10. The Board hereby delegates to the Board Chair all of the Board's powers, duties and functions to appoint, and to rescind appointments of, a Deputy Sewage Control Manager and a Municipal Sewage Control Officer under Section 29 of the *Environmental Management Act.*

Scope of Bylaw

11. For clarity, subject to the Act, unless a power, duty or function of the Board has been expressly delegated by this Bylaw or another District bylaw, all of the powers, duties and functions of the Board remain with the Board.

No Delegation by a Delegate

12. For clarity, a person to whom a power, duty or function has been delegated under this Bylaw has no authority to further delegate to another person any power, duty or function that has been delegated by this Bylaw.

Repeal

13. Bylaw No. 2864, the "Capital Regional District Delegation Bylaw No. 1, 2001" is hereby repealed.

Citation

14. This Bylaw may be cited as "Capital Regional District Delegation Bylaw No. 1, 2017".

READ A FIRST TIME THIS	10th	day of	May	2017
READ A SECOND TIME THIS	10th	day of	May	2017
READ A THIRD TIME THIS	10th	day of	May	2017
ADOPTED by 2/3 of the votes cast this	10th	day of	May	2017

_____ _____

CHAIR CORPORATE OFFICER

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REPORT TO GOVERNANCE AND FIRST NATIONS RELATIONS COMMITTEE MEETING OF WEDNESDAY, APRIL 2, 2025

SUBJECT **Bylaw No. 4520: CRD Board Procedures Bylaw, 2012, Amendment Bylaw No. 13, 2025**

ISSUE SUMMARY

To amend Bylaw No. 3828, "Capital Regional District Board Procedures Bylaw, 2012" to reflect updates to provincial legislation and to address miscellaneous housekeeping updates.

BACKGROUND

Bylaw No. 3828, "Capital Regional District Board Procedures Bylaw, 2012" ("the Procedures Bylaw"), regulates the conduct of meetings of the CRD Board, its standing and select committees, and other advisory committees and commissions. The Bylaw was last amended on February 9, 2022 and is in need of a review to ensure consistency with the latest provincial statutes impacting regional district boards as well as some housekeeping updates.

On February 12, 2025, the CRD Board endorsed the Governance and First Nations Relations Committee recommendation that staff be directed to prepare an amending bylaw to include provisions related to electronic meetings and electronic participation, as well as miscellaneous updates, as set out in that report.

ALTERNATIVES

Alternative 1
The Governance and First Nations Relations Committee recommends to the Capital Regional District Board:

1. That Bylaw No. 4520, "Capital Regional District Board Procedures Bylaw, 2012, Amendment Bylaw No. 13, 2025" be introduced and read a first, second, and third time.
2. That Bylaw No. 4520 be adopted.
3. That the "CRD Best Practices Guide for Meetings" be updated to reflect the changes to electronic meetings and electronic participation.

Alternative 2
That this report be referred back to staff for additional information.

IMPLICATIONS

Statutory Notice & Financial Implications

There is a nominal cost to amending the Board Procedures Bylaw as public notice must be given. The process for amending regional district procedure bylaws was revised in 2022 under section 225(2) of the *Local Government Act*. Regional Districts are now required to give public notice in accordance with section 94 of the *Community Charter* describing the proposed changes in general terms.

In accordance with the CRD Public Notice Bylaw and policy, notice is scheduled for posting on the CRD website and printed once in Times Colonist on April 1, 2025 which is at least 7 days before the date the bylaw amendment is considered by the CRD Board.

CONCLUSION

Staff were directed to prepare a bylaw amending Bylaw No. 3828, "Capital Regional District Board Procedures Bylaw, 2012" to reflect updates to provincial legislation and to address miscellaneous housekeeping updates. The bylaw regulates the conduct of meetings of the CRD Board, its standing and select committees, and other advisory committees and commissions. The bylaw amendments include updating the provisions for electronic meetings and electronic participation of members. During the previous Board term, a motion with notice was proposed to amend the vote for allowing late delegations from requiring a unanimous vote to a lower threshold of only two-thirds vote. Prior to the Board's consideration of the amending bylaw for readings and adoption, public notice will be published on April 1, 2025 in accordance with the CRD Public Notice Bylaw.

RECOMMENDATION

The Governance and First Nations Relations Committee recommends to the Capital Regional District Board:

1. That Bylaw No. 4520, "Capital Regional District Board Procedures Bylaw, 2012, Amendment Bylaw No. 13, 2025" be introduced and read a first, second, and third time.
2. That Bylaw No. 4520 be adopted.
3. That the "CRD Best Practices Guide for Meetings" be updated to reflect the changes to electronic meetings and electronic participation.

Submitted by:	Marlene Lagoa, MPA, Manager, Legislative Services & Deputy Corporate Officer
Concurrence:	Kristen Morley, J.D., General Manager, Corporate Services & Corporate Officer
Concurrence:	Ted Robbins, B. Sc., C. Tech., Chief Administrative Officer

ATTACHMENT(S)

Appendix A: Bylaw No. 4520
Appendix B: Consolidated Bylaw No. 3828 (Redlined)

Appendix A

CAPITAL REGIONAL DISTRICT

BYLAW NO. 4520

****

A BYLAW TO AMEND THE CAPITAL REGIONAL DISTRICT BOARD PROCEDURES BYLAW, 2012 (BYLAW NO. 3828)

****

WHEREAS:

A. Under Bylaw No. 3828, "Capital Regional District Board Procedures Bylaw, 2012", the Regional Board established a bylaw to regulate the proceedings of the Capital Regional District Board; and

B. The Board wishes to amend Bylaw No. 3828 to reflect updates to provincial legislation and to address miscellaneous housekeeping updates;

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

1. Bylaw No. 3828, "Capital Regional District Procedures Bylaw, 2012" is hereby amended as follows:

   (a) By inserting the following in alphabetical list order under section 1 [Definitions]:

   "**Electronic Meeting**" means a meeting that is conducted by electronic means where all Members, including the Chair, may participate by electronic or other communication facilities in accordance with the *Regional District Electronic Meetings Regulation B.C. Reg. 271/2005*; and

   "**Electronic Participation**" or **"Participating Electronically"** means participation in a meeting by means of electronic or other communication facilities that enable meeting participants and the public to hear, or watch and hear, the meeting proceedings (except for a meeting that is closed to the public) in accordance with the *Regional District Electronic Meetings Regulation B.C. Reg. 271/2005;*

   (b) By replacing section 29.1 in its entirety with:

   29.1 Electronic Participation at Board, Standing and Select Committees

   (1) Members must make reasonable efforts to attend meetings in person unless an Electronic Meeting is scheduled in accordance with section 29.2 of this Bylaw.

   (2) All members, except for the Chair or the person presiding, may attend by Electronic Participation, where technological facilities at meeting location allow, in accordance with the *Regional District Electronic Meetings Regulation B.C. Reg. 271/2005*;

(3) Members attending by Electronic Participation must:

(a) make reasonable efforts to have a camera on during participation and voting in a meeting;

(b) ensure that closed meeting content remains confidential, including but not limited to, having cameras turned on to ensure the Member is in a private location and that quorum is always met during closed session discussion and voting;

(c) voice their vote to be counted, where facilities or the electronic platform does not allow for a camera.

(4) As set out in 29.1(2), prior to participating electronically in a meeting, a Member must provide written notice to the Chair and Corporate Officer.

(5) The minutes must record which Members were present in person and which attended electronically.

(c) By replacing section 29.2 in its entirety with:

29.2 Electronic Meetings at Board, Standing and Select Committees

(1) An Electronic Meeting is permitted at the call of the Chair and Corporate Officer due to any of the following circumstances:

(a) emergency situations, including but not limited to, when a special meeting is called with less than 24 hours advance notice, and in accordance with section 220(4) of the *Local Government Act*;

(b) public health event that prevents or restricts Members from being able to physically meet in one location; and

(c) special circumstance, including but not limited to the following:

(i) when it is not possible for the Chair to attend the meeting location in person; or

(ii) when the facilities to host an in person meeting are not available.

(2) For all Electronic Meetings, a public viewing room must be open to the public and a designated officer must be in attendance.

(3) The public viewing room location must be published on the agenda for the Electronic Meeting.

(d) By inserting section 29.3 as follows:

29.3 Electronic Participation at Advisory Committees and Commissions

(1) Electronic Participation is permitted for Advisory Committees and Commissions in accordance with section 29.1 of this Bylaw.

(e) By inserting section 29.4 as follows:

29.4 Electronic Meetings at Advisory Committees and Commissions

(1) Electronic Meetings are permitted for Advisory Committees and Commissions in accordance with section 29.2(1) of this Bylaw.

(2) In addition to section 29.2(1) of this Bylaw, Electronic Meetings of Advisory Committees and Commissions are permitted in the following special circumstances:

(a) when an Electronic Meeting would ensure quorum is met to hold a meeting; or

(b) when the Advisory Committee or Commission oversees a service that includes:

(i) the Southern Gulf Islands Electoral Area; or

(ii) more than one Electoral Area.

(3) A public viewing room must be open to the public and a staff member must be in attendance.

(4) The public viewing room location must be published on the agenda for the Electronic Meeting.

(f) By replacing the words “two thirds” and “two-thirds” wherever it appears, with the word “2/3”;

(g) In section 2(1), inserting the words “advisory committees and” between the words “all” and “commissions,”;

(h) In section 2(2), replacing the word “11th” with the word “12th” and replacing the word “2011” with the word “2020”;

(i) In section 2(3), appending subsection “(2)” to “section 225”;

(j) In section 5(9), replacing the reference to subsection “5(3)” with subsection “5(10)”;

(k) In section 9(1), replacing the reference to subsection “220(3)” with subsection “220(4)”*;*

(l) In section 9(1)(b), replacing the word “mail” with the word “circulate”;

(m) In section 13(2), replacing the word “unanimous” with the word “2/3”;

(n) By amending section 13(5) as follows:

> (5) The Board shall not permit a delegation to address a meeting of the Board regarding a bylaw in respect of which a public hearing has been held, is not required to be held, or must not be held, under section 464 of the *Local Government Act*.

(o) In section 15(1), removing the subheading “Correspondence”;

(p) In section 16.1(2), inserting subsection “(1)” between “13” and “(a)”;

(q) In section 21(2), inserting the word “the” between the words “on” and “motion”; and

(r) By adjusting the Table of Contents as required.

2. This bylaw may be cited for all purposes as the “Capital Regional District Board Procedures Bylaw, 2012, Amendment Bylaw No. 13, 2025”.

READ A FIRST TIME THIS	th	day of	2025
READ A SECOND TIME THIS	th	day of	2025
READ A THIRD TIME THIS	th	day of	2025
ADOPTED THIS	th	day of	2025

CHAIR

CORPORATE OFFICER

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BYLAW NO. 3828

CAPITAL REGIONAL DISTRICT BOARD PROCEDURES BYLAW, 2012

(as amended by Bylaw No. 3951, 3999, 4024, 4044, 4129, 4206, & 4262, 4312, 4313, 4353, 4368, 4479, 4520)

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

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

CAPITAL REGIONAL DISTRICT
BYLAW NO. 3828
REGIONAL DISTRICT PROCEDURES BYLAW

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CAPITAL REGIONAL DISTRICT

BYLAW NO. 3828

****

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

****

The Board of the Capital Regional District enacts as follows:

PART 1 – INTRODUCTION

Definitions

1. In this Bylaw:

"Board" means the governing and executive body of the CRD;

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

(Bylaw No. 4262)

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

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

(Bylaw No. 4262)

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

(Bylaw No. 4262)

"COW" means the Committee of the Whole Board;

"CRD" means the Capital Regional District;

"CRD Offices" means the CRD located at 625 Fisgard Street, Victoria, BC;

"CRD Website" means the information resource found at an internet address provided by the CRD;

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

"Electronic Meeting" means a meeting that is conducted by electronic means where all Members, including the Chair, may participate by electronic or other communication facilities in accordance with the *Regional District Electronic Meetings Regulation B.C. Reg. 271/2005*;

(Bylaw No. 4520)

"Electronic Participation" or "Participating Electronically" means participation in a meeting by means of electronic or other communication facilities that enable meeting participants and the public to hear, or watch and hear, the meeting proceedings (except for a meeting that is closed to the public) in accordance with the *Regional District Electronic Meetings Regulation B.C. Reg. 271/2005*;

(Bylaw No. 4520)

"Electronic Presentation" means a digital video, PowerPoint presentation, or any other type of visual media used in conjunction with a delegation presentation.

(Bylaw No. 4479)

"First Nation Member" means a First Nations' elected representative who is permitted to participate on an Advisory Committee, Select Committee, or Standing Committee by the relevant Terms of Reference and includes their alternate if acting in the place of a First Nation Member;

(Bylaw No. 4368)

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

"Presenter" means a person(s) or organization(s) invited by the CRD to make a presentation to the Board. It also includes a request to speak by a First Nations Elder or Chief and a federal, provincial or local government elected official.

(Bylaw No. 4024)

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

"Vice Chair" means the Member elected as Vice pursuant to section 215 of the *Local Government Act*.

(Bylaw No. 4262)

Application of Rules of Procedure

2. (1) The provisions of this Bylaw govern the proceedings of the Board, COW, all standing and select committees of the Board and all advisory committees and commissions, as applicable.

(Bylaw No. 4520)

(2) In cases not provided for under this Bylaw, The Newly Revised Robert's Rules of Order, ~~11th~~ 12th edition, ~~2011~~ 2020, apply to the proceedings of the Board, COW, committees and commissions to the extent that those rules are:

(a) applicable in the circumstances; and

(b) not inconsistent with provisions of this Bylaw, the *Local Government Act* or the *Community Charter*.

(Bylaw No. 4520)

(3) No provision of this bylaw relating to the procedure of the Board shall be altered unless notice of the proposed amendment is given in accordance with section 225(2) of the *Local Government Act*.

(Bylaw No. 4520)

Suspension of Rules of Procedure

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

PART 2 – BOARD MEETINGS

Inaugural Meeting

4. (1) The Board shall meet in an inaugural meeting during the month of November at such time as shall be advised by the Corporate Officer in writing.

(Bylaw No. 4129)

(2) The presiding officer of the inaugural meeting shall be the Chief Administrative Officer until such time as the Chair has been elected.

(3) The Chief Administrative Officer shall announce results of elections and confirm that new Members have completed the Oath of Office set out in the *Local Government Act*, following which the Chair shall be elected from among the Members of the Board.

Election of Chair and Vice Chair

5. (1) The Chief Administrative Officer shall call for nominations for Chair and conduct a vote by secret ballot in which the person receiving a majority vote of those Members present shall be elected Chair. Each Member shall have only one vote. If only one candidate is nominated for an office, that candidate shall be declared elected by acclamation. The call for nominations for the office of Vice Chair shall be called by the Chair.

(2) Nominations do not need to be seconded and a candidate must consent to the nomination.

(3) If a candidate is not present at the meeting, his or her written consent to the nomination must be provided to the Corporate Officer at the meeting.

(4) At the close of nominations, if more than one candidate has been nominated, each candidate will be given a maximum of four (4) minutes to address the Board in favour of his/her candidacy in the order of his/her nomination. If a candidate is not present at the meeting, he or she may have their nominator deliver a prepared speech on his or her behalf not to exceed three minutes in duration.

(5) At the conclusion of the candidates' speeches, the Corporate Officer and Deputy Corporate Officer or designate will circulate a ballot box in which the completed ballots will be placed. When all of the ballots have been collected the Corporate Officer will remove the ballot box to a separate room and the ballots will be counted in accordance with subsection (6).

(6) The counting of the ballots will be conducted by the Corporate Officer together with the Deputy Corporate Officer or designate. Either the CRD's legal counsel or a judicial justice appointed under the *Provincial Court Act* will be present to observe the counting

of the ballots.

(7) Following the counting of the ballots, the Corporate Officer shall advise the Chief Administrative Officer of the candidate that has received a majority of the votes.

(8) The number of votes received by each candidate will not be disclosed to the Board unless a resolution requiring disclosure is passed.

(9) In the event that there are more than two candidates for the election of Chair or Vice Chair and if no person receives a majority of the votes of those Members present, the candidate receiving the least number of votes shall be eliminated and subsequent ballots shall be taken until one candidate receives the majority of votes of those Members present; unless there is a tie between the two candidates with the least votes of those Members present, in which case, subsequent ballots shall be taken until one candidate receives the least number of votes of those Members present and is eliminated. If the tie for the least number of votes of those Members present continues after three elections have been held, the candidate who shall be eliminated will be decided by a lot between the candidates as outlined in section ~~5(3)~~ 5(10). The voting on subsequent ballots will then proceed without the eliminated candidate until one candidate receives the majority of votes of those Members present.

(Bylaw No. 4520)

(10) In the event of a tie vote for the most votes of two (2) or more candidates, the candidates who are tied remain in the election. If a definitive election result cannot be declared after three (3) elections have been held, then the majority vote shall be deemed to be determined by a lot between the candidates as follows:

(a) the names of the candidates shall be written on separate pieces of paper and placed in a container;

(b) the Corporate Officer shall be asked to withdraw one paper; and

(c) the candidate whose name is on the withdrawn paper shall be declared elected.

(11) Once a candidate has been declared elected, the ballots shall be destroyed by way of a Board resolution.

(12) Following the election of the Chair, the CRD Board shall elect one of its Members to be Vice Chair. The procedure for determining the Member to be elected Vice Chair shall be as set out in sections 5(1) to (11) for electing the Chair of the Board.

(Bylaw No. 4044)

Meetings and Adjournment

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

(Bylaw No. 4262)

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

(Bylaw No. 3951)

Quorum

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

(2) At the appointed time for commencement of the meeting, the Chair or, in his/her absence, the Vice Chair, shall ascertain that a quorum is present before proceeding to the business of the meeting. If neither the Chair nor the Vice Chair is present within fifteen (15) minutes after the time appointed for a meeting, the Corporate Officer shall call the Members to order, ascertain that a quorum is present and, if so, the Board shall appoint an Acting Chair who shall preside during the meeting or until the arrival of the Chair or Vice Chair. Such person appointed as Acting Chair shall have all the powers and be subject to the same rules as the Chair.

(3) If a quorum has not been made within sixteen (16) minutes after the appointed time, the Corporate Officer shall record the names of the Members then present and the Board shall stand adjourned until the next meeting date or until another meeting shall have been called in accordance with this bylaw or to such time as the Chair shall appoint.

Notice of Regular Meetings

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

Notice of Special Meetings

9. (1) Except where notice of a special meeting is waived by a unanimous vote of all Members under section ~~220(3)~~ 220(4) of the *Local Government Act*, before a special meeting of the Board, the Corporate Officer shall:

(a) at least twenty-four (24) hours in advance, give notice of the general purpose, time, place and date of the meeting by way of a notice posted at the Public Notice Posting Place; and

(b) at least five (5) days before the date of the meeting, ~~mail~~ circulate to each Member the notice of the general purpose, time, place and date of the meeting.

(Bylaw No. 4262, 4520)

(2) Despite section 9(1), in the case of an emergency, notice of a special meeting may be given in accordance with section 220(4) of the *Local Government Act.*

(Bylaw No. 4262)

Notice of Committee Meetings

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

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

Notice of Commission Meetings

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

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

Agenda

12. (1) The Corporate Officer, under the direction of the Chair, shall prepare an agenda and shall circulate a copy of the agenda to each Member at least four (4) days before the meeting. If necessary, a supplementary agenda for a meeting of the Board will be circulated at least 24 hours before the meeting. At any meeting other than a special meeting, the Chair may add items of an emergent or time sensitive nature to the agenda.

(Bylaw No. 4262)

(2) At a meeting, a Member may, at the time adoption of the agenda is being considered, propose to place an additional item of an emergent or time sensitive nature on the agenda. The item must be added to the agenda only if the resolution is adopted by at least ~~two thirds~~ 2/3 of the votes cast.

