



**Victoria Family Court and Youth Justice Committee
Regular Meeting Agenda
Thursday, June 25, 2026
*Electronic Meeting***

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Welcome to the unceded traditional territories of the Coast Salish peoples, in whose traditional territories we are blessed to live, work and play.

1. Territorial Acknowledgement

2. Welcome and Introductions

2.1. Introduction of Resource Agency Guests

3. Resource Agencies (updates from any guests in attendance; 30m max. for this item, including questions from committee)

4. Approval of the Agenda

Recommendation: That the agenda for June 25, 2026 Victoria Family Court and Youth Justice Committee meeting be approved.

5. Adoption of Minutes

5.1. Adoption of April 23, 2026 Minutes ([attachment 1; page 4](#))

Recommendation: That the April 23, 2026 minutes of Victoria Family Court and Youth Justice Committee meeting be adopted.

5.2. Receipt of the Steering Committee meeting notes of June 11, 2026

([attachment 2; page 10](#))

Recommendation: That the June 11, 2026 notes of the Victoria Family Court and Youth Justice Steering Committee be received.

6. Delegation/ Presentations

6.1 Mia Golden and Julia Ledger - Pacific Centre Family Services Association re: Mobile Youth Services Team funding

6.2 Dr. Shelley Cook, Executive Director, Community Social Planning Council

6.3 Jill Benton, Nurse Practitioner, Allied Health Care Clinic, Metchosin

7. Chairperson's Remarks

8. Treasurer's Report (Jeff Bateman)

9. Sub-Committee Business

9.1. Priorities and Grants (Marcie McLean)

9.1.1 Big Brothers and Big Sisters of Victoria ([attachment 3; page 11](#))

9.2. Capital Region Action Team for Sexually Exploited Youth (Rose Stanton)

9.3. Family and Youth Matters (Rose Stanton)

9.3.1 Latest BC Coroners Service updates

9.4. Court Watch (Marie-Terese Little) – No report

9.5. Communications (Jeff Bateman)

9.5.1 Letter to federal ministers Solomon, Fraser and Kelly re: Online Social Media Influencers and Predatory Behaviours ([attachment 4; page 28](#))

9.5.2 Potential guest speakers for future meetings – Sept. 24, Nov. 26, Jan. 2027.
Shortlist: Victoria Law Association; BC Child & Youth Mental Health division; the Victoria Native Friendship Centre; The Rainbow Kitchen; Colin Tessier, Threshold Housing Society; writer/researcher Erin Blondeau; and the Hon. Nikki Sharma, Attorney General.

9.5.3 Guest speaker for February, 2027 Annual General Meeting – proposed: Minister of Children and Family Development Jodie Wickens

10. Open House – June 2, 2026

10.1. Report from VFCYJC Secretary Marnie Essery ([attachment 5 – to follow](#))

10.2. Feedback from VFCYJC Saanich Representative John Crawford
([attachment 6; page 30](#))

10.3. Verbal reports from attendees

11. New Business

11.1 Proposed CRD Service Review

CRD Governance & First Nations Committee, June 3, 2026

i) Staff Report: CRD Service Review Program ([attachment 7; page 31](#))

ii) Appendix A: Board-Approved Methodology ([attachment 8; page 36](#))

iii) Appendix B: Service Reviews (Underway, Planned and Proposed)

([attachment 9; page 41](#))

12. Correspondence

12.1. Federal funding advocacy for Mia Golden – Liz Nelson, Executive Director, Pacific Centre Family Services Association ([attachment 10; page 58](#))

13. Notice of Motion

14. Roundtable (Time Permitting)

15. Adjournment



**Minutes of the Victoria Family Court and Youth Justice Committee meeting held
Thursday, April 23, 2026, CRD Boardroom, 6th floor, 625 Fisgard Street**

PRESENT

Committee Members: M. Little (Chair), K. Guiry (Vice Chair), J. Bateman, J. Crawford, S. Kim, C. Lervold (EP), K. Marshall (EP), M. McKay (EP), M. McLean, T. O’Keefe (EP), M. Olsen (EP), E. Paterson (EP), M. Westhaver (EP)

Staff: T. Pillipow, Senior Committee Clerk, Legislative Services; M. Essery (Secretary) (EP)

Regrets: D. Brown, C. Day, B. Gash, J. Hunter, K. Petersen, S. Riddell, R. Stanton

Guests/Resource Members: M. Golden, MYST; L. Nelson, Executive Director, Pacific Centre Family Services Association

EP - Electronic Participation.

The meeting was called to order at 11:35 a.m.

1. Territorial Acknowledgement

K. Guiry provided a Territorial Acknowledgement.

2. Approval of Agenda

MOVED by J. Bateman, **SECONDED** by K. Guiry,

That the agenda for Victoria Family Court and Youth Justice Committee meeting of April 23, 2026 be approved.

CARRIED

3. Adoption of Minutes

3.1. Minutes of the Victoria Family Court and Youth Justice Committee Meeting of February 26, 2026

MOVED by J. Bateman, **SECONDED** by J. Crawford

That the minutes of the Victoria Family Court and Youth Justice Committee meeting of February 26, 2026 be adopted as circulated.

CARRIED

3.2. Notes of the Victoria Family Court and Youth Justice Committee Steering Committee meeting of February 12, 2026

MOVED by K. Guiry, SECONDED by J. Bateman

That the notes of the Victoria Family Court and Youth Justice Steering Committee meeting of April 9, 2026 be received for information.

CARRIED

4. Chairperson's Remarks

Chair Little shared that Oak Bay representative B. Gash has stepped down from the committee due to a health crisis. She expressed the committee's concerns and thanks, noting that a card will be sent. The Chair asked members to look at their calendars to see whether May 19, 2026, or June 2, 2026, was better for them for the Open House. A date will be selected at the end of today's meeting.

5. Presentations/Delegations

5.1 Resource Agencies

5.2 Presentation: M. Golden and L. Nelson, Pacific Centre Family Services Association
Re: Mobile Youth Services Team (MYST) Update

MYST counsellor M. Golden shared urgent news of the latest funding shortfalls that once again threaten to end Golden's critical work with Greater Victoria's MYST. A two-year lifeline from the federal Department of Justice's Victims Fund ends this fall with no opportunity for renewal. Now a bid to the federal Youth Justice Fund has been declined.

As such, Ms. Golden's 12-year relationship with MYST is set to end abruptly on September 30, 2026, breaking her established ties with vulnerable youth and their families while leaving a caseload of 250 files solely in the hands of her Saanich Police partner Constable S. Bainbridge.

The Committee unanimously agreed that we must double down again on advocacy efforts highlighted by a specially commissioned report and a 2024 Times Colonist opinion piece. Stable, long-term funding for Golden's role remains as essential now as then — all the more so, she told us, with the rise of a predatory on-line entity known as the 764 Group that is wreaking unspeakable harm on children and teenagers. This is in addition to issues of perennial concern including existing predators, gang recruitment and entanglement, homelessness, sexual exploitation, domestic and street violence, mental health issues and drug addiction.

Members noted that a new round of VFCYJC advocacy efforts will require a solid set of MYST case file statistics as first presented during the Committee's October 23, 2026 panel discussion. These are deemed critical in moving ahead.

With consent from the committee, sensitive and disturbing content was shared by M. Golden. Chair Little emphasized the importance of mental health care due to the

nature of the information that was shared with the committee and asked that members reach out to her to discuss further if needed.

As a start on new advocacy, the Committee will extend invites to the Hon. Jodie Wickens, Minister of Children and Family Development, and South Island MPs Greaves, Kibble, May and the Hon. McLean to attend our June 25, 2026 meeting to learn directly from M. Golden and Constable Bainbridge about MYST's current challenges both on the street and in funding circles.

6. Committee Business

7. Subcommittee Business

7.1. Priorities and Grants (M. McLean)

7.1.1. Shoreline Medical Society Grant Application

**MOVED by M. McLean, SECONDED by S. Kim,
That Victoria Family Court and Youth Justice (VFC&YJC) endorse Shoreline
Medical Society receive funding in the amount of \$6,000.00 for their Saanich
Peninsula Youth Clinic Project in Sidney for a part-time mental health and
substance registered clinical youth counsellor as outlined in their application to
VFCYJC of April 8, 2026.
CARRIED**

M. McLean noted that a grant report from Human Nature Counselling will be presented at the June 25, 2026 VFCYJC Meeting.

7.2. Capital Region Action Team (CRAT) for Sexually Exploited Youth (R. Stanton)

The Chair shared that steps for the transfer of CRAT website financial costs to the VFCYJC is underway. Content development of this site will remain a responsibility of CRAT.

7.3. Family and Youth Matters (R. Stanton)

There was no report.

7.4. Court Watch (M. Little)

7.4.1. Law Day in Victoria – April 18, 2026

M. McLean shared that she went to this event and it was well attended

7.5. Communications (J. Bateman)

The 2025 Annual Report has been circulated by Secretary Essery.

7.5.1. Letter to Central Saanich Police Board

M. Essery sent the requested letter to the Central Saanich Police Board regarding the October, 2025 panel discussion.

7.5.2. Guest Speakers for Future Meetings – June 25, 2026, September 24, 2026, Feb. 25, 2027 AGM

Regional Members of Parliament (MPs) and the Hon. Jodie Wickens, Minister of Children and Family Development, and/or their designates will be invited to the June 25, 2026 VFCYJC meeting to learn about MYST funding challenges.

The short list for future guest speakers includes representatives from the Victoria Law Association (re: Law Day and related educational initiatives); the province's Child & Youth Mental Health division; the Victoria Native Friendship Centre; The Rainbow Kitchen; Colin Tessier, Executive Director, Threshold Housing Society; writer/researcher Erin Blondeau; and the Hon. Nikki Sharma, Attorney General and Deputy Premier.