(Bylaw No. 4520)

PART 3 – BOARD PROCEEDINGS

Delegations

13. (1) The Board may allow a delegation to address the meeting in person on the subject of an agenda item, provided written application on a prescribed form has been received by the Corporate Officer no later than 4:30 pm two (2) calendar days prior to the meeting. Each address shall be limited to three (3) minutes unless a longer period is agreed to by 2/3 vote of those Members present. The order of speakers will be based on the order in which the request was received.

(a) As an alternative to addressing a meeting as a delegation, a person may submit their comments in writing to the Corporate Officer for circulation to Members in advance of the next meeting.

(Bylaw No. 4479)

(2) Where written application has not been received as prescribed in section 13(1), an individual or delegation may address the meeting if approved by a ~~unanimous~~ 2/3 vote of the Members present.

(Bylaw No. 4520)

(3) Any Electronic Presentations used as part of a delegation's address to the Board will count toward the time limit permitted for the delegation. Electronic Presentations must be received by the Corporate Officer no later than 12:00 pm one (1) calendar day prior to the meeting.

(Bylaw No. 4479)

(4) If a delegation has registered to address a meeting but is no longer able to attend the meeting, a different delegation will not be permitted to address the meeting in substitution.

~~(5) The Board shall not permit a delegation to address a meeting of the Board regarding a bylaw in respect of which a public hearing has been held, where the public hearing is required under an enactment as a prerequisite to the adoption of the bylaw.~~

(5) The Board shall not permit a delegation to address a meeting of the Board regarding a bylaw in respect of which a public hearing has been held, is not required to be held, under section 464 of the *Local Government Act.*

(Bylaw No. 4520)

(6) The Board shall not permit a delegation to address a meeting of the Board regarding a matter to be dealt with as a grievance under a collective agreement, or that is within the exclusive mandate of the Greater Victoria Labour Relations Association Board.

(7) The subject matter upon which a delegation wishes to speak must:

(a) be within the jurisdiction of the Board; and

(b) be within the terms of reference of the Committee or Commission for which the delegation wishes to appear.

(8) The Chair may deny any delegation the right to address a meeting if, in the Chair's opinion, the spokesperson or any Member of the delegation:

(a) immoderately raises his or her voice, or uses profane, vulgar or offensive language, gestures or signs; or

(b) addresses issues not contained within the written application of the individual or delegation.

Presentations

14. (1) The CRD may, with the Chair's approval, invite a person, persons, or organization(s) to make a presentation to the Board. Time permitting, the Corporate Officer shall include the subject of the presentation and the designated speaker on the meeting agenda.

(2) With the Chair's approval, the Corporate Officer shall include a request to speak by a presenter on the meeting agenda.

(3) All presentations shall be limited to 10 minutes unless a longer period is approved by a majority vote of those Members present.

(Bylaw No. 4024)

Order of Proceedings and Business

15. (1) The order of business at all regular meetings shall be as follows:

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

(Bylaw No. 4262, 4312, 4520)

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

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

(Bylaw No. 4312)

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

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

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

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

(6) Members may adopt in one motion all recommendations appearing on the Consent Agenda by a unanimous vote.

(Bylaw No. 4479)

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

(a) debate or discussion;
(b) voting in opposition to a recommendation on the consent agenda or to propose an amendment to the motion; or
(c) declaring a conflict of interest with respect to an item on the consent agenda;

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

(Bylaw No. 4262)

Minutes

16. (1) Minutes of all proceedings of the Board shall be kept by the Corporate Officer; such minutes to be concise and to detail proceedings of the Board. The minutes shall be legibly recorded, certified as correct by the Corporate Officer, and signed by the Chair, Vice Chair, or the person presiding at such meeting or at the next meeting at which they are adopted.

(2) Minutes of proceedings of standing and select committees, and commissions shall be legibly recorded and signed by the Chair, or Member presiding.

(3) Subject to section 16(4), and in accordance with sections 97(1)(b) and (c) of the *Community Charter*, minutes of the proceedings of the Board or of a body referred to in section 17(2) must be open for public inspection at the CRD Offices, Legislative Services, during their regular office hours and may be posted to the CRD website.

(4) Section 16(3) does not apply to minutes of a Board meeting or a meeting of a body referred to in section 17(2) for that part of the meeting from which persons were excluded under section 90 of the *Community Charter*.

Correspondence

16.1 (1) Following consultation with the Chair or other person who is to preside at the applicable meeting, the Corporate Officer may place correspondence from another government or government agency that requests an action from the Board, on the agenda of the next convenient Board meeting, or on an agenda of the meeting of a committee or commission whose mandate or terms of reference includes the requested action, together with any report from Regional District staff that the Chair or the Chief Administrative Officer consider advisable.

(2) Any other correspondence to the Board not accounted for in section 16.1(1), including but not limited to written comments received pursuant to section 13(1)(a), may be placed on the meeting agenda at the request of the Chair or such other person who is to preside at the meeting where the correspondence is to be considered, or by way of Notice of Motion made in accordance with section 22(6). *(Bylaw No. 3951, 4520)*

Attendance of Public at Meetings

17. (1) Except where the provisions of section 90 of the *Community Charter* apply, all Board meetings must be open to the public. Before a meeting or part of a meeting is closed to the public, the Board must pass a resolution in the public meeting in accordance with section 92 of the *Community Charter.*

(2) The requirement in section 17(1) applies to meetings of bodies referred to in section 93 of the *Community Charter* including, without limitation:

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

(Bylaw No. 4262)

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

Closed Meetings

18 (1) No Member shall disclose to the public the proceedings of a closed meeting, unless a resolution has been passed at the closed meeting to allow disclosure.

(2) As soon as practicable, the Corporate Officer shall review and determine whether to seek a resolution of the Board for the release of closed minutes and related information that would no longer undermine the reason for discussing it in a closed meeting.

(3) Minutes of a closed meeting shall be kept in the same manner as a regular meeting but shall not be filed with the minutes of regular meetings.

(4) The Board must not vote on the reading or adoption of a bylaw when its meeting is closed to the public.

Use of Video Recording Devices

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

Chair and Presiding Officers

20. (1) The Chair, if present, shall preside at meetings of the Board. Any Member of the Board may preside at a COW.

(2) The Vice Chair shall preside in the absence of the Chair or when the Chair vacates the chair.

(3) In the event that neither the Chair nor the Vice Chair is able to take the chair, the presiding officer shall be such person, as the Board may choose.

(4) The Chair shall preserve order and decorum and shall rule on all points of order, stating his/her reasons and the authority for ruling when making a ruling. The ruling of the Chair shall be subject to an appeal to the Board without debate.

(5) (a) If an appeal be taken from the decision of the Chair, the question "Shall the Chair be sustained?" shall be put forthwith and decided without debate by a simple majority of the Members present (exclusive of the Chair) and in the event of the votes being equal, the question shall pass in the affirmative. The names of the Members of the Board voting for or against the question shall be recorded in the minutes.

(b) If the Chair refuses to put the question "Shall the Chair be sustained?", the Board shall forthwith appoint the Vice Chair or, in his/her absence, one of the Members, to preside temporarily in lieu of the Chair. The Vice Chair, or Member so appointed, shall proceed in accordance with paragraph 20(5)(a).

(6) The Chair shall vote at the same time as the other Members of the Board.

Rules of Order

21. (1) The Chair's ruling on a point of order shall be based on rules of order as stated in section 2 herein.

(2) All questions shall be decided by a vote on the motion.

(Bylaw No. 4520)

(3) The Chair shall have the discretion to call the question on completion of debate and the Chair shall then advise that the debate is closed. Following closure of debate no Member shall speak further to the question.

Motions

22. (1) Motions shall be phrased in a clear and concise manner so as to express an opinion or achieve a result.

(2) The Chair may divide a motion containing more than one subject if the Chair feels this would produce a fairer or clearer result and the same shall be voted on in the form in which it is divided.

(3) A motion to adjourn the meeting or to adjourn the debate shall always be in order.

(4) An amendment to a motion does not require notice. Only one amendment to an amendment shall be allowed at one time and the same shall be dealt with before the amendment is decided. Amendments must be strictly relevant to the main motion and not alter in a material way or be contrary to the principle embodied in the main motion.

(5) Any Member desiring to bring before the Board any new matter, other than a point of order or privilege, shall do so by way of motion; provided, however, that any new matter of major import, which may require further information than could or would normally be available to the Board at such meeting, may be referred to a Board Standing Committee

agenda by the Chair, or may be ruled by the Chair as a notice of motion and shall be dealt with as provided by section 22(6).

(6) Any Member may give notice of a motion to the Board by providing the Corporate Officer with a written copy of much motion before or during a meeting, and the Corporate Officer shall, upon the Member being acknowledged by the Chair and the notice of motion being read to the meeting, include it in the minutes of that meeting as a notice of motion and shall add the motion the agenda of the next regular Board meeting, or to the agenda of a special Board meeting scheduled for that purpose.

(7) Notwithstanding section 12(2), a motion under section 22(6) shall only be decided at its meeting of introduction if all of the following are met:

(a) the motion's subject matter falls into one or more of the following classes:

(i) those items with an urgent deadline;

(ii) those items of minor organization impact (e.g. simple advocacy or letters of support); or

(iii) those items supporting the position of member local governments;

(b) the Members present vote with a ~~two-thirds~~ 2/3 majority to consider it.

(Bylaw No. 4313, 4520)

Reconsideration of an Adopted Bylaw, Resolution or Proceeding

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

(Bylaw No. 4262)

(2) The Chair may state his/her reasons to the Board. The Corporate Officer shall record in the Minute Book the reasons, suggestions or amendments of the Chair.

(3) The Board shall, as soon as convenient, consider the reasons and either reaffirm or reject the bylaw, resolution or proceeding, and if rejected, it is deemed repealed and is of no force or effect.

(4) The rejected bylaw, resolution or proceeding shall not be reintroduced to the Board for six (6) months, except with the unanimous consent of the Board.

(5) The conditions which apply to the passage of the original bylaw, resolution or proceeding apply to its rejection.

Debate and Conduct

24 (1) Debate shall be strictly relevant to the question before the meeting and the Chair shall warn speakers who violate this rule.

(2) No Member shall speak until recognized by the Chair.

(3) Every Member desiring to speak shall address himself to the Chair. No Member shall interrupt a person speaking except to raise a point of order.

(4) A matter of privilege (a matter dealing with the rights or interests of the Board as a whole or of a Member personally) may be raised at any time and shall be dealt with forthwith before resumption of business.

(5) Members speaking at a Board meeting:

(a) must use respectful language;

(b) must not use offensive gestures or signs;

(c) must speak only in connection with the matter being debated; and

(d) must adhere to the rules of procedure established under this Bylaw and to the decisions of the Chair and the Board in connection with the rules and points of order.

(6) If a Member does not adhere to section 24(5) or the Chair considers the Member to be acting improperly, the Chair may order the Member to leave the Member's seat.

(7) A Member may speak to a question, or speak in reply, for no longer than fifteen (15) minutes unless the majority of the votes of the Board support a time extension.

(8) A Member may speak more than once in connection with the same question only if:

(a) every other Member has spoken, or has had the opportunity to speak; and

(b) if the Member has already spoken for fifteen (15) minutes, the Member who wishes to speak a second time may request to do so by making a motion that must be approved by at least ~~two-thirds~~ 2/3 of the votes cast by the Board.
(Bylaw No. 4520)

(9) (a) a Member may not speak for longer than a total time of fifteen (15) minutes unless the Member has done so in accordance with sections 24(7) and (8); and

(b) a Member speaking for a second time under section 24(8) shall speak for a maximum of five (5) minutes only.

(10) The conflict of interest guidelines *(disclosure of conflict and restrictions on participation)* shall be in accordance with section 100 of the *Community Charter*.

Voting

25. (1) Voting rules will be in accordance with the *Local Government Act*.

(2) On any question where the numbers of votes, including the vote of the person presiding, are equal, the question is defeated.

(3) Where a Member who is present when a vote is taken abstains from voting, that Member shall be deemed to have voted in the affirmative.

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

PART 4 – COMMITTEES AND COMMISSIONS

Board Standing Committees

26. (1) The Chair may establish a Board Standing Committee as a regular permanent committee whose mandate will be in relation to a CRD service or potential service.

(2) The Chair shall appoint only Board Members to a Board Standing Committee with the following exceptions:

(a) Unless the authorizing legislation or Letters Patent for the Board Standing Committee defines its membership; and

(b) Where a Board Standing Committee Terms of Reference allow a First Nation Member to participate.

(Bylaw No. 4368)

(3) The general duties of Board Standing Committees shall be as follows:

(a) To consider and report to the Board from time to time or whenever desired by the Board and as often as the interest of the CRD may require, on all matters referred to them by the Chair of the Board, or coming within their purview, and to recommend such action by the Board in relation thereto as they, the Committee, deem necessary or expedient.

(b) To carry out the instructions of the Board expressed by resolution in regard to any matter referred by the Board to any Committee for immediate action thereon, but in such cases the instruction of the Board shall be specific and the Committee shall report its action in detail at the next regular or other meeting of the Board thereafter as specified in the instructions of the Board Advisory Committees.

Advisory Committees

27. (1) The Board, or Board Standing Committees, may establish an Advisory Committee to provide advice and recommendations to the Board, or to a Board Standing Committee, on matters determined to be within approved terms of reference or within a specific resolution of the Board.

(2) Members of an Advisory Committee shall be appointed by the Board, a Board Standing Committee, or the appointments may be delegated by the Board to the Chair.

(3) Persons who are not Members may be appointed to an Advisory Committee but each Advisory Committee should include at least one (1) Member of the Board.

(4) The term of any person who is appointed to an Advisory Committee who is not a Member of the Board shall not exceed three (3) years.

Select Committees

28. (1) The Board may establish a Select Committee to consider or inquire into any matter dealing with a specific subject or issue referred to it by the Board and report its findings, opinions and recommendations to the Board, following its consideration and inquiry. Select Committees must have terms of reference approved by the Board.

(2) The Select Committee will cease to exist once it has reported its findings, opinions and recommendations to the Board.

(3) The Board may delegate to the Chair the establishment of a Select Committee and the appointment of its Members.

Commissions

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

Electronic Participation at Board, Standing and Select Committees
~~**Electronic Participation at Commission Meetings**~~

29.1 (1) Members must make reasonable efforts to attend meetings in person unless an Electronic Meeting is scheduled in accordance with section 29.2 of this Bylaw.

(Bylaw No. 4520)

(2) All members, except for the Chair or the person presiding, may attend by Electronic Participation, where technological facilities at meeting location allow, in accordance with the *Regional District Electronic Meetings Regulation B.C. Reg. 271/2005*;

(Bylaw No. 4520)

(3) Members attending by Electronic Participation must:

(a) make reasonable efforts to have a camera on during participation and voting in a meeting;

(b) ensure that closed meeting content remains confidential, including but not limited to, having cameras turn on to ensure the Member is in a private location and that quorum is always met during closed session discussion and voting;

(c) voice their vote to be counted, where facilities or the electronic platform does not allow for a camera.

(Bylaw No. 4520)

(4) At set out in 29.1(2), Prior to participating electronically in a meeting, a Member must provide written notice to the Chair and Corporate Officer.

(Bylaw No. 4520)

(5) The minutes must record which Members were present in person and which attended electronically.

(Bylaw No. 4520)

~~29.1 (1) A member of a Commission may participate in a regular or special meeting by means of electronic or other communication facilities that:~~

~~(a) enable the meeting's participants to hear, or watch and hear, each other;~~

~~(b) except for a meeting that is closed to the public, enable the public to hear, or watch and hear, the member participating by electronic or other communication facilities.~~

~~(2) The person presiding at the Commission meeting must not participate electronically.~~

~~(3) A person participating in a Commission meeting electronically is deemed to be present at the meeting as though they were physically present.~~

~~(3) The recording secretary shall record in the minutes the persons present including those participating electronically.~~

~~(4) Subject to section 29.1(9), no more than one person at one time may participate electronically.~~

~~*(Bylaw No. 4206)*~~

~~(5) The person wishing to participate in a Commission meeting electronically must advise the Corporate Officer at least 24 hours in advance of the meeting;~~

~~(6) Subject to section 29.1(9), if more than one person wishes to participate electronically at a Commission meeting, the Corporate Officer will by lot choose the person who is entitled to participate electronically.~~

~~*(Bylaw Nos. 4206,4262)*~~

~~(7) Electronic participation will only be permitted where existing technical facilities at the location of the Commission meeting accommodate electronic participation.~~

~~*(Bylaw No. 3951)*~~

~~(9) Sections 29.1(5) and 29.1(7) do not apply to meetings of a Commission that operates a service that includes the entire Southern Gulf Islands Electoral Area as the service area.~~

~~*(Bylaw No. 4206)*~~

Electronic Meetings at Board, Standing and Select Committees
~~Electronic Participation in case of Emergency or Special Circumstance~~

29.2 (1) An Electronic Meeting is permitted at the call of the Chair and Corporate Officer due to any of the following circumstances:

(a) emergency situations, including but not limited to when a special meeting is called with less than 24 hours advance notice and in accordance with section 220(4) of the *Local Government Act*;

(b) public health event that prevents or restricts Members from being able to physically meet in one location; and

(c) special circumstance including but not limited to the following:

(i) when it is not possible for the Chair to attend the meeting location in person; or

(ii) when the facilities to host an in person meeting are not available.

(Bylaw No. 4520)

(2) For all Electronic Meetings, a public viewing room must be open to the public and a designated officer must be in attendance.

(Bylaw No. 4520)

(3) The public viewing room location must be published on the agenda for the Electronic Meeting.

(Bylaw No. 4520)

~~29.2 (1) In an emergency, special circumstance, or public health event that prevents or restricts members from being able to physically meet in one location, members or persons appointed by the Board may participate in a meeting by means of electronic or other communication facilities that:~~

~~(a) enable the meeting's participants to hear, or watch and hear, each other; and,~~

~~(b) except for a meeting that is closed to the public, enable the public to hear, or watch and hear, the member(s) and person(s) participating by electronic or other communication facilities.~~

~~(2) Meetings called under subsection (1) will be at the call of the Board Chair.~~

~~(3) Special meetings called under subsection (1) will be in accordance with section 9 of this bylaw and will comply with the requirements set out in subsection 2(2)(d) of the *Regional District Electronic Meetings Regulations*, B.C. Reg. 118/2018.~~

~~*(Bylaw No. 4353)*~~

Electronic Participation at Advisory Committees and Commissions

29.3 (1) Electronic Participation is permitted for Advisory Committees and Commissions in accordance with section 29.1 of this Bylaw.

(Bylaw No. 4520)

Electronic Meetings at Advisory Committees and Commissions

29.4 (1) Electronic Meetings is permitted for Advisory Committees and Commissions in accordance with section 29.2(1) of this Bylaw.

(Bylaw No. 4520)

(2) In addition to section 29.2(1) of this Bylaw, Electronic Meetings of Advisory Committees and Commissions are permitted in the following special circumstances:

(a) When an Electronic Meeting would ensure quorum is met to hold a meeting; or

(b) when the Advisory Committee or Commission oversees a service that includes:

(i) the Southern Gulf Islands Electoral Area; or

(ii) more than one Electoral Area.

(Bylaw No. 4520)

(3) A public viewing room must be open to the public and a staff member must be in attendance.

(Bylaw No. 4520)

(4) The public viewing room location must be published on the agenda for the Electronic Meeting.

(Bylaw No. 4520)

Attendance at Committee Meetings

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

Committee Reports

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

Quorum

32. The quorum in a Standing or Select Committee shall be the majority of the Persons appointed to the Committee, but shall not include First Nation Members.

(Bylaw No. 4368)

Voting at Meetings

33. (1) On a vote in a Committee each person shall have only one (1) vote.

(2) (a) The Chair shall be a Member of all Committees and entitled to vote on all matters.

(b) Despite section 33(2)(a) the Chair, when in attendance, may be counted as one Member for the purpose of constituting a quorum.

(c) First Nation Members are permitted to abstain from voting on an item, provided that they declare their abstention prior to the vote being called on the item.

(Bylaw No. 4368)

(d) When an abstention from voting on an item is declared by a First Nation Member, it shall be noted in the meeting minutes and the total number of votes on the item shall not include those First Nation Members who have abstained from voting.