It was clarified that the Annual General Meeting has been moved to February 25, 2027 and that booking a speaker should be arranged as early as possible. No speaker will be booked for the November 26, 2026 meeting as this will be an orientation for newly elected and returning appointees.

8. Treasurer's Report (J. Bateman)

J. Bateman will organize a meeting with M. Medland and E. Paterson to discuss a formal policy for VFCYJC financials. A Notice a Motion to develop this policy will be brought to a future VFCYJC meeting.

9. New Business

9.1. VFCYJC Annual Open House

**MOVED by M. McLean, SECONDED by K. Guiry,
That the Victoria Family Court and Youth Justice Committee's Annual Open House
will take place on Tuesday, June 2, 2026, from 1:00 to 4:00 p.m. at Victoria City
Hall's Antechamber
CARRIED**

9.2 Outcomes Arising from October 23, 2025 Panel Discussion

This item was deferred to a future meeting of this committee. It was suggested that a doodle poll could be circulated regarding a special meeting to discuss options further given regular meeting time constraints. S. Kim volunteered to help this proceed.

9.3. Future VFCYJC Meeting in Central Saanich

The CRD Boardroom is being renovated and is not available for the June meeting. The June 25, 2026 VFCYJC meeting will either take place in Central Saanich, Metchosin or Victoria City Hall's Ante Chamber.

9.4. Cuts to BC Community Gaming Grants Program

M. McLean spoke to Item 9.4.

The 2026 BC Budget has cut \$1.4M from the BC Community Gaming Grants Program, reducing it to \$138.6M this year. As a result, an increased number of applications may flow into the VFCYJC grant program. Members stressed that gaming grants are essential for many nonprofits operating on razor-thin budgets and that even this small cut will be impactful.

Members suggested that the topic be deferred to the next meeting so we can gather more information. M. McLean will submit a Notice of Motion for the June 25 meeting.

10. Correspondence

There was no correspondence.

11. Notice(s) of Motion

11.1 Notice of Motion: Electronic Restrictions for Youth Advocacy Letter

M. Little proposed the following Notice of Motion with same day consideration: “That the Victoria Family Court and Youth Justice Committee write regional MPs and the Federal Ministers of Justice and of Artificial Intelligence and Digital Transformation regarding predatory online influencers and needed regulations for digital platforms.”

MOVED by J. Bateman, SECONDED by M. McLean
That same day consideration be applied to the Notice of Motion.
CARRIED

MOVED by M. Little, SECONDED by J. Crawford
That the Victoria Family Court and Youth Justice Committee write regional MPs and the Federal Ministers of Justice and Artificial Intelligence & Digital Innovation regarding predatory online influencers and needed regulations for digital platforms.
CARRIED

11.2 Mobile Youth Services Team (MYST) Funding Advocacy Letter

M. Little proposed the following Notice of Motion with same day consideration:
“That Victoria Family Court and Youth Justice Committee renew advocacy efforts regarding the Mobile Youth Services Team.

MOVED by J. Bateman, SECONDED by M. McLean
That same day consideration be applied to the Notice of Motion.
CARRIED

MOVED by M. Little, SECONDED by J. Crawford,
That Victoria Family Court and Youth Justice Committee renew advocacy efforts regarding the Mobile Youth Services Team.
CARRIED

12. **Adjournment**

MOVED by S. Kim, SECONDED by J. Bateman,
That the Victoria Family Court and Youth Justice Committee meeting of April 23, 2026 be adjourned at 1:11 pm.
CARRIED

Chair

Committee Clerk

Victoria Family Court and Youth Justice Steering Committee

Meeting Notes – June 11, 2026 (11:34 am)

Attending: Chair Marie-Térèse Little; Vice Chair Kimberley Guiry; Committee Member Jeff Bateman; Committee Member Marcie McLean;

1. Regular Meeting Agenda

- **Resource Agencies**
 - Might need to reduce time if needed because of the number of delegations
- **Delegations**
 - Delegations with M. Golden and PCFSA confirmed attendance
 - Minister Children and Family Development sent regrets
 - MP Greaves is sending a delegate
 - Both MP McLean and MP Kibble sent regrets
 - Shelley Cook, ED from CSPA to give a 20min presentation
 - Jill Benton, Nurse Practitioner from Allied Health Care Clinic (Metchosin) to speak on the needs of youth.
- **Chairpersons remarks**
 - Include remarks about the new Foundry location (covered by VC Guiry)
- **CRAT**
 - An update on financing and website maintenance of the committee
- **Priorities and Grants**
 - Report on Big Brothers and Big Sisters of Victoria, report will have an embedded motion
- **Family and Youth Matters**
 - Chair Little provided an update on the BC Coroners Service
- **Communications**
 - Attached advocacy letter on online social media, opportunity to share recent update
 - Speakers of future meetings – to discuss
 - Minister of Children and Family services, possible speaker for next AGM
- **Open House Review**
 - Added an opportunity for verbal feedback from John, Chair and Vice Chair
- **New Business**
 - CRD Governance Review
- **Addition of Notice of Motion with same day consideration**
- **Adding Correspondence from Liz Nelson, ED of PCFSA**

Next Meeting: September 10th, 2026

Subject: VFC&YJC Grant Application received from Big Brothers Big Sisters of Victoria Capital Region by the Priorities Sub-committee Chair Marcie McLean on [May 20](#), 2026 from CRD Staff Steven Carey, application completed & signed [May 14](#), 2026

[June 07](#), 2026

To: Victoria Family Court & Youth Justice Committee (VFC&YJC)

From: Priorities Sub-committee Chair, Marcie McLean

Subject: Grant application from Big Brothers Big Sisters of Victoria

Capital Region signed and submitted [May 14th, 2026](#) to CRD email address for VFC&YJC grant submissions, forwarded to me [May 20th, 2026](#) from CRD Staff.

Background information from their application: Big Brothers Big Sisters of Victoria Capital Region (Big Brothers Big Sisters) is a BC registered society and a federal registered charity. They indicate that they are not a business. Their application is for **Project Name: BYou: Summer Edition** which is intended to take place in 2 locations, with 3 sessions, one at City Centre Park in Langford [July 13-17th](#), 2026 and, two in Victoria at Saint Barnabas Church Hall, [July 27-31](#) and Aug. 4th-7th.

The Proposed Use of Grant Funds: is intended for rental space, lunch and snacks for participants, first aid training and supplies, feminine hygiene kits, staff mileage, new craft supplies, new activity supplies, sunscreen, volunteer appreciation \$10.00 each food cards. The project is not recurring. The applicants have not previously made a grant request to VFC&YJC.

Their grant request is for **\$3,375.53**. Their target population is 45-60 female and gender diverse youth between the ages of 9-14 yrs in Greater Victoria who are facing various barriers. The Program primarily serves youth in Westshore and Victoria/Saanich locations. BYou Summer Edition is a free week long half day program, five-session group mentoring program towards Healthy Bodies, Healthy Minds aimed to expand participant knowledge in active living, balanced eating and self-compassion, while fostering strong mentor relationships between participants and facilitators. Since 2023 they have served 180 children.

Their experience/qualifications of personnel responsible for and participating in the project including volunteers are screened and trained volunteer mentors and Big Brother Big Sisters program staff.

The needs/problems that their BYou Summer Edition Project will address is a significant need for accessible, community based programming for under-resourced girls and gender diverse youth during summer months to form meaningful connections in a structured supportive safe environment with empowering space that promotes connections, wellbeing, skill building activities and resilience, it is intentionally designed to be low-barrier and inclusive for families who may face challenges such as food insecurity, economic hardship, social isolation or limited access to extracurricular activities and summer programming.

Through engaging group activities, mentorship and consistent supportive relationships, participants will develop healthy coping skills, emotional regulation skills, confidence, and a stronger sense of belonging with a focus on preventions such as emotional regulation, communications, problem solving, healthy boundaries, consent, navigating peer challenges,

physical activities thus reducing risky behaviours with supportive positive life choices that can help reduce possible involvement with judicial systems.

Feedback will be sought from participants with detailed forms and program evaluations completed by participants, caregivers and facilitators and would be shared with VFC&YJC in a written report which they wish to present to the Committee within 2 months of completion of the program in Aug. 2026.

The Priorities Sub-committee has read all of the required documents and the grant application for Big Brothers and Big Sisters and provides the following recommendation to the VFC&YJC.

Recommendation: The Priorities Sub-committee recommends the main Committee support the grant applicant's intent and request of **\$3,375.53** for their BYou Summer Edition Program for July-Aug. 2026 as outlined within their grant application of [May 14, 2026](#) with the following **proposed motion** for the main Committee's consideration at the VFC&YJC's scheduled meeting of [June 25, 2026](#).

"That the Victoria Family Court and Youth Justice Committee supports the grant application in the requested amount of [\\$3,375.53](#) for Big Brothers Big Sisters of Victoria Capital Region for their BYou Summer Edition Program in July- [August 2026](#) as outlined and detailed in their grant application dated [May 14, 2026](#)."

Or, Alternatively 1. VFC&YJC may consider granting the applicant a lesser grant amount.

Or, Alternatively, 2. VFC&YJC may consider denying the grant application.

Either considerations of the alternatives should have Committee discussion and some rationale from Committee members if they wish to move forward with either of the alternatives by a proposed motion.

Respectfully submitted,

VFC&YJC Priorities Sub-committee Chair, Marcie McLean
VFC&YJC member and CRD Commissioner,
VFC&YJC Communications Sub-committee member
Councillor, District of Highlands

Project Number

GRANTS AND PRIORITIES FORM AND APPLICATION

- Carefully read the attached application and terms. You will attest that you have read and understood these by signing this form.
- The term “applicant” is used throughout to refer to an individual, society, or other organization.
- All fields are mandatory and must be completed by the applicant.
- In the event that the project does not proceed, all monies provided for the project are to be returned to the Victoria Family Court & Youth Justice Committee c/o CRD Legal Services, 625 Fisgard St., Victoria, V8W 1R7.
- A new application is required where the project is substantially changed.
- Where the applicant is a minor, a responsible adult must be identified.
- Submissions should be submitted to VFCYJAdmin@crd.bc.ca for distribution.

PART A - CONTACT INFORMATION			
Date of Application: 05/14/2026	Legal Name of Applicant / Organization Big Brothers Big Sisters of Victoria Capital Region		
Address 230 Bay Street, Victoria BC	Telephone Number 250-475-1117	Website https://victoria.bigbrothersbigsisters.ca/	
Name of Contact Person Amanda Hill	Telephone Number of Contact Person 250-475-1117 ext 1007		
Email Address of Contact Person amanda.hill@bigbrothersbigsisters.ca			
Alternate Contact Person Kait Burns	Telephone Number of Alternate Contact Person: 250-475-1117 ext 1008		
Email Address of Alternate Contact Person kait.burns@bigbrothersbigsisters.ca			
PART B – ORGANIZATION DETAILS (If applicable)			
Is the Organization a Registered Society in BC? YES <input checked="" type="checkbox"/> NO <input type="checkbox"/> NA <input type="checkbox"/>	Registered Number under the BC <i>Society Act</i> 14971		
Is the Organization a Registered Charity? YES <input checked="" type="checkbox"/> NO <input type="checkbox"/>	Is the Organization a Business? YES <input type="checkbox"/> NO <input checked="" type="checkbox"/>		
Legal or Tradename of Organization or “NA” if individual Big Brothers Big Sisters	Date the Organization was Created (yyyy/mm/dd) 1969/01/01		
Mandate and main activities of the organization or applicable history of related projects: Big Brothers Big Sisters of Victoria Capital Region is a non-profit youth-serving mentorship organization that matches youth and children with diverse backgrounds, needs, and experiences with screened adult volunteers creating meaningful relationships in both 1:1 matches and group environments. BBBS has run B You (previously called Go Girls), our group program for girls and gender diverse youth, for over 15 years across approximately 15 elementary and middle schools to date. Since 2010, B You has served over 3000 children. In 2023, B You began offering a Summer day camp. B You: Summer Edition is a free week-long,			

<p>half-day program designed for gender-diverse and female-identifying youth between the ages of 9-14. B You: Healthy Bodies, Healthy Minds aims to expand participant knowledge in active living, balanced eating, and self-compassion, while fostering strong mentoring relationships between participants and facilitators. Since 2023, the Summer Day Camp has provided free access to a safe space to build mentoring relationships and strengthen community for over 180 children.</p>	
<p>Experience/qualifications of personnel responsible for and participating in the project (including volunteers):</p> <p>Screened and trained volunteer mentors and BBBS program staff. B You volunteers participate in an additional 3-hour orientation to learn more about B You demographics, risks/needs of the participants, child safety practices, and program development/facilitation. Permanent program staff have Bachelor's degrees in various disciplines including psychology, humanities, recreation, and child and youth care. Temporary program staff undergo the same training that volunteers experience.</p>	
<p>PART C - PROJECT DETAILS</p>	
<p>Project Name: BYou: Summer Edition</p>	<p>Project Location: Langford/Westshore at City Centre Park, July 13-17, 2026; Victoria at Saint Barnabas Church Hall, July 27-31, 2026 and August 4-7, 2026.</p>
<p>Start Date (yyyy/mm/dd): 2026/07/13</p>	<p>Completion Date (yyyy/mm/dd): 2026/08/07</p>
<p>Amount of Grant Requested: \$3325</p>	<p>Proposed Use of Grant Funds:</p> <p>Rental space, healthy lunch and snacks for participants, first aid training and supplies, feminine hygiene kits, staff mileage, new craft supplies (paint, beads, paper, etc), new activity supplies (jump ropes, etc.), sunscreen, volunteer appreciation</p>
<p>Is the grant request for a one-time or recurring project:</p> <p>ONE-TIME <input checked="" type="checkbox"/></p> <p>RECURRING <input type="checkbox"/></p>	<p>List of previous grant requests made to VFC&YJC, and indicate if Awarded: N/A</p>
<p>Needs/problems to be addressed through the project work:</p> <p>B You: Summer Edition addresses a significant need for accessible, community-based programming for under-resourced girls and gender-diverse youth during the summer months, when school-based structure, social connection, and supports are often unavailable. The program creates a free and welcoming third space where youth can safely gather, build peer relationships, and form meaningful connections with volunteer mentors, program leaders, and BBBS staff in a supportive environment.</p> <p>The program is intentionally designed to be low-barrier and inclusive for families who may experience challenges such as food insecurity, economic hardship, low household income, social isolation, or limited access to extracurricular activities and summer programming. By removing financial barriers and creating an accessible registration process, B You: Summer Edition ensures that youth who may otherwise be excluded from enrichment opportunities are able to participate fully.</p> <p>Through engaging group activities, mentorship, and consistent supportive relationships, camp participants will develop healthy coping strategies, emotional regulation skills, confidence, and a stronger sense of belonging. The program also provides opportunities for youth to practice communication, teamwork, and self-expression in a positive and affirming setting. During a time of year when many young people experience increased isolation</p>	

or reduced supports, B You: Summer Edition offers a safe, structured, and empowering space that promotes connection, wellbeing, and resilience.

Catchment area served – Target population: 45-60 female and gender diverse youth between the ages of 9-14 in Greater Victoria who are facing various barriers (see below). B You typically serves students in partner schools during the school year. B You: Summer Edition provides opportunities for these students to participate in and benefit from the program during summer months, and also allows youth from non-partner schools to access the program during the break. Program primarily serves youth in Langford/Westshore and Victoria/Saanich based on program site locations.

Common barriers B You participants face:

- Peer difficulties, difficulty relating to peers, lack of friends
- Parental separation/divorce
- Poor school attendance
- Academic challenges
- ADHD (suspected or confirmed)
- Anxiety/depression
- Social isolation
- Being bullied or bullying others
- Challenges with interpersonal communication
- Emotional coping challenges
- Disruptive behaviours
- Difficulty staying focused
- Economic adversities
- Mental illness/mental health challenges in the household
- Siblings with high needs
- Grief and loss
- Conflict/violence in the home
-

Many common barriers faced by youth who enroll in B You are Adverse Childhood Experiences, which have been known to increase likelihood of Judicial System contact without access to prevention programs such as B You (Graf et al., 2021).

References

Graf, G. H.-J., Chihuri, S., Blow, M., & Li, G. (2021). Adverse childhood experiences and justice system contact: A systematic review. *Pediatrics*, 147(1), Article e2020021030.

<https://doi.org/10.1542/peds.2020-021030>

Please indicate goals and objectives of the project and its relevance to the VFC&YCJ mandate, including how Project will educate and raise awareness to youth and families, thereby reducing risks and involvement with judicial court systems:

A free third space for under-resourced girls and gender diverse youth to engage with each other, peer to peer, and build meaningful connections with our volunteer mentors and leaders. Our program focuses on prevention rather than intervention, and B You specifically highlights confidence and self-esteem building, and helping youth stay on track by facilitating safe, meaningful relationships with screened volunteer adults. Our program provides camps and youth-focused activities that build practical skills, strengthen community connections, and create safe, supportive spaces for learning and mentorship. Through education, positive peer engagement, and open conversations about healthy decision-making, we help youth develop the confidence and resources

needed to reduce risky behaviours and support positive life choices that can help prevent future involvement with the judicial system. Youth who are participating in our programs are monitored by adults who are trained and open to facilitating conversations about risky behaviours, solutions-focused problem solving, and self-compassion.

Last year's summer program created opportunities for youth to engage in open, supportive discussions around substance use and risky behaviours. By providing a safe, supervised environment, youth were encouraged to speak honestly about their experiences, explore safer choices, and build positive peer connections. Staff also provided referrals to community supports and services when needed.

The program further supported youth through discussions and skill-building activities focused on emotional regulation, communication, problem-solving, healthy boundaries, consent, and navigating peer challenges. By strengthening coping skills, resilience, and connections to peers and community, the program helps reduce isolation and supports youth in making positive decisions that decrease their risk of involvement with the justice system.

Statement of intended outcomes (deliverables, goods and services to be provided):

This free five-session group mentoring program provides youth with a safe, structured space during out-of-school hours where they can build confidence, connection, and self-awareness. Through engaging three-hour sessions offered to two groups each day, participants leave feeling more empowered, emotionally regulated, and supported, often forming new friendships along the way. The program helps youth become more comfortable identifying their unique strengths, participating in group settings, asking for support, and discussing mental health openly. Participants also gain valuable knowledge and skills related to physical activity, balanced eating, and overall mental wellness, while developing greater confidence to try new things and build meaningful social connections.

Timeline for project delivery (if applicable). Please list stages and anticipated outcomes.

June 15 – July 10: program staff and practicum students prepare and plan sessions

July 13 – July 17: program commences for Westshore session. Two sessions offered here, 9AM-12PM and 1PM-4PM.

July 20 – July 24: break in programming for staff to reset and reorganize program supplies, consider areas of improvement, and plan implementation of feedback for remaining sessions

July 27 – July 31: program commences for Victoria session. Two sessions offered here, 9AM-12PM and 1PM-4PM.

August 4 – August 7: program commences for the final Victoria session offered from 9AM-12PM.

3 weeks of camps serving 45-60 youth between July-August 2026.