(Bylaw No. 4368)

Operation

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

PART 5 – COMMITTEE OF THE WHOLE

Procedures for COW Meetings

35. (1) The Board may resolve to sit as a COW at any time.

(2) The Chair may appoint another Member to preside over the COW who shall maintain order therein and report the proceedings thereof to the Board.

(3) The rules of the Board shall be observed in COW as far as may be applicable. Motions shall be seconded and the names of Members shall not be recorded in case of a division. Divisions in COW shall be decided by a show of hands. A motion in COW to rise without reporting, or that the Chair of the Committee do leave the Chair, shall always be in order and shall take precedence over any other motion. A motion to rise without reporting, if affirmed shall be considered as disposing of the matter before the Committee in the negative.

(4) When all matters referred to the COW have been considered, a motion to rise and report shall be adopted. The Committee may report progress and ask leave to sit again if the matter before it has not been disposed of. On the Committee rising, the Chair shall report to the Board and an adoption of the report shall be moved.

(5) Discussion in COW shall be strictly relevant to the item or clause under consideration.

(6) First Nation Members may attend COW when invited in advance by the Board Chair.
(Bylaw No. 4368)

PART 6 – BYLAWS

36. (1) Bylaws shall be passed by the following stages:

(a) Introduction and first reading shall be decided by the motion "that Bylaw No. _____ be introduced and read a first time". The question shall be decided without amendment or debate.

(b) Second Reading - Debate on second reading shall be limited to the general principle of the bylaw.

(c) Third Reading - A bylaw may be amended at third reading and passed upon the motion "that Bylaw No. ____ (as amended or as presented) be read a third time".

(d) Despite sections 36(1)(a), (b) and (c) every proposed bylaw may be introduced and given first, second, and third readings at the same meeting by one motion for all three readings.

(e) Adoption - Not less than one clear day after third reading, the bylaw shall be adopted upon the motion "that Bylaw No. ____ be adopted", unless the Board adopts the bylaw in accordance with subsection (2) and section 228 of the *Local Government Act*.
(Bylaw No. 4262)

(2) A bylaw that does not require approval, consent or assent under the *Local Government Act* or any other Act before it is adopted may be adopted at the same meeting at which it passes third reading, so long as the motion for adoption receives at least ~~two thirds~~ 2/3 of the votes cast.

(Bylaw No. 4520)

(3) A copy of every bylaw shall be endorsed by the Corporate Officer with a record of the stages through which it has proceeded and shall be kept among the records of the Board. A copy of every adopted bylaw signed, sealed and where necessary bearing evidence of registration by the Inspector of Municipalities shall be kept with the records of the Board.

PART 7 – RESOLUTIONS

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

PART 8 – GENERAL

38. The rules of the Board shall be observed in proceedings of the Capital Regional Hospital District Board, and Standing and Select Committees of the Board as far as may be applicable.

39. The provisions of sections 22 and 24 of this bylaw that apply to Members shall apply to First Nation Members.

(Bylaw No. 4368)

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

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

READ A FIRST TIME THIS	19th	day of	September,	2018
READ A SECOND TIME THIS	19th	day of	September,	2018
READ A THIRD TIME THIS	19th	day of	September,	2018
ADOPTED THIS	10th	day of	October,	2018

[Original signed by]
CHAIR

[Original signed by]
CORPORATE OFFICER

Making a difference...together

REPORT TO JUAN DE FUCA WATER DISTRIBUTION COMMISSION
MEETING OF TUESDAY, APRIL 1, 2025

SUBJECT **Juan de Fuca Water Distribution Development Cost Charge Program Update**

ISSUE SUMMARY

To present the final Juan de Fuca Water Development Cost Charge (DCC) program update, including the interested parties' engagement findings, final report and associated bylaw amendment.

BACKGROUND

The Capital Regional District (CRD) retained Urban Systems Ltd. (USL) in early 2023 to update the current 2018 DCC program and associated Bylaw No. 2758. Water distribution infrastructure requirements were identified to support the expected population growth over the next 20 years within the Juan de Fuca Water Distribution System (JWDS) service area. The updated DCC projects costs have increased but the projected higher population have decreased the proposed DCC rates nominally.

At its May 7, 2024 meeting the Juan de Fuca Water Distribution Commission (JWDC) received the draft DCC Update Background Report, proposed 2024 DCC program update project list and rates, and proposed 2024 DCC program project location reference maps. Staff were directed to proceed with stakeholder engagement and continue with the 2024 JWDS DCC program and bylaw update.

Public and Interested Parties Engagement Update

The CRD ran an online survey from December 3, 2024 to January 9, 2025 to collect feedback on the proposed updates to the JWDS DCC program. The survey was promoted through advertisements in local newspapers and on social media. In addition, direct email letters were sent to organizations within the development community and four First Nations, inviting them to participate in the online survey or to submit direct feedback via email. Accompanying the survey were a variety of online resources, including responses to frequently asked questions and a presentation, which included general information on DCCs alongside information on the revised DCC project list and updated DCC rates.

No direct feedback from any of the recipients of emailed letters was received. At the time of the online survey closure, 26 responses were received. Key themes from the survey responses included:

- Comments that new development should pay its fair share of growth-related costs.
- Support for the DCC program and the proposed distribution of project costs (through project-specific benefit factors).
- Comments regarding the impact of the JWDS DCC (and DCCs more generally) on housing affordability in the region.
- Concern about the total cost of the different CRD DCCs when 'stacked'.

- Questions regarding the possibility of using alternative funding mechanisms (e.g., grants) to offset the costs identified in the updated DCC program

A summary of the engagement results is included as Appendix A.

DCC Program and Bylaw update

The draft DCC Update Background Report was updated to include the public engagement summary and to clarify Two-Unit Dwellings (i.e., duplexes) are categorized as Low Density Residential land use type to reflect legislative changes and evolving best practices since the last DCC update.

- The final JWDS DCC Update Background Report is attached (Appendix B).
- The proposed DCC projects and cost estimates are summarized in Appendix C and maps for context are included in Appendix D.
- A summary of the proposed 2025 DCC rates and the 2018 DCC rates for all land-use categories is shown in the table below.
- The amendment to DCC Bylaw No. 2578, Bylaw No. 4669, "Development Cost Charge Bylaw (Juan de Fuca Water Distribution), No 1, 2000, Amendment Bylaw No. 10, 2025" enables the proposed 2025 JWDS DCC rates to be implemented. See Appendix E.

Land Use	Unit	Previous Rate (2018)	Proposed Rate (2025)	Percent Change
Low Density Residential *(single family, Two-Unit Dwelling)*	per lot (or unit, in the case of a Two-Unit Dwelling)	$2,922	$2,796	-4%
Medium Density Residential *(triplex, fourplex, townhouse)*	per unit	$2,557	$2,446	-4%
High Density Residential *(apartment)*	per unit	$1,644	$1,573	-4%
Commercial	per m^2 GFA*	$10.74	$10.48	-2%
Industrial	per m^2 GFA*	$5.82	$5.24	-10%
Institutional	per m^2 GFA*	$23.74	$10.48	-56%

*GFA = gross floor area

Canada Housing Infrastructure Fund

In April 2024, Canada announced an investment of $6 billion into the new Canada Housing Infrastructure Fund (CHIF). The purpose of this fund is to accelerate the construction and upgrading of critical housing infrastructure, with the stated goal of constructing more homes. To receive CHIF funding, applicants must comply with program requirements. For the CRD and member municipalities, this includes the regional district freezing DCC rate increases from April 4, 2024, until April 4, 2027. On February 12, 2025, the CRD Board directed staff to implement a DCC rate freeze for CRD to allow member municipalities, as well as the CRD, to pursue funding

opportunities under the CHIF. The CHIF grant requirements will not affect the proposed 2025 JWDS DCC rates as they are decreasing.

DCC Implementation – Next Steps

- Seek approval from the JWDC to finalize the updated DCC program and amendments to Bylaw No. 2758.
- Complete the required first, second and third updated bylaw readings by the CRD Board.
- Submit a certified copy of the update bylaw with three readings and final background report to the British Columbia (BC) Inspector of Municipalities.
- Complete the required fourth reading and adoption of the bylaw by the CRD Board.

ALTERNATIVES

Alternative 1

The Juan de Fuca Water Distribution Commission recommends to the Capital Regional District Board:

1. That Bylaw No. 4669, "Development Cost Charge Bylaw (Juan de Fuca Water Distribution), No. 1, 2000, Amendment Bylaw No. 10, 2025", be introduced and read a first, second and third time.
2. That Bylaw No. 4669 be forwarded to the Inspector of Municipalities for approval.

Alternative 2

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

IMPLICATIONS

Financial Implications

Finalizing the DCC program update will allow new DCC rates to fund growth-related infrastructure projects, ensuring that those who will use and benefit from the water services provided pay their share of the costs in a fair and equitable manner.

Not proceeding with the proposed DCC program update leaves the outdated 2018 rates and projects in place, preventing new growth-related infrastructure projects from being funded by DCC's unless they are within an updated and approved DCC program.

Service Delivery Implications

Not finalizing the update may require new growth-related projects to be funded by existing JWDS water service users resulting in increased water rates and possible delays to those projects being implemented. This may impact the timely construction of growth-triggered projects and could impede service delivery required to support population growth.

Social Implications

Consultation feedback received from the public and interested parties was not substantive enough to warrant revising the DCC program.

CONCLUSION

The Capital Regional District (CRD) has prepared updates to the 2018 Development Cost Charge (DCC) program for the Juan de Fuca Water Distribution System (JWDS). The update reflects current growth projections for the next 20 years and identifies the related DCC-eligible water infrastructure projects. The updated DCC rates included in Bylaw No. 2758, are based on the updated DCC program information and have decreased marginally from the existing DCC rates. Consultation was completed with minimal feedback.

RECOMMENDATION

The Juan de Fuca Water Distribution Commission recommends to the Capital Regional District Board:

1. That Bylaw No. 4669, "Development Cost Charge Bylaw (Juan de Fuca Water Distribution), No. 1, 2000, Amendment Bylaw No. 10, 2025", be introduced and read a first, second and third time.
2. That Bylaw No. 4669 be forwarded to the Inspector of Municipalities for approval.

Submitted by:	Joseph Marr, P. Eng., Senior Manager, Infrastructure Planning and Engineering
Concurrence:	Alicia Fraser, P. Eng., General Manager, Infrastructure and Water Services
Concurrence:	Kristen Morley, J.D., General Manager, Corporate Services & Corporate Officer
Concurrence:	Ted Robbins, B. Sc., C. Tech., Chief Administrative Officer

ATTACHMENT(S)

Appendix A: Engagement Summary 2025
Appendix B: Final Background Report – March 2025
Appendix C: Proposed Project List and Water DCC Calculations
Appendix D: Proposed Location Reference Maps
Appendix E: Bylaw No. 4669, "Development Cost Charge Bylaw (Juan de Fuca Water Distribution), No. 1, 2000, Amendment Bylaw No. 10, 2025"

URBAN SYSTEMS MEMORANDUM

DATE: January 16, 2025
TO: Capital Regional District (CRD) Integrated Water Services
FROM: Urban Systems Ltd.
FILE: 1692.0056.01
SUBJECT: Engagement Summary - JdF WDS DCC Update

1.0 OVERVIEW

In 2023, the Capital Regional District initiated an update to the Juan de Fuca (JdF) Water Distribution System (WDS) Development Cost Charge (DCC) Bylaw, which was last updated in 2018. As per the Province of British Columbia's *DCC Best Practices Guide*, consulting interested parties is a guiding principle when establishing or updating a DCC program.

To provide interested parties with an opportunity to share feedback on the proposed updates to the JdF WDS DCC program, the CRD published an online survey on the Get Involved JdF WDS DCC webpage from December 3, 2024 to January 9, 2025. Accompanying the survey were a variety of resources, including responses to Frequently Asked Questions and a presentation, which included a general overview of DCCs alongside information on the revised project list and updated rates.

This memorandum provides an overview of the engagement conducted as part of the JdF DCC update process. More information on the survey and a summary of key themes from the survey results is included in **Section 2.0**.

The reference materials are available online and can be accessed through the CRD's Get Involved webpage for the JdF DCC update. These materials will remain accessible for a period of time following the completion of the project.

1.1 ADVERTISING AND OUTREACH SUMMARY

The CRD completed a series of advertising and outreach for the proposed JdF DCC update and the related survey, including social media posts twice a week on Facebook, LinkedIn, Twitter/X, and Instagram from December 2, 2024 to January 9, 2025. Survey advertisements were also published in the Goldstream Gazette Newspaper on December 4 and 11, 2024, and in the Sooke Mirror Newspaper on December 5 and 12, 2024.

Direct invitations to provide feedback were also emailed out to the development community and First Nations communities within the service area. On December 3, 2024, letters with information on the JdF DCC Get Involved platform and the online survey were emailed directly to the following 6 organizations: the Sooke Builders Association (SBA), Urban Development Institute (UDI), Victoria Residential Builders Association (VRBA), West Shore Developers Association (WDA), Canadian Home Builders' Association (CHBA – B.C. Chapter), and Vancouver Island Construction Association (VICA).

On December 12, 2024, letters with information on the JdF DCC Get Involved platform and the online survey were emailed directly to the following 4 First Nation communities: T'Sou-ke First Nation, Sc'ianew First Nation, Songhees Nation, and xʷsepsum Nation.

In the direct invitations, there was an option to complete the survey or email questions directly to the CRD (via a provided email address); no emails were received, but invitees may have opted to provide their feedback through the engagement survey instead.

2.0 ONLINE SURVEY

To ensure interested parties had an opportunity to provide their input on the proposed JdF WDS DCC update, a 7-question survey was developed and hosted on the CRD's Get Involved page from December 3, 2024 to January 9, 2025. Six of the seven questions were closed-ended and focused on understanding where respondents were located within the CRD, their connection(s) to the JdF WDS, and their familiarity with the JdF WDS DCC program. The final question was open-ended and was as follows: "Do you have any questions, comments, or concerns about the proposed update to the Juan de Fuca DCC program?"

At the time of survey closure, 26 responses were received. Common themes across the responses to the open-ended survey question are identified and summarized in **Section 2.1**.

2.1 SURVEY RESPONSE SUMMARY

The survey provided all respondents with an opportunity to write an open-ended response with comments, questions, or feedback for the CRD regarding the proposed updates to the JdF WDS DCC program.

Key themes arising from responses to this question are summarized below:

Benefit Allocation to New Vs. Existing Growth

Most respondents indicated that new development should pay for its fair share of growth-related costs, rather than having costs shouldered by existing residents through property taxes or water user rates. Many shared that homeowners should not be responsible for these costs, and that new development should be expected to pay more. Others were supportive of the DCC program and noted the proposed distribution of project costs (through project-specific benefit factors) are fair and equitable.

Impact on Housing Affordability

A few respondents shared concerns about the JdF DCC's impact on housing affordability in the region, along with concerns regarding how DCCs (both the JdF DCC and DCCs more generally) will impact the cost of development and costs to homeowners. A few respondents highlighted the total cost of the different CRD DCCs when 'stacked' together as potentially prohibitive to development.

Alternative Funding Mechanisms

A few respondents inquired about the possibility of using alternative funding mechanisms, such as grants from senior level of governments, to offset some of the costs identified in the updated DCC program. Other respondents indicated their support for the updated DCC program.

3.0 CLOSING

This memorandum summarizes the feedback received on the proposed JdF WDS DCC update, providing information and considerations for the Juan de Fuca Water Distribution Commission and the CRD Board as they evaluate the amendment of the existing JdF DCC Bylaw.

APPENDIX B

Making a difference...together

Capital Regional District

Juan de Fuca Water Distribution System

Development Cost Charge Update

Final Background Report
March 2025

URBAN systems

File: 001692.0056.01
#312 - 645 Fort Street, Victoria, BC V8W 1G2 | T: 250.220.7060

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URBAN systems

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Appendix A Existing Capital Regional District Development Cost Charge Bylaw No. 2758

Appendix B Proposed Capital Regional District Development Cost Charge Amendment Bylaw No. 4669

EXECUTIVE SUMMARY

This report discusses the proposed Juan de Fuca Water Distribution System (JdF WDS) Development Cost Charge (DCC) Bylaw update. This update reflects current growth projections and DCC eligible infrastructure needs for the member municipalities of the Juan de Fuca Water Distribution System in the Capital Regional District (CRD). A DCC program review was necessitated to ensure alignment with the Development Cost Charge Best Practices Guide (Best Practices Guide) issued by the BC Ministry of Municipal Affairs, which suggests major DCC updates at least once every 5 years, and for the inclusion of updated information.

The DCC Bylaw update included a review and update of all projects, project costs, and growth estimates. DCC eligible projects for CRD water services in the JdF WDS were identified through reference to recent infrastructure planning documents and water service modelling done by GeoAdvice Inc.

Table ES 1, below, outlines the proposed DCC rates based on the updated program information.

Table ES 1: DCC Rates

Land Use	Unit	Proposed Rate (2025)
Low Density Residential *(single family, Two-Unit Dwelling)*	per lot (or unit, in the case of a Two-Unit Dwelling)	$2,796
Medium Density Residential *(triplex, fourplex, townhouse)*	per unit	$2,446
High Density Multi-Family *(apartment)*	per unit	$1,573
Commercial	per m^2 gross floor area	$10.48
Industrial	per m^2 gross floor area	$5.24
Institutional	per m^2 gross floor area	$10.48

PART 1. BACKGROUND

The last review of the Capital Regional District's Juan de Fuca Water Distribution System (JdF WDS) Development Cost Charge (DCC) program and rates was completed in 2018 and Development Cost Charges Bylaw (Juan de Fuca Water Distribution), No. 1, 2000 (the Bylaw) was amended by Capital Regional District Bylaw No. 2758. In 2023, the Capital Regional District (CRD) sought assistance to review and update the CRD JDF DCC program and draft an amendment to the Bylaw.

The six west shore municipalities within the JDF WDS, include:

- City of Langford
- City of Colwood
- Town of View Royal
- District of Metchosin
- District of Sooke
- District of Highlands

In addition to the six West Shore municipalities listed above, portions of CRD Electoral Area A, within the JdF WDS, are also included in the DCC update. It is important to note that areas of CRD Electoral Area A that do not receive water service from the JdF WDS will not be required to pay DCCs.

The timeframe reflected in this update is 20 years, from 2023 to 2043. The update process for the DCC program and identification of capital project priorities was informed by various information sources and analysis. This update involved a thorough review of planning documents (Zoning Bylaws and OCPs) for each of the six West Shore municipalities and applicable planning documents for Electoral Area A to identify anticipated growth. Growth estimates were then reviewed and refined with staff from each municipality. Improvements needed to support development in the six municipalities based on anticipated growth were identified through water service area modelling undertaken by GeoAdvice Inc. for the 20-year timeframe.

Through this analysis, the proposed DCC program ensures that those who will use and benefit from the services provided pay their share of the costs in a fair and equitable manner. The proposed DCC rate schedule is based on the growth projections, the capital program, and policy decisions. The proposed DCC rates apply to Low Density Residential, Medium and High Density Residential, commercial, industrial, and institutional land uses. The land use types within each category of charge were also adjusted to reflect legislative changes and evolving best practices.

Whereas previously only portions of the JdF WDS service area were included in the DCC-applicable service area, the entire JdF WDS service area is now subject to DCCs. As services have expanded into new areas, it is appropriate that the entire JdF WDS service area is subject to DCCs and properties that can receive service contribute to infrastructure costs.

It should be noted that the material provided in this background report is meant for information only. Reference should be made to consolidated Bylaw No. 1, 2000, as amended by Bylaw No. 4249, for the specific DCC rates within the JdF WDS until the Board has adopted a new DCC bylaw.

PART 2. DCC KEY ELEMENTS

The Best Practices Guide, prepared by the Ministry of Municipal Affairs, stipulates key elements that should be considered when determining DCC rates. **Table 2.1** outlines the key elements, decisions, and supporting rationale used in this update. The table indicates whether the proposed approach aligns with the Best Practices Guide.