PART D – BUDGET DETAILS

Budget: to include clear accounting with potential line items and accompanying narrative, please include funding from other sources (Feel free to attach a spreadsheet if needed):

Expenses

- Program Site Rentals
 - Langford, City Centre Park: **\$735.53**
 - Victoria, Saint Barnabas Church: **\$500**
- Program Food (core aspect of program includes providing balanced snack for participants)

- Save On Foods gift cards: **\$1000**
- Program Supplies (supplies for participants use/facilitation)
 - Journals: **\$40**
 - Stickers: **\$30**
 - Beading supplies: **\$50**
 - Paint supplies: **\$75**
 - Markers: **\$50**
 - Plates/cups: **\$70**
 - Cleaning supplies: **\$30**
 - First aid kit: **\$50**
 - First aid training (x2): **\$410**
 - Jump ropes: **\$50**
 - Sunscreen: **\$30**
 - Volunteer appreciation (gift cards): **\$130**
- Mileage (travel costs between BBBS office and program sites)
 - \$125
- **Total: \$3325.35**

Other funding avenues/partners being explored:
N/A

Evaluation framework (How will you know if your project has been a success, and how will VFC&YJC know?)
We will know if our project has been a success if the camp is at 80%+ capacity for registration (capacity is 12 participants per group). Each group is provided with detailed evaluation forms, from which data can be extracted to evaluate success from participant perspective. Additionally, parents/guardians and facilitators are all provided with detailed feedback forms to aid in program evaluation. Feedback is sought from participants, parents/guardians, and facilitators. Success will be shared with VFC&YJC in written report.

Are you willing to present to the Committee upon completion? YES NO

TERMS AND CONDITIONS

Eligibility

Applicants must:

- be an individual or organization operating in the capital region; and

- if an organization, the Board of Directors or shareholders must not receive remuneration of any kind from the VFC&YJC funds.

Individuals or organizations in arrears with any local authority, are bankrupt, seeking creditor protection, are insolvent, or under court supervision of any kind are ineligible.

Eligible Expenses

- travel expenditures that are necessary to the successful completion of the Project;
- costs associated with contractors engaged to undertake the Project activities, such as website developers or researchers;
- venue bookings;
- materials and supplies expenditures;
- equipment rentals;
- vehicle rental, lease, and operation expenditures;
- communication and printing, production, advertising, and distribution expenditures;
- costs associated with management and professional services required to support a Project; and
- other direct costs necessary for the completion of the Project that may be agreed to in writing by VFC&YJC from time to time.

Ineligible Expenses

- equipment purchases or other capital expenditures;
- salaries, business purposes, contest prizes, or competition sponsorship; and
- expenses for activities that have already taken place.

General

- Applicants may apply only once per calendar year.
- Approvals may be whole or in part. There is no obligation on VFC&YJC to make any awards.
- Upon completion of the project, the applicant must provide a brief written summary report on the project's outcomes and may be required to present this in person at a meeting of the VFC&YJC.
- The VFC&YJC title, name or logo will not be used without the prior written consent of the Committee.
- Funds are granted on these conditions. They must be used for the Project or returned in full within thirty (30) days of the oral or written demand.
- Grants may not be used to generate revenue for the Applicant or for purposes outside the project's scope.
- The maximum liability of CRD and VFC&YJC is limited to the provision of grant funds. The CRD and VFC&YJC will accept no liability whatsoever to any applicant, organization, or third party for any costs, claims, damages or losses however incurred relating to, occurring, or arising from the provision of grant funds or the Project. The applicant shall not be or be deemed to be, an agent of the CRD or the VFC&YJC and shall not present itself as such.

Application Requirements

- In the delivery of the program, the Applicant will conduct themselves in a professional and orderly manner, consistent with good public citizenship. Should, in CRD's opinion, this not occur, CRD may demand repayment of grant funds or request that the applicant appoint different staff or volunteers who will behave in a manner keeping with good public behaviour.
- The box titled "Revenues or Expenses" should equal zero. Ensure both columns in your budget are balanced, and the overall budget is balanced.
- A complete application consists of **two copies** of the completed application form and any attachments, signed by the person authorizing the application;

Assessment

- applications are assessed by the VFC&YJC Grants Subcommittee;
- notification of awards may take up to 90 days following submission; and
- the VFC&YJC will notify the applicant in writing of the Committee's decision.

Budget

	Item	Detail	Cost	Total Funds
Revenues	FC&YJC Grant	Request for funding from YFC&YJC to cover cost of B You: Summer Edition		\$3325.35
Expenses	Site Rentals	Rental costs for two program site locations (\$735.53 + \$500)	\$1235.53	
	Supplies + Food + Misc.	Craft supplies, safety supplies, First Aid training, food costs	\$2015	
TOTAL			\$3325.35	\$3325.35

Conditions of Funding

- a grant must be used for the activity for which it was intended;
- activities must be completed within 12 months of receipt of funding;
- submission of a final report within two months of activity completion;
- Applicant must comply with all laws applicable to the undertaking of the Project;
- Applicant must provide and maintain at their expense any insurance that they are required to provide by law or that is reasonably necessary to insure against any risks they may assume as a result of undertaking the project, including coverage for any employees as required by the *Workers Compensation Act*; and
- if the activity is not completed or a final report is not submitted, the VFC&YJC may request the return of the grant and refuse future applications.

Submitting an Application

- Completed applications must be submitted to the VFCYJCAAdmin@crd.bc.ca and in copy to scarey@crd.bc.ca.
- There is no deadline; however, the Committee does not meet in the summer months so applicants would be wise to submit as early as possible.

Application Checklist


What to submit:

- Completed and signed application form;
- Budget for the current year;
- Copy of the previous year's financial statements (if applicable);
- List of current Board of Directors with full names, residential addresses and Board positions (if applicable); and
- Copy of the organization's BC society registration certificate, incorporation certificate, or otherwise (if applicable).

Eligibility and acceptance of your application do not guarantee funding. Funding does not guarantee future support.

If you have questions about the application or eligibility of your project, contact VFCYJAdmin@crd.bc.ca

I HAVE READ AND UNDERSTOOD THE TERMS AND CONDITIONS AND THE VICTORIA FAMILY COURT & YOUTH JUSTICE COMMITTEE MANDATE (<https://www.victoriafamilycourt.ca/>). I DECLARE THAT ANY UNUSED FUNDS WILL BE RETURNED TO THE VICTORIA FAMILY COURT & YOUTH JUSTICE COMMITTEE VIA CHEQUE WITHIN SIXTY DAYS OF THE CONCLUSION OF THE PROJECT UNLESS OTHERWISE AGREED. I REPRESENT I HAVE THE AUTHORITY TO BIND THE ORGANIZATION. (Check box)

Name of applicant/representative
Name (Print) Kait Burns
Signature 
Position Title Program Manager
Date (YYYY/MM/DD) 2026/05/14

This personal information is collected by the Capital Regional District (CRD) under section 26(c) of the Freedom of Information and Protection of Privacy Act and will be used to [enter purpose for collection, i.e. administer information access requests under the Freedom of Information and Protection of Privacy Act]. Should you have questions about the collection of this information, please contact Kevin Kim, Manager, FOI and Privacy, (kkim@crd.bc.ca or (250) 360-5673).

Big Brothers Big Sisters of Victoria
FULL SOCIETY BUDGET
2025-2026



	TOTAL BUDGET 2025-2026	PROGRAM BUDGET	GRANT BUDGET	FUND DEVELOPMENT BUDGET	SOCIAL ENTERPRISE BUDGET
REVENUE					
Social Enterprise Revenue	\$ 731,738				\$ 731,738
Grants	\$ 196,333		\$ 192,133	\$ 4,200	\$ -
Fundraising and Donations	\$ 227,700			\$ 227,700	
BC Community Gaming Grant	\$ 182,000		\$ 182,000		
Interest and Miscellaneous	\$ 1,500	\$ 1,500			
Amortization of DCC's	\$ 3,500	\$ 3,500			
Sub-Total	\$ 1,342,771 100%	\$ 5,000 0%	\$ 374,133 28%	\$ 231,900 17%	\$ 731,738 54%
EXPENSES DIRECT					
Marketing	\$ 4,800	\$ 1,000		\$ 3,300	\$ 500
Meetings, Conferences and Training	\$ 2,319	\$ 2,319			
Dues	\$ 45,000	\$ 45,000			
Fundraising and Development	\$ 6,700			\$ 6,700	
Program & Misc Expenses	\$ 17,945	\$ 17,945			
Partnerships & Enterprise	\$ 168,000				\$ 168,000
Truck Operating and Rental	\$ 43,000				\$ 43,000
Wages and personnel	\$ 620,682	\$ 331,795	\$ 28,080	\$ 64,983	\$ 195,825
Benefits & Employer Expenses	\$ 76,885	\$ 45,087	\$ 530	\$ 5,583	\$ 25,685
OVERHEAD	\$ 985,331 100%	\$ 443,145 45%	\$ 28,610 3%	\$ 80,566 8%	\$ 433,010 44%
Amortization	\$ 5,500	\$ 2,475		\$ 550	\$ 2,475
Building Occupancy	\$ 121,986	\$ 54,894		\$ 12,199	\$ 54,894
Office	\$ 31,500	\$ 15,000		\$ 3,000	\$ 13,500
IT Expenses	\$ 1,050	\$ 450		\$ 150	\$ 450
Equipment Lease and Maint	\$ 2,850	\$ 1,283		\$ 285	\$ 1,283
Insurance	\$ 28,500	\$ 22,450		\$ 1,100	\$ 4,950
Professional	\$ 23,507	\$ 14,975		\$ 1,550	\$ 6,982
Wages (Mgmt/Admin)	\$ 130,297	\$ 43,441		\$ 43,428	\$ 43,428
Benefits & Employer Expenses (Mgmt/Admin)	\$ 12,250	\$ 4,084		\$ 4,083	\$ 4,083
TOTAL EXPENSES	\$ 357,440 100%	\$ 159,051 44%	\$ - 0%	\$ 66,345 19%	\$ 132,044 37%
	\$ 1,342,771 100%	\$ 602,197 45%	\$ 28,610 2%	\$ 146,910 11%	\$ 565,054 42%
NET INCOME	\$ 0	\$ (597,197)	\$ 345,523	\$ 84,990	\$ 166,684

Big Brothers Big Sisters of Victoria
Program Budget - 2025-26

	Community	Focus / Big Steps	ISM / Teen	B You	TOTAL
EXPENSES	35%	15%	25%	25%	100%
Program Salaries & Benefits					
FTE	2.46	0.91	1.87	1.57	6.81
Program salaries	120,133.93	44,223.21	90,964.29	76,473.21	331,795
Benefits & Employer Expenses	16,819	6,191	11,371	10,706	45,087
FTE Mgmt / Admin	0.13	0.10	0.14	0.14	0.49
Wages (Mgmt/Admin)	15,204	6,516	10,860	10,860	43,441
Benefits & Employer Expenses (Mgmt/Admin)	1,429	613	1,021	1,021	4,084
Program Delivery Costs					424,406
Marketing	350	150	250	250	1,000
Meetings, Conferences & Staff Training	812	348	580	580	2,319
Dues	15,750	6,750	11,250	11,250	45,000
Program Expenses - Supplies & Program delivery	1,475	525	2,275	10,875	15,150
Volunteer Expenses	600	75	1,490	630	2,795
Insurance	7,858	3,368	5,613	5,613	22,450
Transportation	150	50	400	900	1,500
Administration & Rent					
Amortization	866	371	619	619	2,475
Rent & Utilities	19,213	8,234	13,723	13,723	54,894
Office Supplies & Expenses	2,478	1,062	1,770	1,770	7,080
Equipment Lease	449	192	321	321	1,283
Telephone	3,300	660	2,640	1,320	7,920
IT	158	68	113	113	450
Professional Fees	5,241	2,246	3,744	3,744	14,975
					89,076
TOTAL EXPENSES	212,285	81,642	159,003	150,767	603,697
					603,697
Number of Children (Estimate)	225	35	70	300	630
Cost per child	943.49	2,332.63	2,271.47	502.56	

PROGRAM EXPENSES - DETAILS		Monthly	Annual Budget
All Programs	CRM - Monthly	250.00	3,000.00
	Zoom Subscriptions x 2		500.00
B You	Groups - Supplies, food, mileage		7,500.00
	Summer camps - supplies, training, mileage		500.00
	Rent - summer camp		2,000.00
	Volunteer gifts \$5/volunteer x 90		450.00
	School appreciation x 12		180.00
	Mileage		900.00
Community	Supplies		250.00
	Volunteer gifts \$10/volunteer x 50		500.00
	Volunteer recruitment / training		100.00
	Activities - whale watching		-
	Drop-in waitlist nights - supplies		
	Mileage		150.00

Big Steps	Activity expense - 5 x \$200	-	* covered by national?
	Volunteer gifts \$5/volunteer x 15	75.00	
	Mileage	50.00	
ISM / Teen	Supplies - markers etc.	500.00	
	School appreciation Elementary \$20 x 20	400.00	
	School appreciation Secondary \$20 x 12	240.00	
	Volunteer recognition \$5 x 80	400.00	
	Teen Volunteer recognition \$5 x 55	275.00	
	Mileage	400.00	
Comox	Supplies	700.00	
	Volunteer gifts \$5/volunteer x 30	150.00	
SSI	Supplies	200.00	
	Volunteer gifts \$5 x 5	25.00	
		<hr/>	
		19,445.00	

Meetings, Conferences & Staff Training

Training/workshops - TBD	400.00
National/Provincial BBBS Conference	1,500.00
Strategy Session - Board	419.00
	<hr/>
	2,319.00

Board of Directors, Big Brothers Big Sisters of Victoria Capital Region

Names & Board Positions

Residential addresses available separately upon request.

Agnes Piotrowski – Treasurer

Basil Onyia - Secretary

Fruma Ibrahim - Director

Karin Landra - Director

Katharine Casey – Director

Mark Fisher – Vice Chair

Matthew Schneider - Director

Dr. Pedro Marquez - Director

Relisa Dunbar – Director

Renata Troc – Director

Samuel Raphael – Chair

Vi Le Thi – Director

WE HEREBY

Know all men by these Presents that

the Victoria Chapter of

Big Brothers of British Columbia

has complied with all of the Rules and Regulations and has been accepted as an Affiliated Chapter and is hereby vested with all of the rights, privileges and authority of an Affiliated Chapter and by acceptance of this Charter has assumed all of the obligations.

IN TESTIMONY HEREOF the Corporate Seal of Big Brothers of British Columbia is affixed hereto by its President and Secretary.

Secretary

President

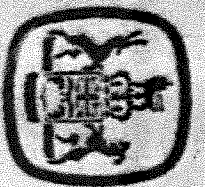
DATED

JANUARY

19 60



CANADA
Province of British Columbia



No. 14,971

Certificate of Incorporation

I hereby certify that

Big Brothers and Big Sisters of Victoria Capital Region

has this day been incorporated as a Society under the "Societies Act."

GIVEN under my hand and Seal of Office at Victoria, Province of
British Columbia, this -27th- day
of August . one thousand nine hundred
and seventy-nine

A handwritten signature in dark ink, appearing to be 'S. J. ...', written over the printed name of the Registrar of Companies.

Registrar of Companies

Snapshot of Resource Agencies Reception held June 2, 2026 in the Ante Chamber at Victoria City Hall

In Attendance: 36

13 Victoria Family Court and Youth Justice Committee Members

18 Agency Representatives-some had more than one representative attend

3 Police Representatives, Chief Julie Chan from Oak Bay, Corporal Pat Bryant, Community Engagement School Resource Officer on behalf of Chief Lawson of Central Police Services and Seargent Ryley Swanson from our Community Engagement Division, District of Saanich.

2 Victoria City Councillors

Agencies Represented:

Community Social Planning Council

Human Nature Counselling

Need 2 Suicide Prevention and Education

The Foundry West Shore

The Victoria Sexual Assault Centre

The Village Initiative

Thrive Victoria

Victoria Youth Empowerment Society

Please note that on June 1, we received regrets from 6 agencies expressing that as much as they would like to join us for the event, due to time sensitive work demands, they would not be able to be able to attend.

I am updating our agency contact list with the business cards received at the event.

Marnie Essery

Secretary, Victoria Family Court and Youth Justice Committee



May 1, 2026

The Hon. Evan Solomon, Minister of Artificial Intelligence and Digital Innovation
 The Hon. Sean Fraser, Minister of Justice & Attorney General of Canada
 The Hon. Marc Miller, Minister of Canadian Identity and Culture

Re: Online Social Media Influencers and Predatory Behaviours

Dear Ministers Solomon, Fraser and Miller,

Who doesn't have a child in their lives, whether family, extended family or neighbours? And who doesn't want the best for them? Unfortunately, there is troubling evidence to suggest that Canadians are not doing enough to stop online predators from expanding their networks and targeting younger and younger audiences.

The Victoria Family Court and Youth Justice Committee acts as an advocacy group for individuals and resource agencies in the Greater Victoria region who work with youth at risk. Please [visit our website](#) to learn more about our work as a designated committee of the Capital Regional District.

The Committee is alarmed to learn that the presence and intent of online social media influencers has expanded to include younger children and more sinister engagement. This now involves the emergent predatory entity known as the 764 Group as we heard on [April 23, 2026](#) during a committee presentation from Mia Golden. A founding counsellor member of Greater Victoria's Mobile Youth Services Team, Ms. Golden and her Saanich Police partner continue to handle more than 200 active case files involving highly vulnerable youth in our region, this despite a lack of stable, long-term funding for their critical work.

The boundary between reality and fantasy is being deliberately compromised for vulnerable children. As such, we encourage the federal government to act expediently to address this growing problem. Australia has taken the initiative to confront the issue, and Canada can learn from its experience. Several provinces are exploring banning options: British Columbia has declared its intention to regulate social media and AI chatbot use by youth; and Manitoba has announced concrete action.

We draw your attention in particular to a resolution by the City of Nelson approved for submission to the Union of BC Municipalities convention. It calls on the Government of Canada to "establish clear federal legislation creating a duty of care for digital platforms, requiring reasonable measures to prevent foreseeable harm, protect youth and vulnerable users, and ensure accountability where platforms fail to meet these obligations." A copy of the resolution approved at the recent Association of Kootenay and Boundary Local Governments convention is attached.

Our committee of elected representatives, school board trustees and citizen representatives from Greater Victoria wholeheartedly agree that restriction of social media platforms for youth 16 years of age and younger needs to be a nation-wide priority. Clearly, an educational component is vital to explain the appropriate uses, algorithms and the intended addictive behaviour of the platforms to youth who are our future leaders and users of the technology.

The Victoria Family Court and Youth Justice Committee stands ready to assist your efforts in any way possible.

Sincerely,

Marie-Terese Little

Chair, Victoria Family Court and Youth Justice Committee
 Vice-Chair, Capital Regional District Board of Directors
 Mayor, District of Metchosin

cc The Hon. Rick Glumac, Minister of State for Artificial Intelligence and New Technologies
 The Hon. Niki Sharma, Attorney General and Deputy Premier of British Columbia
 Mia Golden, Mobile Youth Services Team
 Cliff MacNeil-Smith, Chair, Capital Regional District
 Liz Nelson, Executive Director, Pacific Centre Family Services Association
 The Hon. Elizabeth May, MP, Saanich-Gulf Islands
 The Hon Stephanie McLean, MP, Esquimalt-Saanich-Sooke
 The Hon. Will Greaves, MP, Victoria
 The Hon. Jeff Kibble, MP, Cowichan—Malahat—Langford

NR7 Online Harm Accountability

Nelson

Whereas social media platforms, gaming platforms, and generative artificial intelligence systems are widely used by Canadians, including youth, and certain platform design, algorithmic, and monetization practices can create foreseeable risks of harm, including exploitation of children and vulnerable populations, manipulation of public discourse, and foreign interference;

And whereas Canada currently lacks a clear and comprehensive legislative framework establishing accountability standards for digital platforms, while other jurisdictions have adopted statutory duties of care and regulatory oversight to address systemic online harms and align with emerging international governance approaches:

Therefore be it resolved that the AKBLG and UBCM advocate to the Government of Canada to establish clear federal legislation creating a duty of care for digital platforms, requiring reasonable measures to prevent foreseeable harm, protect youth and vulnerable users, and ensure accountability where platforms fail to meet these obligations;

47

And be it further resolved that AKBLG and UBCM request that the Government of Canada engage in meaningful consultation with local governments and communities, and coordinate with international partners, in the development of such legislation.