Table 2.1: DCC Key Elements

Key Element	Proposed DCC Update	Rationale	Aligns with Best Practices Guide?
Timeframe	20 Years	• Aligns with OCP and capital planning timeframes.	✓
Municipal-wide or Area-specific Charge	Area-specific (covers all six municipalities in the JdF WDS and portions of Electoral Area A)	• Area-specific impact based on DCC Service Area boundaries.	✓
Grant Assistance	None	• No identified DCC projects require grant funding.	✓
Developer Contribution	None	• No identified DCC projects include a developer contribution.	✓
Interim Financing	Two projects	• The CRD has two long-term debt obligations included as non-capital projects in the DCC program. Long-term debt consists of Silver Creek Debt ($1,151,692) and Walfred Servicing Debt ($333,532). No interest is included. *Note:* This debt is described in further detail in **Section 4.2**.	✓
Benefit Allocation	44% -100%	• Water modeling showed the relative impacts of new growth on infrastructure for projects near existing development. These projects involved upgrading existing infrastructure to provide greater capacity to support new growth and include: planned existing system upgrades for water pipes and reservoir storage.	✓

		• Projects that provide exclusive benefit to new development at 100%.	
Municipal Assist Factor	1% *(All infrastructure types)*	• The CRD is contributing the minimum allowable assist factor to ensure long-term financial sustainability. This approach is consistent with the previous JdF WDS DCC update.	✓
Units of Charge	Per lot, per unit, and per square metre gross floor area	• Per lot (for single family) or per unit (for Two-Unit Dwellings) for Low Density Residential DCCs. DCCs are levied on single family lots at time of subdivision. DCCs are levied at time of building permit for Two-Unit Dwellings. For clarity, two DCCs would be levied on a Two-Unit Dwelling (one for each unit). This ensures that DCC collection closely correlates with timing of impact on infrastructure and when the total number of units is known. • Per unit for Medium (townhouse, triplex, and fourplex) and High Density (apartment) Residential dwellings as complete information is available at building permit approval. • Per square metre gross floor area for Industrial, Commercial, and Institutional (non-residential) uses as impact on infrastructure is expected to correlate with floor space.	✓

The proposed update to the Juan de Fuca DCC Bylaw includes clarification that Two Unit Dwellings (i.e., duplexes) would be charged two (2) Low Density Residential DCC rates (one charge per unit) at time of building permit. This change was made to:

- Reflect recent legislative changes through the province's Bill 44, which now allows for Small-Scale Multi-Unit Housing (SSMUH) of up to four units on most residential lots within the CRD's Urban Containment Boundary (UCB);
- Ensure a more equitable distribution of DCCs between unit types, based on the understanding that many new Two-Unit Dwellings, which can often include secondary suites, are likely to impose a similar infrastructure burden as single-family dwellings; and,
- Create greater alignment between the CRD's regional DCC programs and those imposed by member municipalities in the region.

PART 3. GROWTH PROJECTIONS AND EQUIVALENCIES

3.1 Growth Projection Methodology

The CRD and its municipalities generally conduct independent growth estimates; they are often aggregated and sometimes vary in terms of date conducted or methodology used. To facilitate the development of growth estimates for the purpose of the JdF DCC update, a combination of information was used.

Growth estimates were developed using current and historic growth trends determined from BC Stats through the *CRD: 2019-2038 Population, Dwelling Units and Employment Projection Report,* dated April 2019. The CRD Regional Growth Strategy (RGS), local government planning documents, and information on major ongoing development applications also informed the growth estimates. This assessment also included a high-level review of land economics to determine residential unit types and current development trends. The compilation of these sources was used to determine the distribution of growth within the JdF WDS service area.

The growth projections developed were then validated through discussions with staff in the six municipalities, including:

- City of Langford
- City of Colwood
- Town of View Royal
- District of Metchosin
- District of Sooke
- District of Highlands

Growth estimates also included development considerations for areas of CRD Electoral Area A within the JdF WDS service area.

3.2 Growth Projections

The following is a summary of growth estimates in the six member municipalities and Electoral Area A within the JdF WDS service area. Development and growth trends are based on a 20-year timeframe to the year 2043. The growth estimates are broken down by land use type and include various residential densities as well as commercial, industrial, and institutional uses.

Table 3.1 summarizes new future development serviced by the JdF WDS for each community to the year 2043.

Table 3.1: Land Use Growth Allocations 2023 - 2043

	View Royal	Highlands	Colwood	Langford	Metchosin	Sooke	Electoral Area A	Total
Residential (units)								
Low Density Residential *(single family, Two-Unit Dwelling)*	225	225	1,500	2,800	60	1,000	300	**6,110**
Medium Density Residential *(triplex, fourplex, row house, townhouse)*	530	30	3,000	4,000	5	1,500	-	**9,065**
High Density Residential *(apartment)*	800	-	3,500	5,530	-	2,500	100	**12,430**
Commercial & Industrial (m^2)								
Commercial	35,000	15,440	3,460	150,000	5,000	35,000	100	**244,000**
Industrial	5,000	22,500	120,000	900,000	1,400	25,000	500	**1,074,400**
Institutional (m^2)								
Institutional	5,000	750	52,500	50,000	4,700	5,000	-	**117,950**

Building permit data and other planning information was reviewed to determine what percentage of ground-oriented dwellings were single-detached dwellings and other forms of housing to determine the ratio of residential units in each of these categories (low, medium, and high).

3.3 Equivalencies

The equivalencies used in this update are largely the same as those in the 2018 update, except for institutional land uses. Where equivalencies are unchanged, there have been no significant changes in expectations regarding relative impact.

Table 3.2: Equivalencies

Land Use	Unit of Development	Equivalent Unit Conversion Factors
Low Density Residential *(single family, Two-Unit Dwelling)*	per lot (or unit, in the case of a Two-Unit Dwelling)	3.2
Medium Density Residential *(triplex, fourplex, row house, townhouse)*	per unit	2.8
High Density Multi-Family *(apartment)*	per unit	1.8
Commercial	per m^2 gross floor area	0.012
Industrial	per m^2 gross floor area	0.006
Institutional	per m^2 gross floor area	0.012

For residential demand, occupancy rates per lot or unit are used to project demands for water services. For non-residential land uses, equivalent populations per square metre are established. The total equivalent population for the JdF DCC Service Area, determined by applying the equivalent unit conversion factors to the total estimated units, is 78,099 people compared to 52,003 in the previous JdF DCC Program.

The commercial and industrial equivalent units have been rounded to three decimals. The institutional equivalent unit was updated as the type of institutional use in the Service Area has changed; uses are expected to largely consist of lower intensity institutional uses, such as offices and classrooms. These types of development are similar to the impact on infrastructure of commercial uses in the service area, and therefore a consistent equivalent unit between commercial and institutional uses is appropriate.

PART 4. DCC PROJECTS AND COSTS

4.1 DCC Costs

DCC rates are determined by applying the key elements, growth projections, and equivalencies, described earlier in this report, to projects that are DCC eligible and expected to be built within the specified DCC timeframe. Given that most communities in the JdF WDS are experiencing high rates of greenfield development, most projects solely benefit new growth. All projects are owned and capitalized by the CRD. An overview of the DCC costs is provided in **Table 4.1**.

Table 4.1: DCC Program Overview and Capital Costs

Service	Total Capital Costs	Benefit Allocation	Municipal Assist Factor	DCC Recoverable Program Costs	Regional District Costs (1)
Water	$84.2 M	44 - 100%	1%	$81.4 M	$2.8 M

Note: (1) Includes municipal assist factor and portion allocated to existing development.

4.2 Provisions for Long-term Debt

The CRD has two long-term debt obligations that are included as non-capital projects under the DCC program. Neither project includes interest. The long-term debt consists of the following:

- Silver Creek Debt – Existing Front-End Agreement (2009) with the CRD for construction of the Helgesen Pump Station and Water Main (previous DCC project in 2018 DCC program) - $1,151,692. This debt was included in the previous DCC program approved by the Ministry in 2018. By agreement, there is no interest payable on the debt.
- Walfred Servicing Debt – In 2023, a developer completed a significant portion of the Walfred Servicing DCC infrastructure project identified in the 2018 program and has $333,531.75 in DCC credit still available. This outstanding DCC credit has been separated from the remaining portions of the project (now Project #3 Triangle Trail), which has yet to be completed. No interest is included on the DCC debt.

4.3 Changes in Program from Previous Update

The capital costs and number of projects have changed since the previous DCC update for various reasons:

- The CRD water model for the JdF WDS was updated based on new growth estimates and changes in development areas since 2018.

- Due to rising costs in land, construction, and soft costs, existing project costs were updated with an appropriate inflation factor based on Engineering News Record index and adjusted to reflect the local context.
- New projects identified through water modelling are included and reflect Class D cost estimates or better where available.
- Debt servicing costs were updated to reflect current liabilities.
- The DCC reserve amounts were updated to reflect current reserves held by the CRD.

4.4 DCC Projects

The DCC program was developed through a review of the previous program, which included the removal of completed projects and the identification of new projects through extensive water modelling work conducted by GeoAdvice Inc. Incomplete projects in the existing project list were carried forward and costs were increased to reflect current costing information. The DCC program includes a variety of projects including water mains, water main upsizing, pump stations, PRVs, and storage tanks.

A summary of DCC projects is provided in **Table 4.2**, and DCC calculations, equivalent conversion factors per unit, and per square metre are established in **Table 4.3**.

Table 4.2: Water Projects and Cost Estimates

Item	Estimated Time Frame (See notes 1,2,3)	Municipality	Project	Description	Cost Estimate (See notes 4,5,6)	DCC Benefit Factor	Benefit to New Development	Municipal Assist Factor 1%	DCC Recoverable	CRD Responsibility
1	Medium-term	Langford	Echo Valley Drive	New Pipe	$1,934,300	100%	$1,934,300	$19,343	$1,914,957	$19,343
	Medium-term	Langford		PRV	$363,950	100%	$363,950	$3,640	$360,311	$3,640
2	Medium-term	Langford	Skirt Mountain Drive	New Pipe	$729,350	100%	$729,350	$7,294	$722,057	$7,294
	Long-term	Langford	Pump Station 3	Pump Station	$3,085,600	100%	$3,085,600	$30,856	$3,054,744	$30,856
3	Long-term	Langford	Triangle Trail (Formerly Walfred Servicing)	DI watermain	$1,167,250	100%	$1,167,250	$11,673	$1,155,578	$11,673
4	Medium-term	Langford	Fulton Reservoir	Reservoir upgrade	$7,786,500	90%	$7,007,850	$70,079	$6,937,772	$848,729
				Fire Pump	$2,904,350	90%	$2,613,915	$26,139	$2,587,776	$316,574
				Distribution Piping	$752,550	90%	$677,295	$6,773	$670,522	$82,028
5	Medium Term	Langford	Centre Mountain	Supply & Distribution Mains	$5,202,428	100%	$5,202,428	$52,024	$5,150,403	$52,024
				Pump Station & Storage Tank	$8,713,143	100%	$8,713,143	$87,131	$8,626,012	$87,131
				PRV	$1,121,250	100%	$1,121,250	$11,213	$1,110,038	$11,213
6	Long-term	Langford	Klahanie Dr	New Pipe	$2,956,550	100%	$2,956,550	$29,566	$2,926,985	$29,566
	Long-term	Langford	ROW (Frederic Rd to Wild Ridge Way)	New Pipe						
	Long-term	Langford	Wild Ridge Way	New Pipe						
7	Medium-term	Langford	Sunheights	PRV	$87,000	100%	$87,000	$870	$86,130	$870
8	Medium-term	Langford	Glen Lake PRV	PRV	$500,250	100%	$500,250	$5,003	$495,248	$5,003
9	Long-term	Langford	Optimized connection from RWS to distribution system	PRV	$3,871,500	100%	$3,871,500	$38,715	$3,832,785	$38,715
10	Medium-term	Colwood	Mary Anne Cres / Pattison Way	Pump Station	$2,305,500	100%	$2,305,500	$23,055	$2,282,445	$23,055
		Colwood		Pipe Upgrade	$571,300	100%	$571,300	$5,713	$565,587	$5,713
11	Short-term	Colwood	VMP Pump Upgrade	Pump Station Upgrade	$435,000	100%	$435,000	$4,350	$430,650	$4,350

12	Medium-term	Colwood	Pump Station 10	Pump Station	$3,735,200	100%	$3,735,200	$37,352	$3,697,848	$37,352
13	Medium-term	View Royal	Christie Point	Pipe Upgrade	$804,750	100%	$804,750	$8,048	$796,703	$8,048
14	Long-term	Sooke	Spar Tree	PRV	$363,950	100%	$363,950	$3,640	$360,311	$3,640
15	Long-term	Sooke	Henlyn	Distribution Main	$1,458,700	44%	$641,828	$6,418	$635,410	$823,290
16	Medium -term / Long-term	Sooke	Mountain Heights	New Pipe	$640,900	100%	$640,900	$6,409	$634,491	$6,409
		Sooke		New Pipe	$2,333,050	100%	$2,333,050	$23,331	$2,309,720	$23,331
		Sooke		Pump Station Upgrade	$1,450,000	100%	$1,450,000	$14,500	$1,435,500	$14,500
		Sooke		Storage Tank & Land Acquisition	$14,659,500	100%	$14,659,500	$146,595	$14,512,905	$146,595
17	Long-term	Sooke	Helgesen	PRV	$89,900	100%	$89,900	$899	$89,001	$899
18	Short, Medium & Long-term	Sooke	Sooke Town Centre - approximate locations are Otter Point Rd, Grant Rd, Sooke Rd and Throup Rd	Distribution piping - approx. 4,800 lm	$11,346,153	100%	$11,346,153	$113,462	$11,232,691	$113,462
19	Ongoing	All Areas	Model Updates and Studies		$1,300,000	100%	$1,300,000	$13,000	$1,287,000	$13,000
20	Ongoing	All Areas	Walfred Servicing Debt		$333,532	100%	$333,532	$3,335	$330,196	$3,335
21	Ongoing	All Areas	Silver Creek Debt		$1,151,692	100%	$1,151,692	$11,517	$1,140,175	$11,517
				TOTAL	**$84,155,097**		**$82,193,885**	**$821,939**	**$81,371,946**	**$2,783,151**

Note [1] - This does not represent the exact priority of project development, just the estimates development phasing
Note [2] - Project timing and rebates for projects constructed are subject to actual reserve funds available
Note [3] - Short-term = years 2024-2029, Medium-term = years 2030-2035, Long-term = years 2036-2044
Note [4] - All projects are available for DCC credits if they meet the requirements of the Capital Regional District's DCC Credit Policy
Note [5] - Cost estimates include 15% Engineering, 5% Project Admin, and 25% Contingency
Note [6] - Cost estimates for Centre Mountain projects are based on detailed cost estimates from developers that include appropriate engineering, project administration, and contingency allowances
Note [7] - The cost estimate for the Mountain Heights Storage Tank & Land Acquisition project includes a $2 million allowance for land acquisition costs including admin, contingency, rezoning, and land assembly as required. CRD expects location to be on Crown Land.

Table 4.3: Water Project DCC Calculations

Water DCC Calculation

20-Year Timeframe:

A: Water DCC Calculation				
Equivalent Population Estimates	**New Units**		**Person per unit (residential)/ Equivalent Population/m² (other land uses)**	
Low Density Residential	per lot or unit	6,110	3.2	19,552
Medium Density Residential	per unit	9,065	2.8	25,382
High Density Residential	per unit	12,430	1.8	22,375
Commercial	per square metre gross floor area	244,000	0.012	2,928
Industrial	per square metre gross floor area	1,074,400	0.006	6,446
Institutional	per square metre gross floor area	117,950	0.012	1,415
			Total Equivalent Population:	**78,099**
Total Equivalent Population	78,099	(a)		
B: Unit Water DCC Calculation				
Net Water DCC Program Recoverable		$81,371,946	(b)	
Existing DCC Reserve Monies		$13,141,235	(c)	
Net Amount to be Paid by DCCs		$68,230,711	(d) = (b) - (c)	
DCC per person		$873.65	(e) = (d) / (a)	
C: Resulting Water DCCs				**Person per unit (residential)/ Equivalent Population/m² (other land uses)**
Low Density Residential		$2,796	per lot or unit	3.2
Medium Density Residential		$2,446	per unit	2.8
High Density Residential		$1,573	per unit	1.8
Commercial		$10.48	per square metre gross floor area	0.012
Industrial		$5.24	per square metre gross floor area	0.006
Institutional		$10.48	per square metre gross floor area	0.012

Notes:

Equivalent Population ratios are carried forward from the previous DCC program, excluding institutional which was updated to be similar to commercial

DCC Reserve updated to reflect 2023 ending reserve balance, provided by CRD in March, 2024.

PART 5. DCC RATES

A summary of proposed DCC rates for all land use categories is shown in **Table 5.1** (below).

Table 5.1: Proposed DCC Rates

Land Use	Unit	Proposed Rate (2025)
Low Density Residential *(single family, Two-Unit Dwelling)*	per lot (or unit, in the case of a Two-Unit Dwelling)	$2,796
Medium Density Residential *(triplex, fourplex, townhouse)*	per unit	$2,446
High Density Residential *(apartment)*	per unit	$1,573
Commercial	per m^2 gross floor area	$10.48
Industrial	per m^2 gross floor area	$5.24
Institutional	per m^2 gross floor area	$10.48

A comparison of current (2018) and proposed DCC rates is provided in **Table 5.2** (below). As shown by **Table 5.2**, DCC rates are not changing substantially except for institutional, which has decreased by **56%**. The difference in institutional rates is due to the changing equivalency factor. The difference in commercial and industrial rates is due to rounding as discussed in **Section 3.3**.

Table 5.2: DCC Rate Comparison

Land Use	Unit	Previous Rate (2018)	Proposed Rate (2025)	Percent Change
Low Density Residential *(single family, Two-Unit Dwelling)*	per lot (or unit, in the case of a Two-Unit Dwelling)	$2,922	$2,796	-4%
Medium Density Residential *(triplex, fourplex, townhouse)*	per unit	$2,557	$2,446	-4%
High Density Residential *(apartment)*	per unit	$1,644	$1,573	-4%
Commercial	per m^2 gross floor area	$10.74	$10.48	-2%
Industrial	per m^2 gross floor area	$5.82	$5.24	-10%
Institutional	per m^2 gross floor area	$23.74	$10.48	-56%

PART 6. STAKEHOLDER CONSULTATION

Although the *Local Government Act (LGA)* does not require a public participation process, the Best Practices Guide suggests that an opportunity for public participation be included as part of the formulation of a DCC program. The purpose of such a process is to allow those who are interested in, or affected by, the proposed Water DCCs to offer comments and input. The Best Practices Guide does not set a recommended format to be followed for public participation; instead, the type of public participation to be used is decided by the Regional District itself.

To provide interested parties with an opportunity to share feedback on the proposed updates to the JdF WDS DCC program, the CRD published an online survey on the Get Involved JdF WDS DCC webpage from December 3, 2024 to January 9, 2025. Advertisements were made in local newspapers and on social media. In addition, the CRD sent direct letters (via email) to organizations within the development community and four First Nations informing them of the Get Involved JdF WDS DCC webpage and inviting them to submit direct feedback via email or to participate in the online survey. Accompanying the survey were a variety of resources, including responses to Frequently Asked Questions and a presentation, which included general information on DCCs alongside information on the revised project list and updated rates. This information will remain accessible on the JdF DCC Get Involved webpage for a period of time following project completion.

At the time of survey closure, 26 responses were received. Key themes included:

- Comments that new development should pay its fair share of growth-related costs.
- Support for the DCC program and the proposed distribution of project costs (through project-specific benefit factors).
- Comments regarding the impact of the JdF DCC (and DCCs more generally) on housing affordability in the region.
- Concern about the total cost of the different CRD DCCs when ‘stacked’.
- Questions regarding the possibility of using alternative funding mechanisms (e.g., grants) to offset the costs identified in the updated DCC program.

No direct feedback was received via email.

CRD staff, the JdF Water Distribution Commission, and the CRD Board have taken this feedback into account when setting the DCC rates and assist factors.

PART 7. DCC IMPLEMENTATION

7.1 Bylaw Exemptions

The *LGA* is clear that a DCC cannot be levied if the proposed development does not impose new capital cost burdens on the CRD, or if a DCC has already been paid in regard to the same development. However, if additional expansion to the same development creates new capital cost burdens or uses up capacity, then DCCs can be levied for the additional costs (i.e., net increase).

The *LGA* further restricts the levying of DCCs at the time of building permit approval if:

- The building permit is for a church or place of public worship as per the *Community Charter*;
- The value of the work authorized by the building permit does not exceed $50,000 or a higher amount as prescribed by bylaw; or,
- Unit size is no larger than 29 sq.m. and only for residential use.

Changes to the *LGA* allow local governments to charge DCCs at the time of building permit application for residential developments with fewer than four self-contained dwelling units, if such a charge is provided for in the CRD's DCC bylaw. Per the DCC Bylaw, the CRD is charging DCCs for development of three self-contained dwelling units or less which allows the CRD to collect DCCs in redevelopment scenarios.

7.2 DCC Waivers and Reductions

Changes to the *LGA* in 2008 provide local governments with the discretionary authority to waive or reduce DCCs for certain development types to promote affordable housing and low impact development. The CRD has chosen to continue to not provide any waivers/reductions for the JdF program.

7.3 Collection of Charges – Building Permit and Subdivision

Local governments can choose to collect DCCs at the time of subdivision approval or building permit issuance. Of the two possible collection times, subdivision approval occurs earlier in the process. DCCs will be collected for Low-Density Residential Development at time of subdivision approval (for Single Family uses) or building permit issuance (for Two-Unit Dwellings). Collecting DCCs early will allow the CRD to ensure timely provision of infrastructure and services. DCCs for Medium and High Density Residential development will be collected at time of building permit issuance when the final number of units is known. Non-residential land uses will also be levied DCCs at time of building permit issuance when gross floor area will be known, which results in a more equitable distribution of growth-related costs.

7.4 Collection of DCCs on Redeveloped or Expanded Developments

When an existing building or development undergoes an expansion or redevelopment there is usually a burden on DCC-related infrastructure. The new applicant will be required to pay the applicable DCCs based on the number of new units or additional floor area for each land use type, as appropriate, at the DCC rate in the proposed DCC bylaw. DCCs are only levied on the new development/building area.

Examples of collecting DCCs on redeveloped or expanded developments are as follows:

- If a single family residential unit is replaced by another single family residential unit, then no additional DCCs are payable (there is no new burden).
- If a subdivided lot, which has already paid a DCC, is developed into a Two-Unit Dwelling, only one (1) additional DCC would be collected at time of building permit.
- If a Low Density Residential lot is subdivided into two smaller lots with Low Density Residential units, DCCs are payable on the one additional Low Density Residential lot (it is assumed DCCs were already paid on the original lot).
- If a Medium or High Density (multi-family) Residential development is replaced by another Medium or High Density Residential development with the same unit mix and number of units, then no additional DCCs are payable.

7.5 In-Stream Applications

Should the proposed DCC Bylaw be adopted, rates will be in force immediately at the time of DCC Bylaw adoption; however, the *LGA* provides special 'in-stream' protection from rate increases for development applications submitted prior to the adoption date. There are two ways a developer can qualify for protection from the DCC rate increase:

1. Pursuant to section 511 of the *LGA* (subdivision).

   If the DCC Bylaw is adopted after a subdivision application is submitted and the applicable subdivision fee is paid, the new DCC Bylaw has no application to the subdivision for 12 months after Bylaw adoption. As such, if the subdivision is approved during the 12 months' grace period, the 'old' DCC rates apply. This only applies when DCCs are levied at subdivision.

OR

2. Pursuant to section 568 of the *LGA* (building permits).

   The DCC Bylaw is not applicable to a construction, alteration, or extension if: (a) a building permit is issued within 12 months of the DCC Bylaw adoption, AND (b) either a building permit application, a development permit application or a rezoning application associated with the construction (defined as "precursor application") is in stream when the DCC Bylaw

is adopted and the applicable application fee is paid. The development authorized by the building permit must be entirely within the area subject to the precursor application.

The above is a summary of sections 511 and 568 of the *LGA* and not an interpretation or an explanation of these sections. Applicants are responsible for complying with all applicable laws and bylaws and seeking legal advice as needed.

7.6 Rebates and Credits

The CRD has established a policy to guide staff in the collection of DCCs and the use of DCC credits and rebates as stipulated in the *LGA*. There may be situations when it is not in the best interests of the CRD to allow an owner to build DCC services outside of their subdivision or development. Building such services may start or accelerate development in areas where the CRD is not prepared to support. Therefore, policies for DCC credits, rebates, and latecomer agreements were drafted to assist staff with these development financing processes.

7.7 DCC Monitoring and Accounting

To manage the DCC program, the CRD should enter all the projects contained in the DCC program into its management system. The system would monitor the status of the project from the conceptual stage through to its final construction. The system would include information about the estimated costs, the actual construction costs, and the funding sources for the projects. The construction costs would be based on the tender prices received, the land costs based on the actual price of utility areas, and/or other land and improvements required for servicing purposes. The system would indicate when projects are completed, their actual costs, and would include new projects added to the program.

7.8 DCC Reviews

To keep the DCC program as current as possible, the CRD may choose to review its program annually and make minor adjustments to the DCC rates. The CRD may update the rates annually through Canadian Price Index (CPI) increases for up to 4 years following adoption of the DCC bylaw. Inflationary increases utilizing the CPI are limited to the DCC rates themselves and do not require Ministry approval. The CRD should undertake a major amendment to the DCC program and rates every 5 years.

APPENDIX A

Existing Capital Regional District Development Cost Charge Bylaw No. 2758 (No. 1, 2000), amended by Bylaw No. 4249

CAPITAL REGIONAL DISTRICT
BYLAW NO. 2758
(As amended by Bylaw Nos. 2960, 3100, 3218, 3432, 3805, 3893, 3904, 4063, 4249)

Consolidated version authorized in accordance with Bylaw No. 3014,
CRD Consolidation Authorization Bylaw No. 1, 2002

DEVELOPMENT COST CHARGES BYLAW (JUAN DE FUCA WATER DISTRIBUTION), NO. 1, 2000

A Bylaw to Impose Development Cost Charges

For technical enquiries, please contact CRD Water Services,
479 Island Highway, Victoria, BC, V9B 1H7

For reference to original bylaws and amendments, or for further details,
please contact the Administration Department, Capital Regional District,
625 Fisgard Street, Victoria, BC, V8W 2S6

CAPITAL REGIONAL DISTRICT

BYLAW NO. 2758

****

A BYLAW TO IMPOSE DEVELOPMENT COST CHARGES

****

WHEREAS

A. The District may impose development cost charges for the purposes of providing funds for the capital costs of water facilities in the service areas;

B. The development cost charges imposed by this bylaw are related to the capital costs attributable to projects included in the capital expenditure program of the District under the terms and conditions of sections 933, 934 and 935;

Bylaw 2960

C. The Board has considered the future land use patterns and development and the phasing of works and services;

D. The Board is of the opinion that the development cost charges imposed by this bylaw:

(a) Are not excessive in relation to the capital costs of prevailing standards of service;
(b) Will not deter development;
(c) Will not discourage the construction of reasonably priced housing or the provision of reasonably priced serviced land;

E. The development cost charges imposed under this bylaw will be collected by the Member Municipalities on behalf of the District, where applicable;

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

PART 1 GENERAL PROVISIONS

1. This bylaw may be cited as the "Development Cost Charges Bylaw (Juan de Fuca Water Distribution), No. 1, 2000."

2. The following schedules attached to this bylaw form an integral part of this bylaw and are enforceable in the same manner as this bylaw.
   a) Schedule A – Service Area Langford ("Schedule A");
   b) Schedule B – Service Area Sooke ("Schedule B");
   c) Schedule C– Service Area View Royal ("Schedule C");
   d) Schedule D– Service Area Colwood ("Schedule D");
   e) Schedule E – Service Area Metchosin ("Schedule E");
   f) Schedule F – Service Area Highlands ("Schedule F");
   g) Schedule G – Development Cost Charge Rates ("Schedule G");. ***Bylaw 4249***

3. This bylaw applies to all applications for subdivision and for issuance of a building permit for parcels located in any of the service areas.

PART 2 DEFINITIONS

4. In this bylaw, unless the context otherwise requires:

APPROVING OFFICER means the person appointed under the *Land Title Act* within a *Member Municipality* or the *District* to perform the duties and responsibilities of that position.

BOARD means the elected board of the *District*.

BUILDING PERMIT means any permit authorizing the construction, alteration or extension of a building or structure in a *Member Municipality* or the *Electoral Area*.

COMMERCIAL means land zoned for commercial uses under a zoning bylaw enacted by a *Member Municipality* or the *District*.

COMMISSION means the Juan de Fuca Water Distribution Commission.

COMPREHENSIVE DEVELOPMENT includes any *development* that is comprised of any two or more *residential uses*, *non-residential us*es or both.

COUNCIL means the elected council of a *Member Municipality*.

DEVELOPER means a person liable to pay *development cost charges* under this bylaw.

DEVELOPMENT COST CHARGES OR DCC means the applicable rates prescribed in Schedule G.
Bylaw 4249

DISTRICT means the Capital Regional District.

DWELLING UNIT OR UNIT means a room, a suite of rooms or a building or structure that is used or intended to be used as a self-contained private residence for one household that may contain eating, living, sleeping and sanitary facilities.

ELECTORAL AREA includes any Electoral Area of the *District*, which is under the jurisdiction of the *Commission* and is located within any of the *service areas*.

HIGH DENSITY MULTI-FAMILY means any *multi-family residential* development which has a gross density of more than 50 *dwelling units* per hectare.

INSTITUTIONAL means any development providing for the assembly of persons for religious, charitable, philanthropic, cultural, civic or recreational purposes; including but not limited to auditoriums, youth centres, social halls, group camps and churches.

INDUSTRIAL means land zoned for industrial uses under a zoning bylaw enacted by a *Member Municipality* or the *District*.

GENERAL MANAGER means the person appointed by the *Board* to perform the duties and responsibilities of the General Manager, Regional Water Supply and his/her designate.

LOW DENSITY RESIDENTIAL means a parcel which is used or may be used for one *dwelling unit* or any building containing one *dwelling unit*.

Bylaw 4249

MEDIUM DENSITY MULTI-FAMILY means any multi-family residential development which has *two dwelling units* or more per parcel and a gross density of not more than 50 *dwelling units* per hectare.

Bylaw 4249

MEMBER MUNICIPALITY means the City of Colwood, the District of Highlands, the District of Langford, the District of Metchosin, the District of Sooke and the Town of View Royal and any municipality subsequently incorporated in the *Electoral Area.*

MULTI-FAMILY RESIDENTIAL means a parcel which is used or may be used for two or more *dwelling units* or a building containing two or more *dwelling units.*

Bylaw 4249

MUNICIPAL CHARGES means *development cost charges* imposed by a bylaw of a *Member Municipality*.

NON RESIDENTIAL USE means the use of any building, structure or any portion thereof that is not a *residential use*, including but not limited to *commercial, industrial, and institutional.*

Bylaw 4249

RESIDENTIAL USE means *low density residential, multi-family residential, medium density multi-family and high density multi-family* uses.

Bylaw 4249

SERVICE AREA means an area which is located in a *Member Municipality* or the *Electoral Area* and is set out in the attached Schedules to this bylaw.

WATER FACILITY means any work, service or plant for storing, conveying, disposing or treating water.

PART 3 DEVELOPMENT COST CHARGES

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5. (1) A person who applies for and obtains approval of a subdivision of residential land other than Medium Density Multi-Family or High Density Multi-Family in a service area within a Member Municipality or the Electoral Area must pay the development cost charge applicable under Schedule G prior to subdivision of the land.

Bylaw 4249

(2) A person who applies for and obtains a building permit for a Medium Density Multi-Family or High Density Multi-Family *dwelling unit* in a *service area* within a *Member Municipality* or the *Electoral Area* must pay the development cost charge applicable under Schedule G prior to the issuance of the building permit.

Bylaw 4249

(3) A person who applies for and obtains a building permit for the construction, alteration or extension of a building that will, after the construction, alteration or extension, contain fewer than four (4) self-contained dwelling units and be put to no other use than the residential use in those dwelling units; must pay the *development cost charge* as outlined in Schedule G

Bylaw 4249

(4) A person who obtains a *Commercial, Industrial or Institutional* building permit in a *service area* within a *Member Municipality* or the *Electoral Area* must pay the *development cost charge* applicable under Schedule G prior to the issuance of the building permit.

Bylaw 4249

(5) A *development cost charge* is not payable where the development is subject to an exemption, waiver or reduction under the *Local Government Act* or another enactment of the Province or the *District.*

Bylaw 4249

6. *Development cost charges* imposed under this bylaw shall be calculated in accordance with the rates prescribed in Schedule G.

Bylaw 4249

7. In calculating the *development cost charges* under this part, the *development cost charges* for a *comprehensive development* shall be calculated separately for each part of the *comprehensive development* designated respectively to *residential uses and non residential uses* and shall be the sum total of the *development cost charges* for each of those uses, calculated in accordance with Schedule G.

Bylaw 4249

8. A *developer* shall pay the *development cost charges* to the *Member Municipality* or the *District*, according to the location of the parcel in respect of which the *development cost charges* are payable, at the following times:

(a) prior to final approval, if the application is made for subdivision only; or

(b) prior to issuance of a *building permit,* if the application is made for a *building permit* only or for both *subdivision* and for a *building permit*.

9. The *development cost charges* under this bylaw may not be paid by installments unless a regulation under the Municipal Act applies to the *development*.

10. If the *developer* does not pay the *development cost charges* as required under this bylaw, the amount becomes a debt owing to the *District* and shall be charged at interest at the rate set out under the *Taxation (Rural Area) Act* on the amount outstanding.

PART 4 COLLECTION AND REMITTANCE OF DEVELOPMENT COST CHARGES

11. Each *Member Municipality* shall collect the *development cost charge* payable under this bylaw at the time prescribed in section 8 (as renumbered).

Bylaw 3893

12. If a *developer* of a *subdivision* intends to build less than the number of *dwelling units* permitted by the applicable zoning bylaw on any parcel in the *subdivision*, the *developer* may pay the *DCC* for the number of units intended to be built, as long as

(a) the *developer* registers, under section 219 of the Land Title Act, a restrictive covenant in favour of the Capital Regional District;

(b) the restrictive covenant contains a covenant by the owner of the parcel agreeing to pay the *DCC* for any one or more dwelling units in addition to those intended to be built at the time of *subdivision,* at the time of issuance of a building permit for any of those additional, units;

(c) the *DCC* payable under (b) is the *DCC* in force at the time of the application for the building permit for any additional *dwelling unit*; and

(d) the restrictive covenant must be registered in priority to all other financial charges registered against the title to any affected parcel. .

13. A *Member Municipality* shall not approve a *subdivision* or issue a *building permit* for any *development* unless the *development cost charges* imposed under this bylaw have been paid in accordance with Part 3.

14. Each *Member Municipality* shall establish and maintain a separate account for the *DCC* monies collected under this bylaw and deposit and hold these monies in that separate account, in trust for the *District*, until the *DCC* monies are remitted to the *District*.

15. Within 30 days of the first business day of each month, each *Member Municipality* shall remit to the *District* the total amount of the *development cost charges* collected by the *Member Municipality* during the previous month.

16. Each *Member Municipality* shall provide to the *District* with the remittance of the *DCC* monies a statement of account in a form approved by the *General Manager* which sets out the following information:

(a) the date and amount of *development cost charges* collected and the amount still outstanding under installment payments and the dates for payment;

(b) the number and type of use of *residential uses*;

(c) the amount and type of use of *non residential uses*;

(d) the location of parcels and *dwelling units* against which *DCC*s were levied;

(e) the location of parcels and *dwelling units* against which *DCC*s were not levied and the reason for the exemption; and

(f) any other information that the *General Manager* deems necessary.

17. Each *Member Municipality* shall retain, for a period of eleven years, sufficient records to support the statements and payments referred to in this part.

18. The *District* may, at any time subject to first giving reasonable notice to any *Member Municipality*, inspect any and all records of the *Member Municipality* relating to the information required by this bylaw, the calculation, the collection and remittance by the *Member Municipality* of the *development cost charges* levied under this bylaw, and the calculations and remittance by the *Member Municipality* of any payments required under this bylaw.

19. Each *Member Municipality* shall permit any employee or agent of the *District* to inspect the records referred in this part and to make and take away copies of those records.

20. If a *Member Municipality* chooses not to collect any portion of *development cost charges* payable under this bylaw or to remit to the *District* any *development cost charges* collected in the manner prescribed by this bylaw, the *Member Municipality* shall pay to the *District* on demand an amount equal to the *development cost charges* that the *Member Municipality* should have collected or remitted under this bylaw.

21. DCC Credits shall only be issued in accordance with a DCC credit policy approved by the *District*.

PART 5 AUTHORIZATION

22. The *General Manager* may prescribe any form, statement, notice, practice, procedure or other administrative requisites required under this bylaw, after prior consultation with the staff of *Member Municipalities*.

PART 6 SEVERABILITY

23. If any portion of this bylaw is held to be invalid by a court of competent jurisdiction, the invalid portion shall be severed and the remainder of the bylaw shall be deemed to have been enacted without the invalid portion.

PART 7 EFFECTIVE DATE

24. This bylaw shall come into effect thirty days after the date of final adoption of this bylaw.

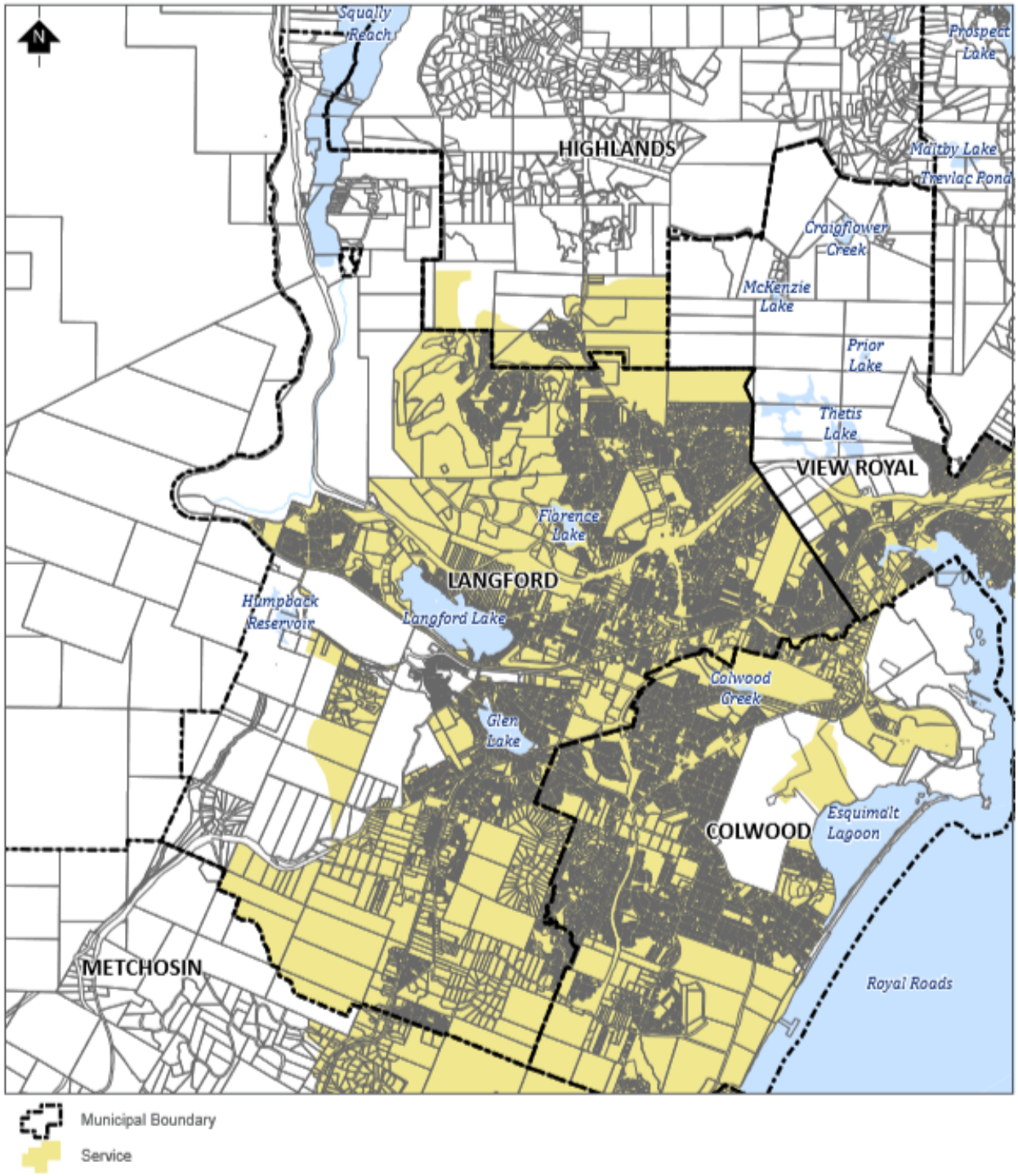
READ A FIRST TIME THIS	10th	day of	May	2000.
READ A SECOND TIME THIS	10th	day of	May	2000.
READ A THIRD TIME THIS	10th	day of	May	2000.
APPROVED BY THE INSPECTOR OF MUNICIPALITIES THIS	20th	day of	July	2000.
ADOPTED THIS	9th	day of	August	2000.