UBCM Resolutions Committee Recommendation: None offered

UBCM Resolutions Committee Comments:

The Resolutions Committee advises that this resolution is deemed to be outside of local government jurisdiction.

AKBLG Resolution Committee recommendation: No recommendation.

AKBLG Resolutions Committee comments:

The AKBLG Resolutions Committee notes that while the UBCM Resolutions Committee has deemed this resolution “outside of local government jurisdiction” upon their initial review, the AKBLG Resolutions Committee understands this comment is preliminary, and the determination whether the resolution is captured by UBCM’s Extraordinary Resolution 2025-ER1 may change once all submitted resolutions are reviewed collectively by the UBCM Resolutions Committee. Accordingly, the AKBLG Committee presents it with no recommendation to ensure the resolution receives further consideration by UBCM should it be endorsed by the AKBLG membership.

Source: <https://akblg.ca/resolutions/2025-resolutions/>

From: John Crawford <crawfordint@hotmail.com>
Sent: June 3, 2026 1:58 PM
To: Mena Westhaver <mena.westhaver@saanich.ca>
Cc: Marie-Térèse Little <mtlittle@metchosin.ca>
Subject: Victoria Family Court and Youth Justice Committee

Mena:

Cc Marie-Terese Little, Chair

I attended the Victoria Family Court and Youth Justice Committee Open House on [June 2, 2026](#) – 1 to 4 pm. I would characterize the event as a huge success. There was a strong cross-section of community providers supported by police representatives from Oak Bay, Saanich and North Saanich.

There were a few common themes that I determined from conversations around the room:

- Face-to-face interaction amongst organizations representing youth, both preventative and judicial, is regarded as not only beneficial, but essential for successful interaction with at-risk youth and their families. Even informal sessions such as the Open House are highly valued.
- Youth continue to be faced with challenging issues, and it is noted that there is a trend towards a greater need at a younger age. As well, young women are beginning to exceed young men in protection facilities and exploitation.
- Need is constantly evolving. For example, there are now parents endangered by their children as opposed to the typical family dynamic.
- Not surprisingly, funding is critical as the problems exacerbate across the capital region.

The meeting was full of good will and good intentions. A group of three frontline workers made a short presentation that had the benefit of bringing attendees up to speed on emerging needs – including successes!

Respectfully submitted,

John Crawford

Saanich Representative



Making a difference...together

REPORT TO GOVERNANCE AND FIRST NATIONS RELATIONS COMMITTEE MEETING OF WEDNESDAY, JUNE 3, 2026

SUBJECT CRD Service Review Program

ISSUE SUMMARY

On October 8, 2025, the Capital Regional District (CRD) Board (Board) directed staff to establish an ongoing program to conduct one to two service reviews annually. This report provides an overview of the service reviews completed during the current Board term, as well as those underway, planned, and proposed over the next five years.

BACKGROUND

A service review is a structured assessment designed to identify opportunities to improve service delivery. What constitutes an “improvement” may vary depending on the nature of the service, the expectations of users and participants (funders), and considerations of cost. Perspectives on improvements may also differ between those responsible for overseeing the service and those who receive it. Depending on the complexity and type of service, a service review may examine some or all of the following components of service delivery:

- Applicable bylaws and agreements
- Service deliverables and associated resource capacity
- Service delivery model (e.g. in-house and/or contracted approach)
- Operating and capital expenditures
- Key service risks and mitigation strategies
- Assets condition, lifecycle, and long-term management considerations
- Governance and oversight structures

The service review methodology approved by the Board in 2025 (Appendix A) identified two primary areas of focus:

1. Evaluating legacy services to ensure they remain fit-for-purpose, responsive to community needs, and consistent with industry and corporate best practices.
2. Identifying opportunities to streamline or consolidate governance and oversight to improve consistency and efficiency.

Process Undertaken

The Board’s direction included two components: first, to identify and prioritize a list of services to be reviewed in the near term (over the next five years); and second, to implement an ongoing, systematic process that regularly initiates service reviews independent of specific Board direction.

To support the first component of this work, staff conducted a review of more than 200 CRD services and applied the approved intake criteria to identify services that may be suitable candidates for review. The initial focus was on legacy services, defined as those active for at least 20 years and currently funded, while also including some more recently established services where there was a clear opportunity to add value.

This was followed by a qualitative assessment, including interviews with service management staff, to:

- Confirm whether services have previously been reviewed or subject to strategic planning processes;
- Identify existing plans to review service mandate, resourcing, governance, or service levels;
- Surface any unaddressed sustainability, efficiency, or governance concerns; and
- Prioritize services where a formal review could provide meaningful value.

The results of the analysis are summarized in Appendices B and Appendix C.

Outcome

CRD services are routinely evaluated, and the Board regularly receives and makes decisions based on the outcomes of these reviews. Appendix B shows that a substantial volume of service review, or related review work, is already underway as part of ongoing operations. A summary is provided below.

Given the breadth and diversity of CRD services, service reviews vary considerably in scope and approach. For clarity, they have been grouped into four categories, each associated with distinct typical review activities:

- Funding model reviews: typically focus on governing policies, establishing bylaws, funding sources and models, and (re)negotiation of service agreements.
- Governance reviews: examine decision-making structures, oversight, and governing bylaws.
- Infrastructure reviews (large, asset-based services): focus on asset management plans, master plans, capital plans, workforce planning, deliverables, and governance frameworks.
- Service reviews (community-facing and internal services): typically assess establishing bylaws, policies, resources, processes, deliverables, and staffing models, as well as undertaking strategic planning processes.

Over 35 service reviews have been completed during the current Board term, including at least six comprehensive service, policy, and governance reviews completed or implemented in 2026:

1. Regional Goose Management Program Review
2. Building Inspection Service Review
3. Galiano Fire Services Unification
4. Performing Arts Facilities Service Consolidation and Expansion
5. Updates to the CRD Investment Policy
6. Greater Victoria Water Supply Area Climate Change Adaptation Service Evaluation

In addition, more than 45 review processes are currently advancing, with a further two dozen reviews planned to start over the next two years. These are identified as *Underway* and *Planned* in Appendix B. These activities are already integrated in workplans.

Beyond current and planned work, staff have identified an additional eight potential future service reviews. These are identified as *Proposed* in Appendix B and include both broad, multi-service reviews and more targeted, service specific evaluations.

For completeness, Appendix C provides an overview of key strategic planning activities advanced during this Board term. These processes shape the ongoing evolution of service delivery by identifying specific areas of enhancement. Staff frequently conduct public engagement as part of these in a range of formats to gather information about community expectations and collaborate with service users in identifying improvements.

The next steps are to confirm Board support for the *Proposed* reviews so they can be integrated into departmental workplans, and to start the work to develop and implement a systematic process for initiating service reviews on an ongoing basis, independent of specific Board direction. This will further embed routine service evaluations across the organization and support the Board's ongoing consideration of review outcomes.

ALTERNATIVES

Alternative 1

The Governance and First Nations Relations Committee recommends to the Capital Regional District Board:

1. That staff be directed to include the *Proposed* service reviews listed in Appendix B to the five-year workplan;
2. That staff be directed to proceed with the development of an ongoing, standardized process for initiating and conducting regular service reviews.

Alternative 2

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

IMPLICATIONS

Service Delivery Implications

Consistent with the approved methodology, *Proposed* reviews were prioritized based on potential impact, considering service complexity, draw on corporate resources, scale, and any risk or issues identified by staff. Some reviews focus on opportunities to improve operations, while others respond to expectations from service users or participants. Staff also noted that certain reviews may be contentious, even where they offer operational benefits.

The scale, scope, and complexity of *Planned* and *Proposed* service reviews themselves also vary considerably. For example, a comprehensive review of the services delivered by the Capital Region Housing Corporation would be significantly larger and more complex than a targeted review of a smaller service, such as the Septage Disposal Service. The reviews listed in Appendix B have not been standardized or adjusted for differences in scope.

The CRD delivers many smaller-scale services with relatively modest annual budgets. Despite their budget size, each service must be administered in accordance with governing bylaws and corporate policies, including preparing an annual budget and overseeing service delivery. While the financial impact of any such single service is limited, the cumulative demand for corporate resources to manage many small services is significant. As a result, opportunities to streamline these services are also being considered.

Implementing a service review program, including defining detailed scopes of work, coordinating multiple reviews, and ensuring they are advancing and delivered as planned, will require dedicated staff capacity and a high degree of coordination. Without additional consulting support, this work will place greater demands on internal resources.

Financial Implications

The Board has previously been advised that conducting full-scale service reviews could cost between \$20,000–\$100,000 per review. The Board has indicated a preference for staff-led reviews to minimize additional costs, and efforts will be made to deliver reviews internally where possible.

A key implication of this revised approach is that timelines may be extended, as reviews will need to be undertaken alongside existing operational responsibilities. In addition, the organization does not have a dedicated audit or review function to provide additional capacity.

Given these constraints, as well as the time required to engage relevant oversight bodies, staff recommend that any *Proposed* service reviews be started after 2028. This timing would enable operational staff to plan and incorporate the work into their planning, following the completion of ongoing and already-planned initiatives and reviews. Staff may also continue to undertake smaller-scale or localized service improvement activities not listed in Appendix B, such as process improvements and other targeted enhancements.

Where external support or additional expenditure is unavoidable, these will be considered through the usual annual service and financial planning process.