Christopher M. Causton
CHAIR

Sheila M. Norton
SECRETARY

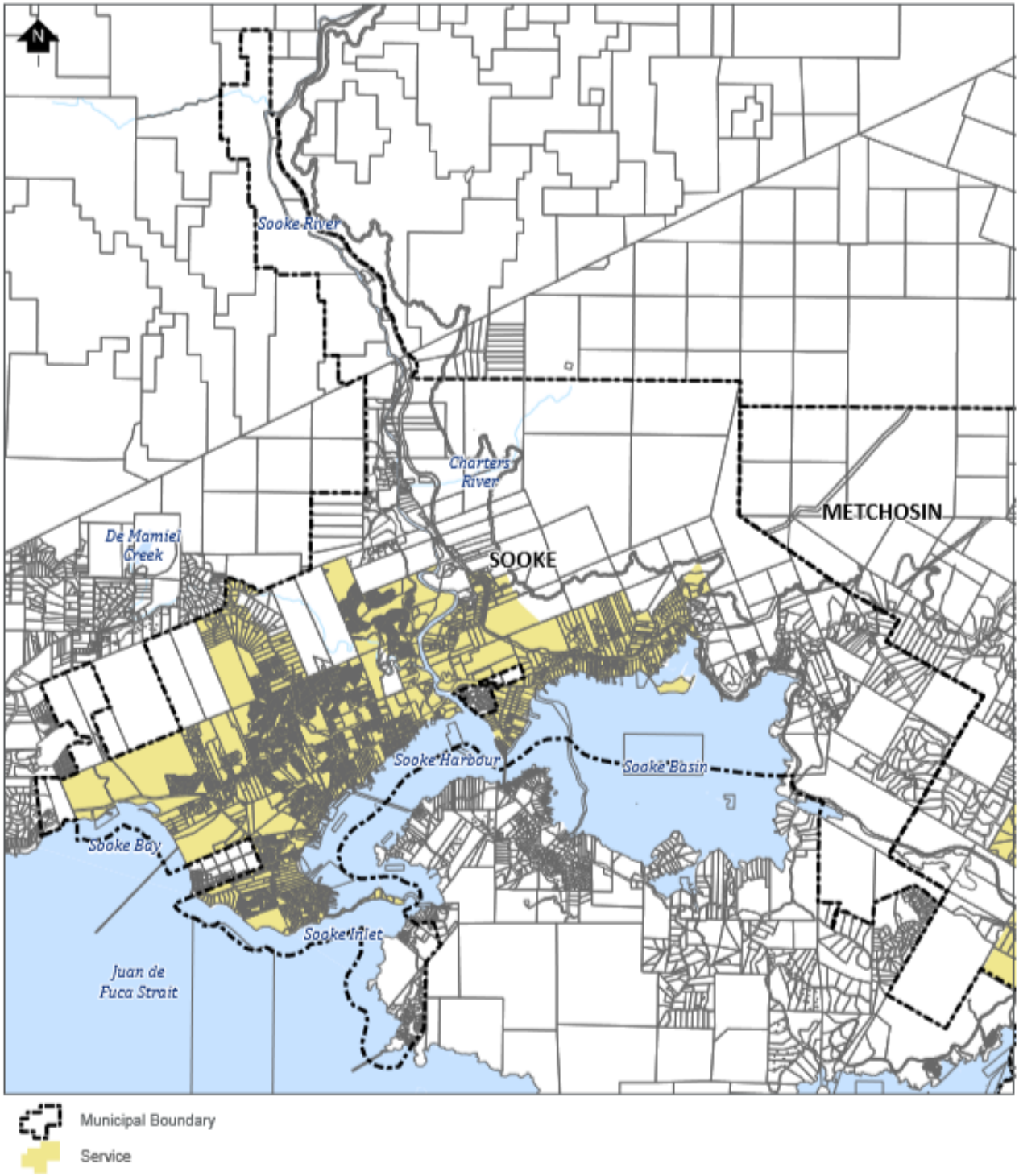
Schedule A – Langford

Bylaw 4249



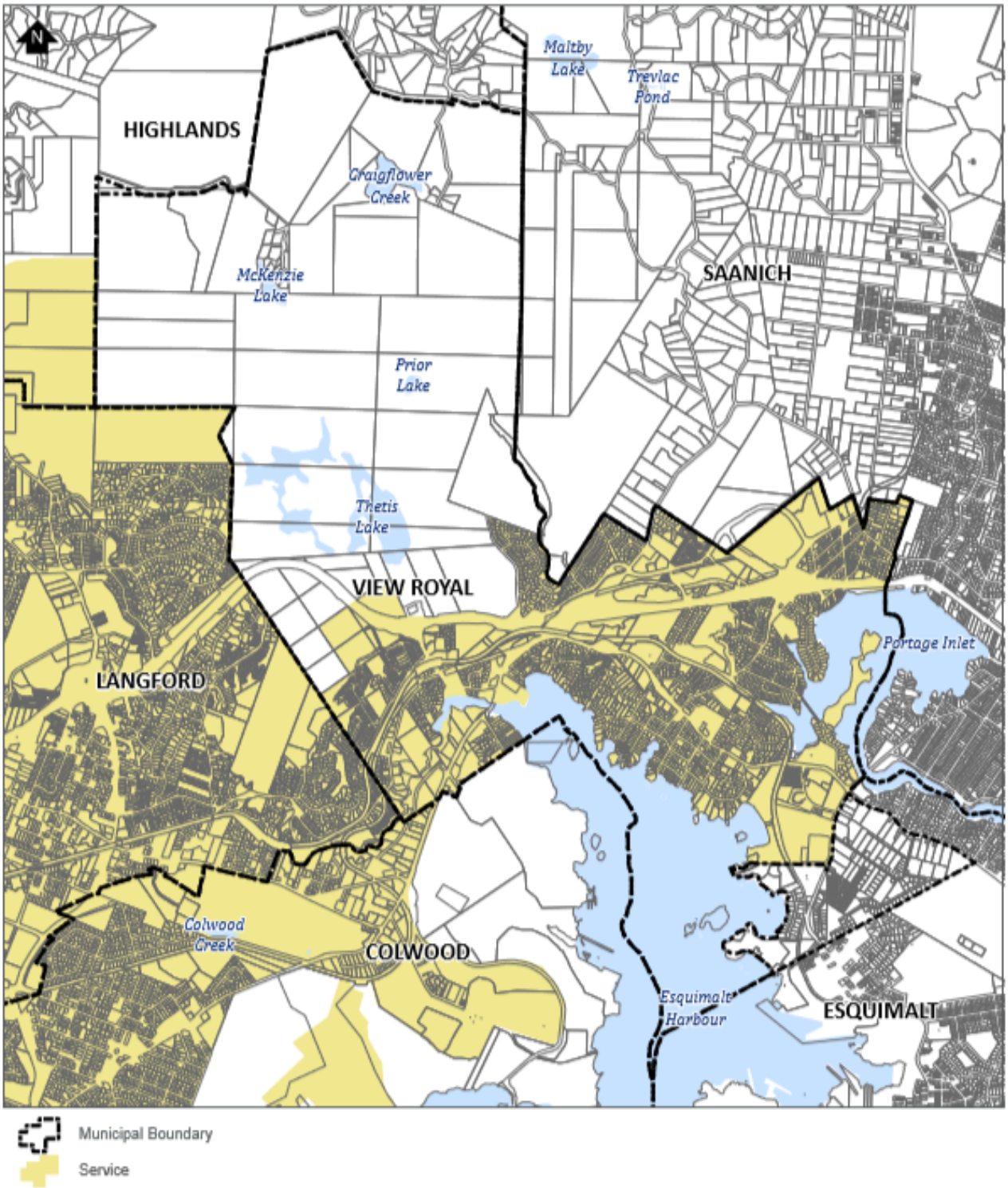
Schedule B – Sooke

Bylaw 4249



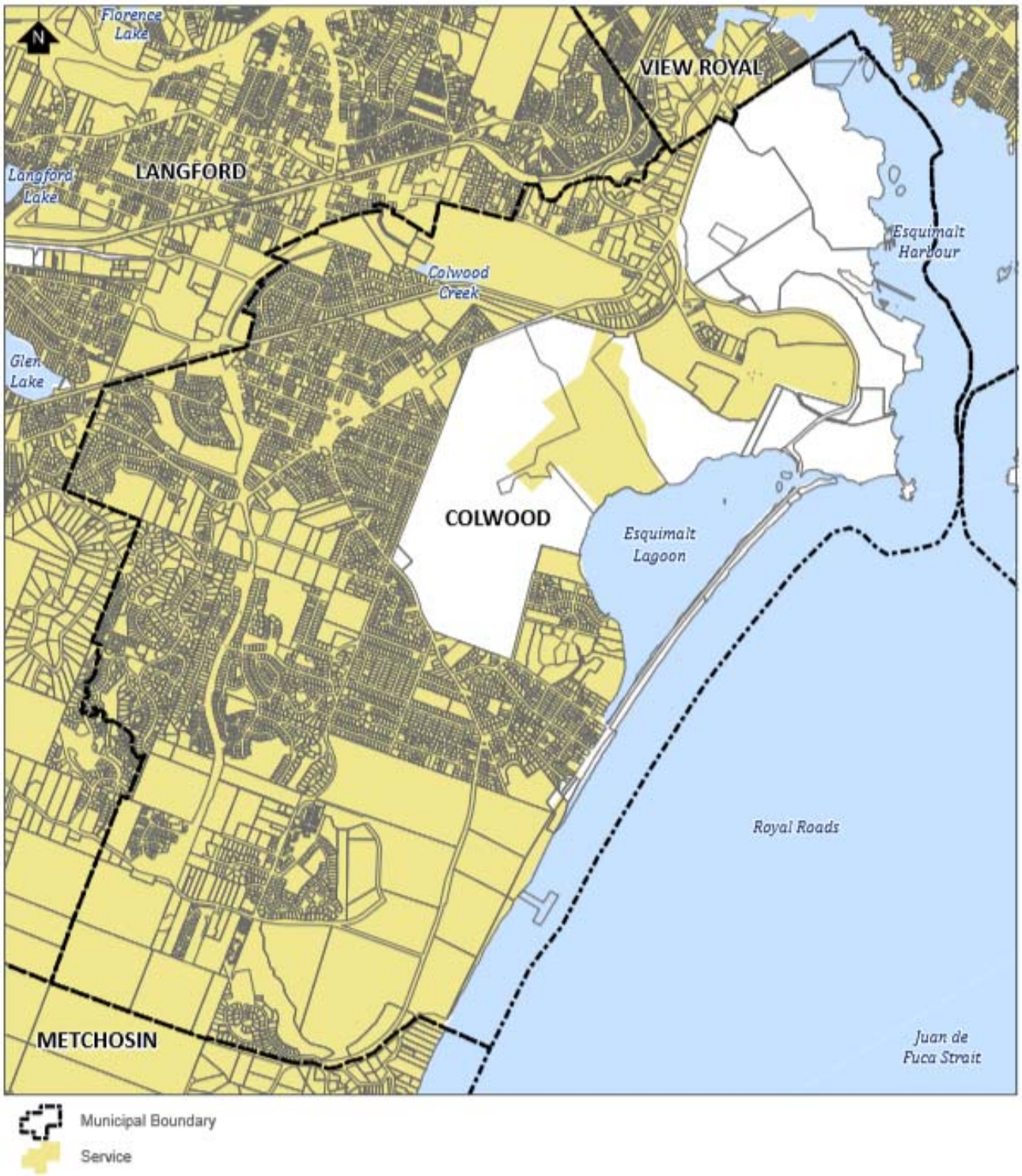
Schedule C – View Royal

Bylaw 4249



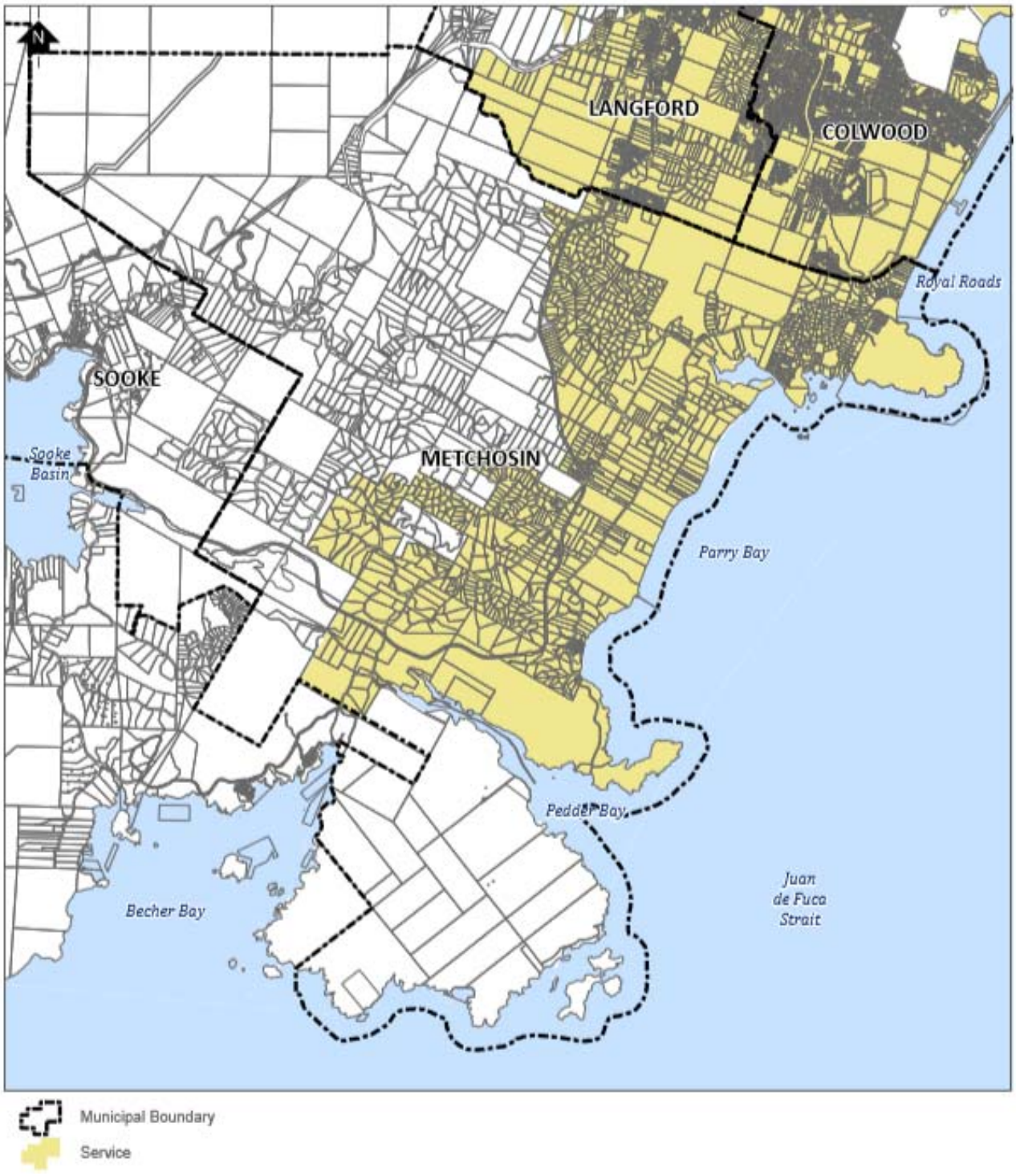
Schedule D – Colwood

Bylaw 4249



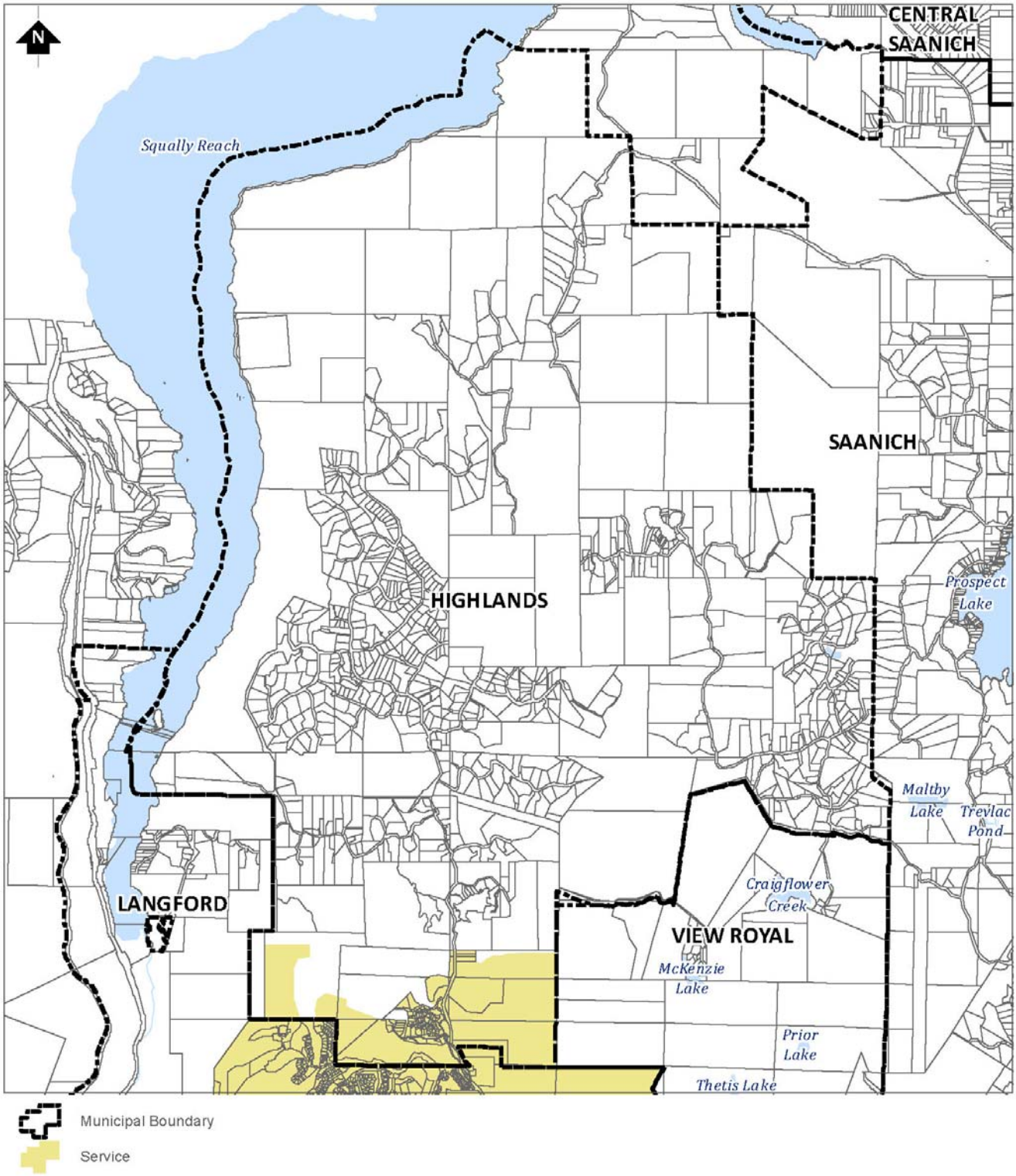
Schedule E – Metchosin

Bylaw 4249



Schedule F – Highlands

Bylaw 4249



SCHEDULE G *Bylaw 4249*

Development Cost Charge Rates

Description	Prescribed DCC Rates
Low Density Residential	$2,922 per lot
Medium Density Multi-family	$2,557 per unit
High Density Multi-family	$1,644 per unit
Commercial	$10.74 per m^2
Industrial	$5.82 per m^2
Institutional	$23.74 per m^2

APPENDIX B

Proposed Capital Regional District Development Cost Charge Amendment Bylaw No. 4669

2025 JdF Water Distribution DCC Project List

APPENDIX C

Item	Estimated Time Frame (See notes 1,2,3)	Municipality	Project	Description	Cost Estimate (A) (See notes 4,5,6)	DCC Benefit Factor (B)	Benefit to New Development (C=AxB)	Municipal Assist Factor 1% (D=Cx0.01)	DCC Recoverable (E=C-D)	CRD Responsibility (F=A-E)
1	Medium-term	Langford	Echo Valley Drive	New Pipe	$1,934,300	100%	$1,934,300	$19,343	$1,914,957	$19,343
	Medium-term	Langford		PRV	$363,950	100%	$363,950	$3,640	$360,311	$3,640
2	Medium-term	Langford	Skirt Mountain Drive	New Pipe	$729,350	100%	$729,350	$7,294	$722,057	$7,294
	Long-term	Langford	Pump Station 3	Pump Station	$3,085,600	100%	$3,085,600	$30,856	$3,054,744	$30,856
3	Long-term	Langford	Triangle Trail (Formerly Walfred Servicing)	DI watermain	$1,167,250	100%	$1,167,250	$11,673	$1,155,578	$11,673
4	Medium-term	Langford	Fulton Reservoir	Reservoir upgrade	$7,786,500	90%	$7,007,850	$70,079	$6,937,772	$848,729
				Fire Pump	$2,904,350	90%	$2,613,915	$26,139	$2,587,776	$316,574
				Distribution Piping	$752,550	90%	$677,295	$6,773	$670,522	$82,028
5	Medium Term	Langford	Centre Mountain	Supply & Distribution Mains	$5,202,428	100%	$5,202,428	$52,024	$5,150,403	$52,024
				Pump Station & Storage Tank	$8,713,143	100%	$8,713,143	$87,131	$8,626,012	$87,131
				PRV	$1,121,250	100%	$1,121,250	$11,213	$1,110,038	$11,213
6	Long-term	Langford	Klahanie Dr	New Pipe	$2,956,550	100%	$2,956,550	$29,566	$2,926,985	$29,566
	Long-term	Langford	ROW (Frederic Rd to Wild Ridge Way)	New Pipe						
	Long-term	Langford	Wild Ridge Way	New Pipe						
7	Medium-term	Langford	Sunheights	PRV	$87,000	100%	$87,000	$870	$86,130	$870
8	Medium-term	Langford	Glen Lake PRV	PRV	$500,250	100%	$500,250	$5,003	$495,248	$5,003
9	Long-term	Langford	Optimized connection from RWS to distribution system	PRV	$3,871,500	100%	$3,871,500	$38,715	$3,832,785	$38,715
10	Medium-term	Colwood	Mary Anne Cres / Pattison Way	Pump Station	$2,305,500	100%	$2,305,500	$23,055	$2,282,445	$23,055
		Colwood		Pipe Upgrade	$571,300	100%	$571,300	$5,713	$565,587	$5,713
11	Short-term	Colwood	VMP Pump Upgrade	Pump Station Upgrade	$435,000	100%	$435,000	$4,350	$430,650	$4,350
12	Medium-term	Colwood	Pump Station 10	Pump Station	$3,735,200	100%	$3,735,200	$37,352	$3,697,848	$37,352
13	Medium-term	View Royal	Christie Point	Pipe Upgrade	$804,750	100%	$804,750	$8,048	$796,703	$8,048
14	Long-term	Sooke	Spar Tree	PRV	$363,950	100%	$363,950	$3,640	$360,311	$3,640
15	Long-term	Sooke	Henlyn	Distribution Main	$1,458,700	44%	$641,828	$6,418	$635,410	$823,290
16	Medium -term / Long-term	Sooke	Mountain Heights	New Pipe	$640,900	100%	$640,900	$6,409	$634,491	$6,409
		Sooke		New Pipe	$2,333,050	100%	$2,333,050	$23,331	$2,309,720	$23,331
		Sooke		Pump Station Upgrade	$1,450,000	100%	$1,450,000	$14,500	$1,435,500	$14,500
		Sooke		Storage Tank & Land Acquisition	$14,659,500	100%	$14,659,500	$146,595	$14,512,905	$146,595
17	Long-term	Sooke	Helgesen	PRV	$89,900	100%	$89,900	$899	$89,001	$899
18	Short, Medium & Long-term	Sooke	Sooke Town Centre - approximate locations are Otter Point Rd, Grant Rd, Sooke Rd and Throup Rd	Distribution piping - approx. 4,800 lm	$11,346,153	100%	$11,346,153	$113,462	$11,232,691	$113,462
19	Ongoing	All Areas	Model Updates and Studies		$1,300,000	100%	$1,300,000	$13,000	$1,287,000	$13,000
20	Ongoing	All Areas	Walfred Servicing Debt		$333,532	100%	$333,532	$3,335	$330,196	$3,335
21	Ongoing	All Areas	Silver Creek Debt		$1,151,692	100%	$1,151,692	$11,517	$1,140,175	$11,517
				TOTAL	**$84,155,097**		**$82,193,885**	**$821,939**	**$81,371,946**	**$2,783,151**

Note [1] - This does not represent the exact priority of project development, just the estimates development phasing
Note [2] - Project timing and rebates for projects constructed are subject to actual reserve funds available
Note [3] - Short-term = years 2024-2029, Medium-term = years 2030-2035, Long-term = years 2036-2044
Note [4] - All projects are available for DCC credits if they meet the requirements of the Capital Regional District's DCC Credit Policy
Note [5] - Cost estimates include 15% Engineering, 5% Project Admin, and 25% Contingency
Note [6] - Cost estimates for Centre Mountain projects are based on detailed cost estimates from developers that include appropriate engineering, project administration, and contingency allowances
Note [7] - The cost estimate for the Mountain Heights Storage Tank & Land Acquisition project includes a $2 million allowance for land acquisition costs including admin, contingency, rezoning, and land assembly as required. CRD expects location to be on Crown Land.

Water DCC Calculation (2025)
20-Year Timeframe:

A: Water DCC Calculation				
Equivalent Population Estimates	**New Units**		**Person per unit (residential)/ Equivalent Population/m^2 (other land uses)**	
Low Density Residential	per lot or unit	6,110	3.2	19,552
Medium Density Residential	per unit	9,065	2.8	25,382
High Density Residential	per unit	12,430	1.8	22,375
Commercial	per square metre gross floor area	244,000	0.012	2,928
Industrial	per square metre gross floor area	1,074,400	0.006	6,446
Institutional	per square metre gross floor area	117,950	0.012	1,415
			Total Equivalent Population:	**78,099**
Total Equivalent Population	78,099	(a)		
B: Unit Water DCC Calculation				
Net Water DCC Program Recoverable		$81,371,946	(b)	
Existing DCC Reserve Monies		$13,141,235	(c)	
Net Amount to be Paid by DCCs		$68,230,711	(d) = (b) - (c)	
DCC per person		$873.65	(e) = (d) / (a)	
C: Resulting Water DCCs				**Person per unit (residential)/ Equivalent Population/m^2 (other land uses)**
Low Density Residential		$2,796	per lot or unit	3.2
Medium Density Residential		$2,446	per unit	2.8
High Density Residential		$1,573	per unit	1.8
Commercial		$10.48	per square metre gross floor area	0.012
Industrial		$5.24	per square metre gross floor area	0.006
Institutional		$10.48	per square metre gross floor area	0.012

Notes:
Equivalent Population ratios are carried forward from the previous DCC program, excluding institutional which was updated to be similar to commercial
DCC Reserve updated to reflect 2023 ending reserve balance, provided by CRD in March, 2024.

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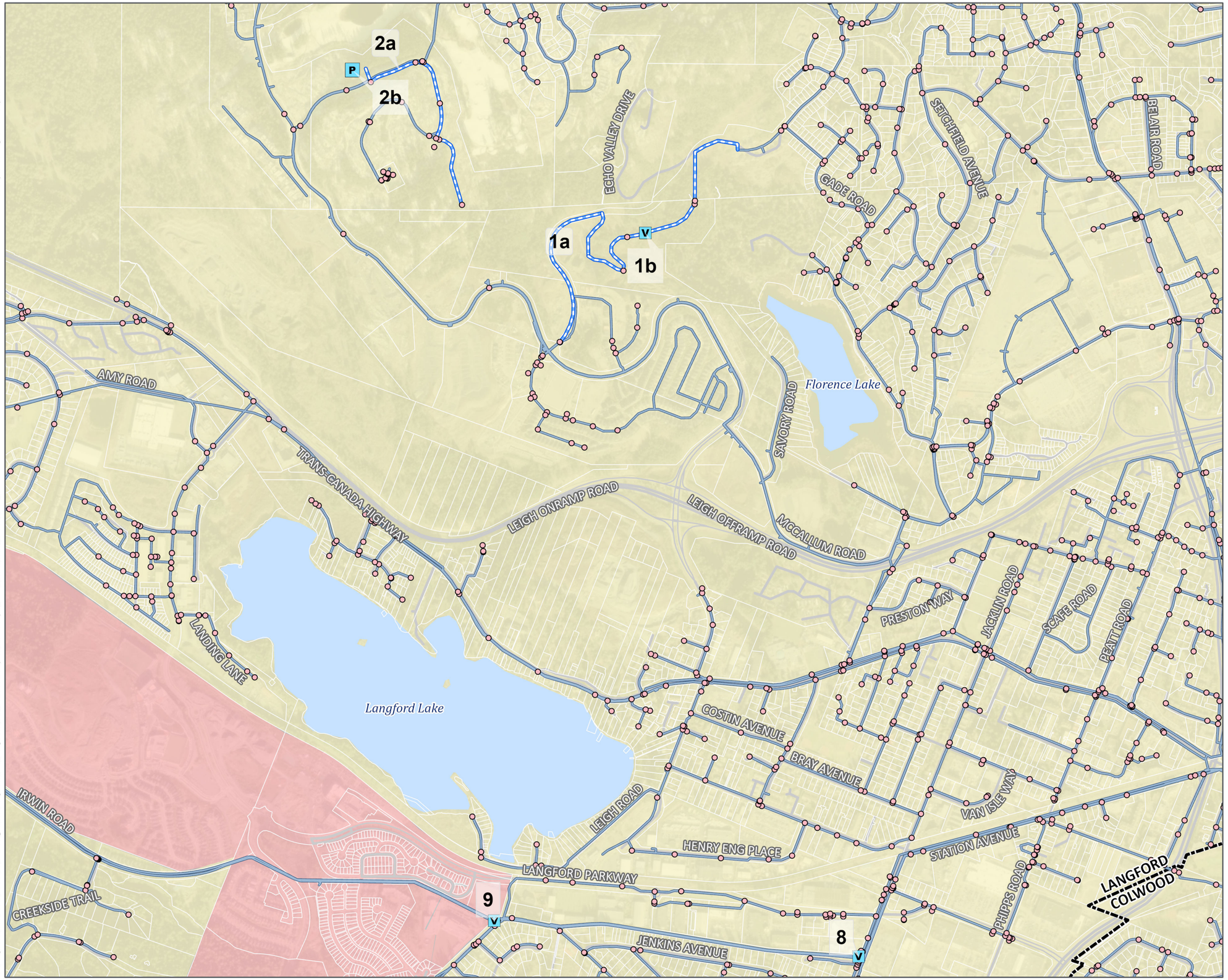


APPENDIX D

Making a difference...together

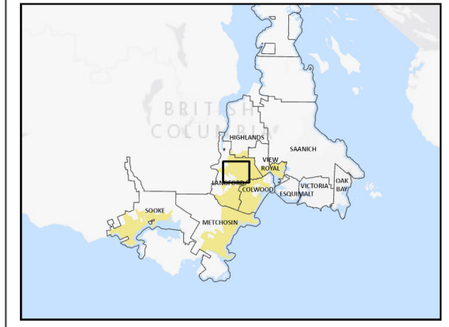
DCC Bylaw Update
Juan de Fuca Water Distribution

Langford

Legend

- Model Junctions
- PRV
- Pump
- Watermain
- Existing Pipe Network
- Juan de Fuca Distribution Commission
- Juan de Fuca Service Area

Note: Mapping is illustrative only - actual locations may differ.



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(When plotted at 11"x17")

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- CRD
- Data BC
- NRCan
- GeoAdvice

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Author:	DL
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Status:	--
Revision:	--
Date:	2024 / 2 / 15

URBAN SYSTEMS

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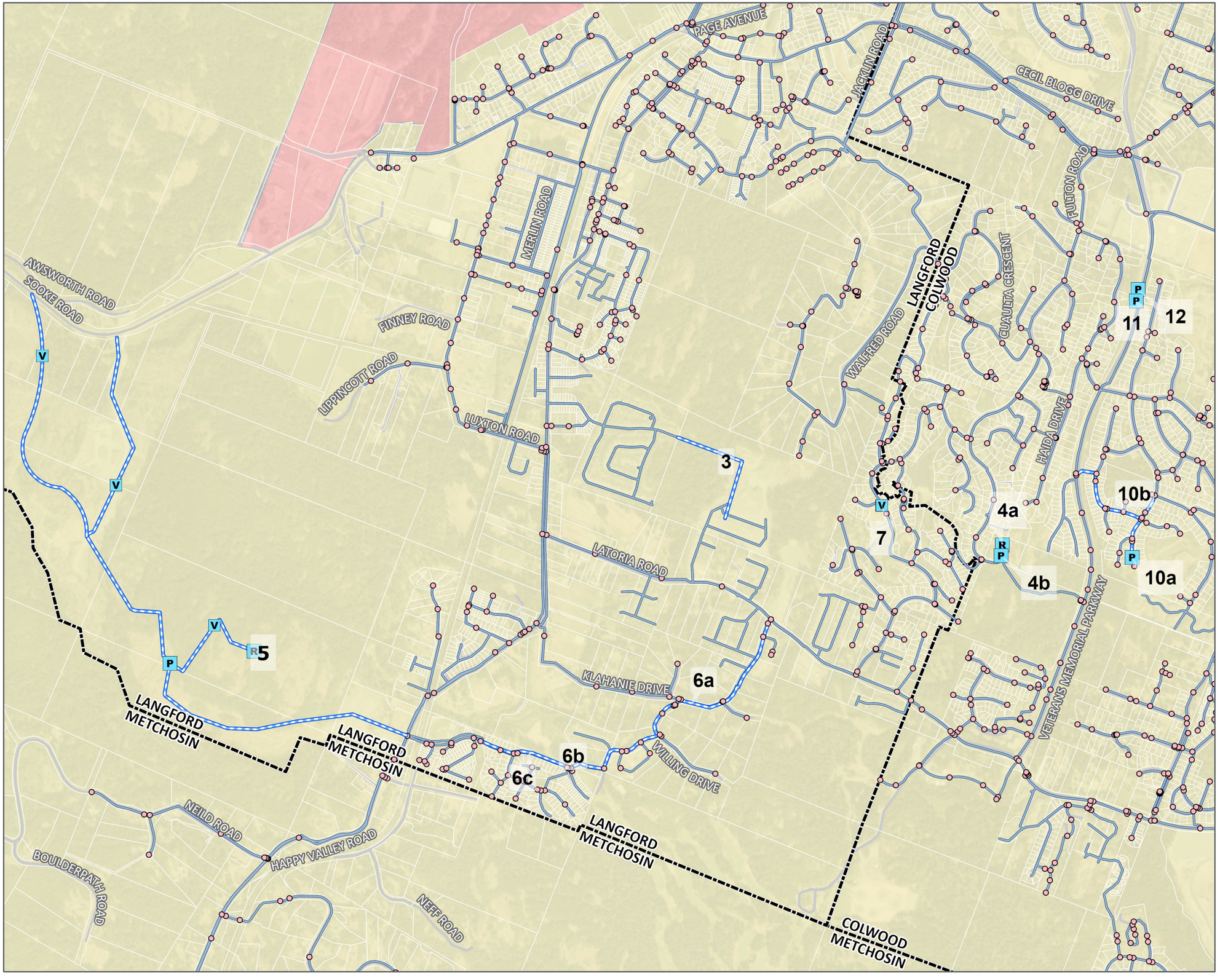


APPENDIX D

Making a difference...together

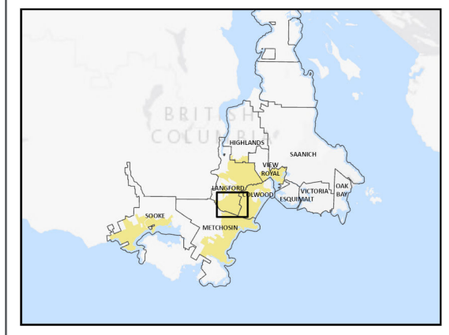
DCC Bylaw Update
Juan de Fuca Water Distribution

Langford 2

Legend

- Model Junctions
- PRV
- Pump
- Reservoir
- Watermain
- Existing Pipe Network
- Juan de Fuca Distribution Commission
- Juan de Fuca Service Area

Note: Mapping is illustrative only - actual locations may differ.