Alignment with Board & Corporate Priorities

This work will be introduced and socialized with the incoming Board after the election to ensure awareness of the service review program and to maintain ongoing alignment and continued support.

CONCLUSION

The Board directed staff to establish an ongoing program to conduct one to two service reviews annually. Staff have undertaken an in-depth review to identify the service reviews completed during the current Board term, as well as those underway, planned, and proposed over the next five years.

RECOMMENDATION

The Governance and First Nations Relations Committee recommends to the Capital Regional District Board:

1. That staff be directed to include the *Proposed* service reviews listed in Appendix B to the five-year workplan;
2. That staff be directed to proceed with the development of an ongoing, standardized process for initiating and conducting regular service reviews.

Submitted by:	Fran Lopez, Manager, Strategic Planning
Concurrence:	Ted Robbins, B. Sc., C. Tech., Chief Administrative Officer

ATTACHMENT(S)

- Appendix A: Board-Approved Methodology for Annual Service Reviews
- Appendix B: Overview of CRD Service Reviews (Underway, Planned and Proposed)
- Appendix C: Strategic Planning Activities Advanced This Board Term

Appendix A: Board-Approved Methodology for Annual Service Reviews

BACKGROUND

On April 30, 2025, the CRD Board (Board) directed staff to report back with specific recommendations on “[conducting] one to two service reviews on an annual basis”.

A service review is a structured assessment of an organization’s service(s), aimed at identifying opportunities to improve service delivery. What constitutes an improvement varies depending on the type of service, user expectations and costs. It may also differ between those responsible for overseeing the service and those receiving it. In some cases, improvements may involve increases in the quantity or quality of service delivered, changing the overall value proposition or streamlining business processes. In others, the focus may be on reducing the cost of delivery or, in rare instances, discontinuing a service altogether. Broadly, service reviews are one of many tools used to support efficiency and effectiveness, and long-term financial sustainability.

The province of British Columbia outlines three primary types of service review processes available to regional districts:

- Informal service reviews, initiated at the discretion of the Board.
- Bylaw-based service review, embedded in the service establishing bylaw.
- Statutory service review, formally initiated by a service participant by notification to the Board, other service participants, and the Minister responsible for local government.

The CRD currently delivers over 200 services which vary considerably in scope, scale, expenditure, source of mandate, governance, and, particularly for sub-regional and local services, the number of participants. Several services are governed by legislation and/or are overseen by commissions and committees with varying degrees of delegated authority from the Board. Over the last decade there has been a sustained volume of new services created each Board term and service bylaw amendments, which are subject to approval by the electors, as well as new initiatives and capital projects undertaken.

CRD services are routinely assessed for effectiveness and efficiency through a variety of established mechanisms. Some reviews occur annually, while others are conducted on a cyclical or ad hoc basis, depending on the nature and needs of the service.

1. CRD Planning Framework

The CRD’s Planning Framework is a multi-step, organization-wide coordinated process with several touchpoints involving the Board. The process takes place annually, and provides several levers to the Board to evaluate and manage service levels and growth on an annual basis, including:

- The Service & Financial Planning Guidelines, approved each May, set direction for the multi-year service plans and budget development.
- The Board Priorities Check-In, held in each April/May, confirm the strategic direction for the following year.
- The annual review and approval of the service plans (Community Need Summaries) and provisional and final budgets.
- The approval of financial management strategies, typically applied to all services.

In addition, the Board's work is supported by its standing committees and commissions, which provide recommendations to the Board throughout the year on new or amended policies, strategies, initiatives and projects.

2. Strategic and Operational Plans

Many CRD services are also guided by strategic plans or other guiding documents that shape the ongoing evolution of service delivery and identify specific areas of enhancements. When developing or updating these plans, staff regularly carry out public engagement, both virtually and in person, to gather feedback, understand community expectations, and collaborate with service users to identify opportunities for improvements. Examples of Board-approved plans include:

- 2017 Regional Water Supply Strategic Plan (currently under review)
- 2018 First Nations Relations Task Force Final Report
- 2021-2025 Climate Action Strategy (currently under review)
- 2021 Solid Waste Management Plan
- 2022 Regional Water Supply Master Plan
- 2022-2032 Regional Parks & Trails Strategic Plan and suite of operational management plan, including the Land Acquisition Strategy
- 2014 Core Area Liquid Waste Management Plan (Consolidated) and 2024 Long-Term Biosolids Management Strategy
- 2024-2027 CRD Arts Support Service Strategic Plan

3. Ad hoc targeted service reviews

In addition to the regular planning process and development of strategic plans, the Chief Administrative Officer, General Managers, the Board and the Commissions with delegated authority may occasionally initiate supplementary service evaluations. These targeted reviews are designed to provide deeper insights into specific services or to address a specific opportunity or challenge that has emerged. Past examples include:

- Environmental Services and Water Services Service Delivery Review (2008-2009)
- Parks and Community Services/Environmental Sustainability Departmental Integration (2013)
- Bylaw and Animal Care Service Delivery Review (2014-2015)
- Facility Management Review (2016)
- Board considered conducting a global service review process and directed CAO to enhance divisional service planning after evaluating several approaches (2016)
- Regional Parks Operational and Financial Review (2022)
- Information Technology and GIS Service Review (2022)
- Victoria Family Court and Youth Justice Service Review (2022)
- Organizational Structure Review – CRD Evolves 2024-2025 (2023-2025)
- Saanich Peninsula Water Commission Amalgamation Study (2024-2025)
- Procurement Review (2024-2025)

Since service participants already have the ability to initiate formal service reviews through the existing provincial mechanism, the CRD does not need to replicate that process. Instead, the focus should be on developing a supplementary, Board-led review process that complements existing tools. To ensure this process is effective and adds value, staff recommend that such reviews be carefully scoped to avoid duplication and be clearly justified.

PROPOSED NEXT STEPS

Staff have identified two potential gaps in the CRD's current planning framework that could be addressed through a supplementary, structured service review process.

- There is currently no prescribed approach for reviewing older, legacy services to ensure they remain fit-for-purpose, relevant to the communities they serve, and aligned with industry standards and corporate best practices. To date, reviews of legacy services have relied on staff proactively identifying and initiating them on a case-by-case basis. Staff recommend that the review process include a systematic method for identifying and evaluating such legacy services to ensure they continue to deliver value.
- There is no mechanism for reviewing and potentially consolidating the oversight structure for services that would benefit from consistent and unified management. While consistency is applied at the point of service creation, it often diverges over time. The CRD currently manages over 70 standing committees and commissions, an unusually high number compared to other local governments. These bodies operate under varied governance models, delegated authorities, and administrative support, which places significant demand on organizational capacity. Staff recommend that the review process include an evaluation of oversight structures to improve efficiency, reduce administrative burden, and improve service oversight.

Given the scale and complexity of the CRD's service portfolio, there would be merits in conducting a one-time review of services to address these historical gaps and regularise service oversight. To ensure the process delivers meaningful results, services should be selected based on clear goals and intake criteria, listed below. This targeted approach will help staff focus efforts on the services with the greatest potential for improvement and impact.

The pace of this review would be determined once a list of suitable services has been identified. However, it is important to note upfront that addressing these legacy and governance issues will likely take several years of considerable effort. Following this initial effort, staff would recommend establishing an ongoing process for future assessment in a more proactive and sustainable manner.

Goals and Service Selection Criteria

Staff recommend that the service review process be guided by two overarching goals:

1. Identify opportunities to **improve operational efficiency** by consolidating similar activities, reducing service delivery costs, and/or improving resource utilization.
2. Identify opportunities to **enhance service quality** by implementing new quality control measures, increasing service reliability, and/or discontinuing outdated service models.

To support these goals, staff propose to apply the following issues-based criteria to identify suitable candidate services for review:

1. *Legacy Services*: that have been in operation for 20 or more years and have no undergone a formal review. This is defined as:
 - a. No formal review of service levels, mandate, or strategic direction undertaken in the last 20 years, and/or
 - b. No public engagement or elector approval sought on service levels, mandate or strategic direction in the last 20 years, and/or

- c. The service is not included as an exempted service in the Regional District Service Withdrawal Regulation. Such services include regional parks, emergency telephone systems (e.g. 911) and solid waste management and recycling.
2. *Services Needing Strategic Realignment*: services that draw on unusually high levels of internal resources or have known issues related to the goals of operational efficiency or service quality¹, such as:
 - a. Misalignment between current service delivery and their original mandate or purpose.
 - b. Absence of appropriate quality control measures or mechanisms (e.g. service agreements).
 - c. Delivery models that are outdated or inconsistent with modern industry practices or corporate standards.
 - d. Services impacted by regulatory changes.
3. *Sustainability Concerns*: services facing environmental, social or financial sustainability issues that may impact their long-term viability.
4. *Opportunities for Consolidation*: services that could be consolidated to reduce service delivery costs and capacity demands, while improving consistency and oversight. This may include reviewing the scope and responsibilities of various committees and commissions.

Process

Staff will apply the intake criteria to identify candidate services for review. The Board's input will be sought, and existing governing bodies may also be canvassed to gather suggestions. Candidate services will then be prioritized to ensure that resources are focused on high-impact reviews. The list of candidates and proposed plan for next steps will be brought back to the Board for approval.

IMPLICATIONS

Service Delivery Implications

Service reviews require considerable time and organizational capacity. As noted by the Board, during the deliberation, with over 200 potential services in scope, treating each one equally could result in a lengthy and costly process. Many services are already subject to regular reviews through existing mechanisms. To ensure value and avoid duplication, staff recommend that any supplementary reviews be precisely scoped and clearly justified as outlined in the background.

It is also important to note that the objectives of the CRD Board for this review process may differ from those of the service participants or oversight bodies. These differences can create challenges in defining what constitutes effective and efficient service delivery. Engaging those responsible for operational decisions and oversight is important, as they have shaped the current form of the service and will be instrumental in implementing future changes. However, while consultation with service participants will help ensure informed and inclusive decision-making, it will add complexity and may extend timelines.