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- GeoAdvice

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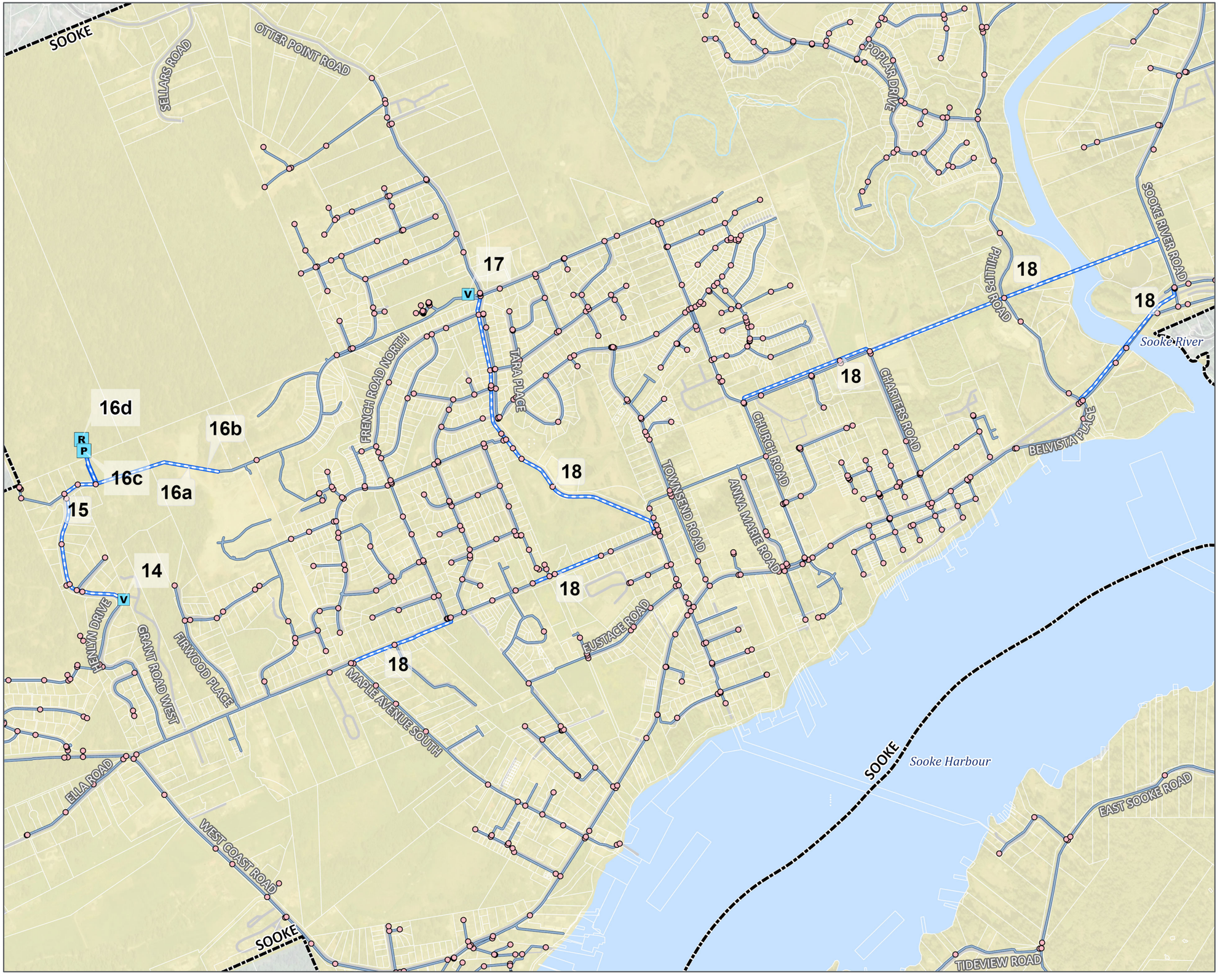


APPENDIX D

CRD
Making a difference...together

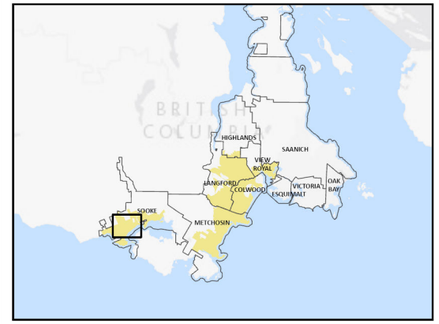
DCC Bylaw Update
Juan de Fuca Water Distribution

Sooke

Legend

- Model Junctions
- PRV
- Pump
- Reservoir
- Watermain
- Existing Pipe Network
- Juan de Fuca Distribution Commission
- Juan de Fuca Service Area

Note: Mapping is illustrative only - actual locations may differ.



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- NRCan
- GeoAdvice

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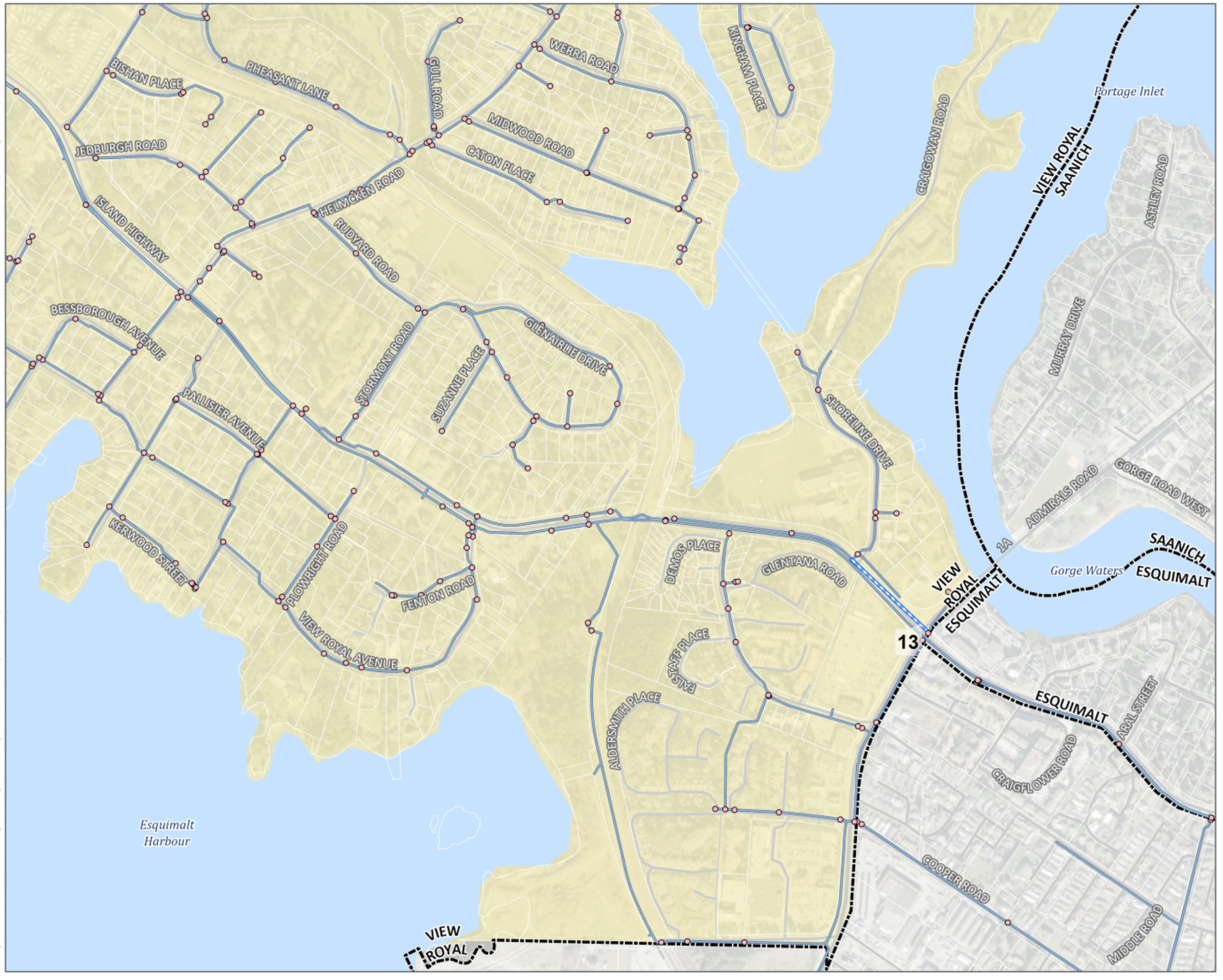
CRD
Making a difference...together

DCC Bylaw Update
Juan de Fuca Water Distribution

View Royal



Legend

- Model Junctions
- Existing Pipe Network
- Juan de Fuca Distribution Commission
- Juan de Fuca Service Area
- Watermain

Note: Mapping is illustrative only - actual locations may differ.

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CAPITAL REGIONAL DISTRICT
BYLAW NO. 4669

****

A BYLAW TO AMEND DEVELOPMENT COST CHARGES BYLAW (JUAN DE FUCA WATER DISTRIBUTION) NO. 1, 2000 (BYLAW NO. 2758)

****

WHEREAS:

A. Under Bylaw No. 2758, Development Cost Charges Bylaw (Juan de Fuca Water Distribution) No. 1, 2000, the District may impose development cost charges for the purposes of providing funds for the capital costs of water facilities in the service area;

B. The Development Cost Charges established under Bylaw No. 2758 are periodically reviewed;

C. The Board wishes to amend Bylaw No. 2758 to take into account changes in land use patterns, population projections, and the capital costs of providing, constructing, altering, or expanding Water Facilities in the Juan de Fuca Water Distribution System Service Area;

D. The Board is of the opinion that the Development Cost Charges imposed by this Bylaw:
   a. are not excessive in relation to the capital costs of prevailing standards of service;
   b. will not deter Development;
   c. will not discourage the construction of reasonably priced housing or the provision of reasonably priced serviced land; and
   d. will not discourage Development designed to result in a low environmental impact.

E. The Board has considered the future land use patterns and Development and the phasing of works and services;

F. In the opinion of the Board, the charges imposed by this Bylaw are related to capital costs attributable to works included in the District's financial plan and long-term capital plans; and

G. The Development Cost Charges imposed under this Bylaw will be collected by the Member Municipalities on behalf of the District, where applicable.

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

1. Bylaw No. 2758 "A Bylaw To Amend Development Cost Charges Bylaw (Juan De Fuca Water Distribution) No. 1, 2000" is hereby amended as follows:

   (a) By removing the heading "**PART 1 – GENERAL PROVISIONS"** in its entirety and replacing it with "**PART 1 – GENERAL ADMINISTRATION"**.

   (b) By replacing section 2 in its entirety with:

   2. Schedule A – DCC Rates attached to this Bylaw forms an integral part of this Bylaw and is enforceable in the same manner as this Bylaw.

   (c) By replacing section 3 in its entirety with:

3. This Bylaw applies to all applications for Subdivision and for issuance of a Building Permit for Parcels located within the Juan de Fuca Water Distribution System Service Area.

(d) By replacing the heading "**PART 2- DEFINITIONS"** with the heading "**PART 2 – DEFINITIONS AND INTERPRETATION"**.

(e) By replacing section 4 in its entirety with:

4(1) For the purposes of this Bylaw, the words or phrases that are not included in this section shall have the meaning assigned to them in the *Local Government Act.*

4(2) In this Bylaw:

APPLICANT means a person liable to pay Development Cost Charges under this Bylaw.

ATTACHED SECONDARY SUITE has the same meaning as under the British Columbia Building Code and does not include a strata Lot.

BOARD means the elected board of the Capital Regional District.

BUILDING PERMIT means any permit authorizing the construction, alteration or extension of a building or Structure in a Member Municipality or the Electoral Area within the Service Area.

COMMERCIAL means land zoned for commercial uses under a Zoning Bylaw enacted by a Member Municipality or the District.

COMMISSION means the Juan de Fuca Water Distribution Commission.

COMPREHENSIVE DEVELOPMENT includes any development that is comprised of any two or more Residential Uses, Non-Residential Uses or both.

DETACHED SECONDARY SUITE means a building attached to a foundation, used or designed as a self-contained Dwelling Unit located on a lot with a primary single-family dwelling and does not include a strata Lot.

DEVELOPMENT means a Subdivision or the construction, alteration, or extension of a building or structure for which a Building Permit may be obtained.

DEVELOPMENT COST CHARGES means the applicable rates prescribed in Schedule A – DCC Rates.

DISTRICT or CAPITAL REGIONAL DISTRICT means the Capital Regional District.

DWELLING UNIT OR UNIT means a room, a suite of rooms or a building or Structure that is used or intended to be used as a self-contained private residence for one household that may contain eating, living, sleeping and sanitary facilities.

ELECTORAL AREA includes any Electoral Area of the District, which is under the jurisdiction of the Commission and is located within the Service Area.

GROSS FLOOR AREA means the total area of all floors in a building measured to the outside surface of the exterior walls, but excluding areas provided for parking or motor vehicles and storage of bicycles OR as defined under a Zoning Bylaw enacted by a Member Municipality or the District.

HIGH DENSITY RESIDENTIAL means a building containing 3 or more Dwelling Units, one or more of which are wholly or partly above another Dwelling Unit.

INSTITUTIONAL means land zoned for an institutional use under a Zoning Bylaw enacted by a Member Municipality or the District, and any Development providing for the assembly of persons for religious, charitable, philanthropic, cultural, civic, educational, or recreational purposes; including but not limited to auditoriums, youth centers, social halls, group camps, schools, and churches.

INDUSTRIAL means land zoned for Industrial uses under a Zoning Bylaw enacted by a Member Municipality or the District.

GENERAL MANAGER means the person appointed by the Board to perform the duties and responsibilities of the General Manager, Infrastructure and Water Services and his/her designate.

LOT means any Parcel, block or other area in which land is held or into which it is legally subdivided, and for certainty, includes a bare land strata lot under the Strata Property Act.

LOW DENSITY RESIDENTIAL means a building containing one Dwelling Unit, or a building containing one Dwelling Unit and an Attached Secondary Suite, or a Two Unit Dwelling.

MEDIUM DENSITY RESIDENTIAL means a Detached Secondary Suite, or a building that is used or designed to contain 3 or more Dwelling Units, each having direct access to the outside at grade level, and for certainty does not include a building containing a Dwelling Unit wholly or partly above another Dwelling Unit.

MEMBER MUNICIPALITY means the City of Colwood, the District of Highlands, the City of Langford, the District of Metchosin, the District of Sooke, and the Town of View Royal and any subsequently incorporated local government within the Service Area.

NON-RESIDENTIAL USE means the use of any building, Structure or any portion thereof that is not a Residential Use, including but not limited to Commercial, Industrial, and Institutional.

PARCEL means any Lot, block, or other area in which land is held or into which it is subdivided but does not include a highway.

RESIDENTIAL USE means Low Density Residential, Medium Density Residential and High Density Residential uses.

SERVICE AREA means the area serviced by the District's Juan de Fuca Water Distribution System, as amended, which is in a Member Municipality or the Electoral Area of the District, as defined by CRD Bylaw No. 2538, "Water Distribution Local Service Area Establishment Bylaw" as amended or replaced from time to time.

STRUCTURE means any construction fixed to, supported by or sunk into land or water, excluding asphalt or concrete paving or similar surfacing of a Parcel.

SUBDIVISION means a subdivision as defined in the Land Title Act or Strata Property Act.

TWO UNIT DWELLING means a building consisting of two self-contained dwelling units which share a common wall or an area that forms the floor of one unit and the ceiling of the other and are not linked by a trellis, deck, breezeway or similar connection (e.g., a duplex).

WATER FACILITY means any works, service or plant for storing, conveying, disposing or treating water.

(f) By replacing section 5 in its entirety with:

5 (1) The Development Cost Charges set out in Schedule A – DCC Rates, attached hereto and forming part of this Bylaw, are hereby imposed on every Applicant within the Service Area who obtains:

(a) approval of a Subdivision of land under the Land Title Act or the Strata Property Act, that creates two or more Parcels on which the construction of a Low Density Residential dwelling is permitted;

(b) approval of a Building Permit authorizing the construction of a Low Density Residential dwelling unit on an existing Parcel; or

(c) approval of a Building Permit authorizing the construction, alteration or extension of a Medium Density Residential, High Density Residential; or Non-Residential building or Structure.

5 (2) For certainty, the intent of this Bylaw is to impose charges in respect of Building Permits authorizing the construction, alteration or extension of buildings that will, after the construction, alteration or extension, contain fewer than four self-contained Dwelling Units and be put to no other use than Residential Use in those Dwelling Units.

5 (3) An Applicant shall pay the Development Cost Charges to the Member Municipality or the District, according to the location of the Parcel in respect of which the Development Cost Charges are payable upon approval of a Subdivision or issuance of a Building Permit, as the case may be.

(g) By deleting sections 6 through 10, and replacing them with the following:

PART 4 - EXEMPTIONS

6. Despite any other provision of this Bylaw, a Development Cost Charge is not payable if any of the following applies in relation to a Development authorized by a Building Permit:

(a) the permit authorizes the construction, alteration or extension of a building or part of a building that is, or will be, after the construction, alteration or extension, exempt from taxation under section 220(1)(h) or 224(2)(f) of the Community Charter;

(b) the permit authorizes the construction, alteration, or extension of self-contained Dwelling Units in a building, the area of each self-contained Dwelling Unit is no larger than 29m^2, and each Dwelling Unit will be put to no other use than Residential Use;

(c) the value of the work authorized by the Building Permit does not exceed $50,000;

(d) a Development Cost Charge has previously been paid for the Development unless, as a result of further Development, new capital cost burdens will be imposed on the Member Municipality;

(e) a Development does not impose new capital cost burdens on the District; or

(f) the Local Government Act or another enactment of the Province or the District or any regulations thereunder provide that no development cost charge is payable.

PART 5 - CALCULATION OF APPLICABLE CHARGES

7. Development Cost Charges imposed under this Bylaw shall be calculated in accordance with the rates prescribed in Schedule A – DCC Rates.

8. Where a type of Development is not specifically identified in Schedule A – DCC Rates, the amount of Development Cost Charges applicable under Schedule A – DCC Rates shall be equal to the Development Cost Charges payable for the type of Development that imposes the most similar cost burden on the District's Water Distribution Facilities.

9. The amount of Development Cost Charges payable in relation to Comprehensive Development shall be calculated separately for each portion of the Development, in accordance with Schedule A – DCC Rates, which are included in the Building Permit application and shall be the sum of the charges payable for each type.

10. For certainty, a Two-Unit Dwelling will be charged two Low Density Residential development cost charges.

(h) Deleting in its entirety the heading "**PART 4 – COLLECTION AND REMITTANCE OF DEVELOPMENT COST CHARGES"** and replacing it with "**PART 6 – COLLECTION AND REMITTANCE OF DEVELOPMENT COST CHARGES"**.

(i) Amending the existing section 11 to replace the reference to "section 8" to section 5(1).

(j) Deleting the existing section 12 in its entirety and renumbering the remaining sections.

(k) Replacing the existing section 16 in its entirety with the following:

15. Each Member Municipality shall provide to the District with the remittance of the DCC monies a statement of account in a form approved by the General Manager which sets out the following information:

(a) the date and amount of Development Cost Charges collected and the amount still outstanding under instalment payments (as

permitted on Development Cost Charges owed greater than $50,000) and the dates for payment;

(b) the number and type of Residential Use(s);

(c) the amount and type of Non-Residential Use(s);

(d) the location of Parcel(s) and Dwelling Unit(s) against which DCCs were levied;

(e) the location of Parcel(s) and Dwelling Unit(s) against which DCCs were not levied and the reason for the exemption; and

(f) any other information that the General Manager deems necessary.

(l) Deleting the existing section 21 in its entirety and renumbering the remaining sections.

(m) By replacing the heading "**PART 5 - AUTHORIZATION"** with the heading "**PART 7 - AUTHORIZATION"**.

(n) By replacing the heading "**PART 6 - SEVERABILITY"** with the heading "**PART 8 - SEVERABILITY"**.

(o) By replacing the heading "**PART 7 – EFFECTIVE DATE"** with the heading "**PART 9 – EFFECTIVE DATE"**.

(p) Capitalizing all references to "Bylaw", "Development Cost Charges", "Parcels", and Dwelling Units.

(q) Replacing Schedule "G" in its entirety with Schedule "A" to this Bylaw.

(r) Deleting Schedules "B" through "G" in their entirety.

2. This bylaw may be cited for all purposes as Development Cost Charges Bylaw (Juan De Fuca Water Distribution) No. 1, 2000 Amendment Bylaw No. 4669, 2025."

READ A FIRST TIME THIS th day of 20__

READ A SECOND TIME THIS th day of 20__

READ A THIRD TIME THIS th day of 20__

[APPROVED BY THE INSPECTOR
OF MUNICIPALITIES THIS th day of 20__]

ADOPTED THIS th day of 20__

CHAIR

CORPORATE OFFICER

SCHEDULE A

Development Cost Charge Rates

Land Use Category	Unit of Charge	DCC Rates
Low Density Residential	per lot (or unit, in the case of a Two-Unit Dwelling)	$2,796
Medium Density Residential	per unit	$2,446
High Density Residential	per unit	$1,573
Commercial	per m^2* GFA**	$10.48
Industrial	per m^2 GFA	$5.24
Institutional	per m^2 GFA	$10.48

m^2 = square meter
****GFA = Gross Floor Area***