To support a successful implementation, the supplementary reviews will need to be planned and scheduled well in advance, allowing for appropriate work planning and allocation of staff time. Existing workplans may need to be re-phased to accommodate this additional work. The estimated timelines may vary depending on the scope. Based on lessons learned during the

¹ Note that some improvements on such issues were also implemented through CRD Evolves 2024-2025.

planning phase of CRD Evolves 2024-2025, it is estimated that a narrowly focused review could be completed within six months, while a more significant review may take 12 to 18 months.

Additionally, changes to the scope of services would likely require amendments to service establishing bylaws, which is time-consuming and resource intensive work, and may require engaging in an electoral approval process. A coordinated approach to address multiple changes simultaneously may help streamline the implementation process, depending again on the scale and nature of changes.

Financial Implications

To support the review process, external consultant support may be necessary, particularly for large or complex services. The estimated cost per review, excluding internal staffing costs, ranges between \$20,000 and \$100,000, depending on scope and intricacy. Staff will bring forward any resource requests for Board approval through the annual service planning and financial planning process.

Appendix B: Overview of CRD Service Reviews (Underway, Planned and Proposed)

The following list outlines service review work identified by staff in preparation of this report. Initiatives that are *Proposed* are highlighted in red. For each review, the following information is provided:

- Initiative name
- Category (Service Review, Funding Model Review, Governance Review or Infrastructure Review)
- Status (Completed, Underway, Planned or Proposed)
- Year(s) in which the work took place or is expected to occur
- Description of the scope and key activities undertaken

CROSS-DEPARTMENTAL REVIEWS

1. **CRD Evolves 2024-2025 – Service Review – Completed (2023-2026)** CRD Evolves was the most significant organizational change initiative undertaken in a decade. It focused on establishing a common vision for the organization's future growth and service delivery, reducing duplication and strengthening accountability, improving alignment between service planning and delivery, and maximizing efficiency by leveraging staff capacity and expertise. CRD Evolves implemented seven major changes, along with several smaller realignments, improving operations across more than 20 teams and impacting the work of over 200 members of staff. The final progress report on this initiative is scheduled for July 2026.
2. **Global Review of Contribution Services – Governance Review – Proposed (TBD)** The CRD provides funding for services to a range of non-profit organizations. In some cases, the CRD contracts third parties to deliver services on its behalf. In other cases, the provision of funding or other financial assistance to the non-profit organization to assist it in providing specified services is the CRD service. The latter are known as contribution services. Through this approach, the CRD support a wide range of in-community services, including libraries, arts, health, fire protection and other emergency services.

Contribution services should be governed by strong accountability and transparency and supported through formal funding agreement or contracts. Over time, the services delivered may fall out of alignment with the CRD's priorities or policies, and agreements may expire without a suitable replacement. Staff propose to undertake a review of all contribution services to assess their alignment with applicable policies and the value they deliver to the community.
3. **Information Technology, Privacy and Record Management Integration Review – Service Review – Proposed (TBD)** This review will examine the functions, roles and interactions between Technology & Digital Transformation and Privacy & Information Services. While these are distinct divisions, their work intersects in critical ways that directly affect service delivery, risk management, and public trust:
 - Privacy & Information Services is responsible for establishing organizational practices for records management, information access, and privacy protection. These practices are most effective when they are embedded in day-to-day operations and systematized.
 - Technology & Digital Transformation, in turn, is responsible for implementing and maintaining the systems and tools that store, manage, and secure records and data.

Increasing reliance on digital systems to deliver programs and services has amplified the importance of ensuring that privacy, access, and records management considerations are fully integrated into system design and implementation. In order to reduce risk, inefficiencies, and costs, information requirements should drive technology procurement and development decisions. While the divisions currently collaborate and share some information systems responsibilities, there is an opportunity to strengthen integration by ensuring information considerations are continuously embedded throughout the lifecycle of technology projects and initiatives. When this occurs late, reactively, or ad hoc it can lead to service delivery challenges.

Staff propose to undertake a review to assess how these functions are structured and how the divisions interact, with the goal of identifying improvements to the service delivery model and associated governance and control mechanisms.

CORPORATE SERVICES

Corporate Services

4. **Privacy Management & Access to Information Programs – Service Review – Completed (2025-2026)** In 2025–2026, the division undertook a focused review of its privacy management and access to information programs, implementing targeted improvements to processes and service delivery to enhance efficiency, consistency, and user experience, and to support more integrated program delivery. This work is ongoing.
5. **Information Management Transition to SharePoint Online/M365 – Service Review – Completed (2024-2025)** Over 2024-2025, Working with Technology & Digital Transformation, an initial service review resulted in redefined roles and responsibilities across the two divisions to support Information Management’s new oversight role for SharePoint Online, Teams, and OneDrive. Helpdesk support, system administration and governance responsibilities transitioned to IM for enhanced records management, information access, and privacy protection. Further reviews are needed to support co-managing the broader M365 environment.
6. **Policy Review Project – Service Review – Underway (2025-2027)** Staff have been leading an initiative to consolidate all CRD corporate and administrative policies into a more manageable number (from approximately 120 to 80), to ensure organizational consistency and clearer pathways to information by staff.
7. **Legal Services Optimization – Service Review – Completed (2024)** Legal Services provides expertise and guidance on legal frameworks related to local government, contracts and bylaws, supports commercial and administrative law matters, and oversees the development of corporate policy. In response to increasing demand and an absence of corporate-wide technical supports, staff developed and implemented an intake and reporting system using existing technology for requesting legal support which allows requestors to track the status of their requests, review completed opinions, and work in a confidential and secure file system. This improvement enhances tracking and reporting, ensures timely and consistent responses, avoids duplicate requests, and provides metrics which demonstrate an increasing demand (up 30% year over year) for support from legal experts within CRD, CRHC, and CRHD. In 2025, a “Working with Legal Services” corporate policy was also introduced, providing guidance to staff on when matters can be dealt with internally and when they must be sent to outside counsel; explaining who pays for such opinions; and what services internal counsel may provide.

8. **Procurement Transformation and Red Tape Reduction – Service Review – Underway (2023-2026)** Led by the Corporate Services department and informed by the results of the Employee Experience Survey, staff have conducted a review to identify opportunities to reduce administrative burden and "cut red tape". This work included a review of relevant studies as well as comparison with policies and procedures in other local governments and similar-sized organization. As a result, several improvements have been made, including the introduction of a pilot program for low-value procurements and exemptions from agreement authorization for different classes of agreements. Additional changes are planned in 2026.
9. **Regional Grants in Aid Policy Review – Service Review – Underway (2026)** The CRD Board directed on March 11, 2026, that the Governance and First Nations Relations Committee conduct a review of Regional Grants in Aid policy. This work is being advanced by staff and will be completed in 2026.
10. **Review of CRD's self-insurance model – Service Review – Underway (2025-2026)** Staff are conducting a review of the CRD's self-insurance model. An actuary has been retained to assist in reviewing operational funding, deductibles, and coverages for an organization of this size. Staff expect the work to be completed in 2026.

Victoria Family Court and Youth Justice Committee

11. **Victoria Family Court and Youth Justice Committee Efficiency Review – Service Review – Proposed (TBD)** The CRD contributed funding to the operation of the Victoria Family Court and Youth Justice Committee, a family court committee established under the Provincial Court Act, since the 1980s. While these committees were once mandatory, they are now optional. The Committee's primary mandate is to distribute small grants for family and youth initiatives, as well as to meet a minimum of four times per year and report on gaps in family and youth services to regional local governments and the Provincial Attorney General.

The Committee is also empowered to:

- Monitor court proceedings to address issues related to resources and legislation affecting families and youth;
- Lobby and advocate for youth and family justice improvements to the Federal and Provincial government, including for continued support for the Mobile Youth Services Team, the region's long-standing police-mental health counsellor team dedicated to preventing youth prostitution and exploitation;
- Promote and explore alternative legal processes within the youth and family system for better outcomes and diversion; and
- Liaise with governmental and non-governmental bodies involved in youth justice, typically through an annual reception.

This service requires significant corporate resources to administer grants and support a high volume of meetings annually. Over time, it has become increasingly difficult to recruit and retain members and contractors. Although a service review was conducted between 2020 and 2022 and resulted in some improvements, including the Committee continuing its business as a CRD commission, challenges remain.

Considering changes to the legislative environment and ongoing operational challenges, staff propose to conduct a further review to assess the continued suitability of the service. The maximum annual levy for this service is \$15,000.

Galiano Island Community Use Building

12. **Galiano Community Use Building Service Review – Service Review – Proposed (TBD)**
The Galiano Island Community Library operates from the Galiano Community Use Building, which is owned and maintained by the CRD's Real Estate & Facilities Management division. The CRD also provides funding and advisory support to the Southern Gulf Islands Public Libraries, which manages the Galiano Island public library and is a service administered by the Southern Gulf Islands Library Committee. Providing in-house maintenance services to this facility is inefficient due to its remote location, as staff must travel to the island to carry out routine work. Staff propose to conduct a targeted review of the building's history, current usage, and service levels to identify sustainable and cost-effective long-term options.

Real Estate

13. **CRD Property Portfolio Review – Service Review – Proposed (TBD)** CRD Evolves 2024-2025 combined Real Estate and Facilities Management into a single division in 2025 to strengthen long-term space planning and enable a more strategic, coordinated approach to the CRD's property portfolio. Within this division, the Facilities Management team is a full-services, in-house group responsible for the operation, maintenance and performance of the CRD Fisgard Headquarters and several satellite buildings. Real Estate complements this work by providing corporate real estate expertise across the organization. This includes property acquisition and disposal, lease and agreement negotiations, as well as land use and title research. The team also maintains a comprehensive inventory to CRD-owned properties and legal interests in buildings, and managed office buildings and rental units owned by the CRD.

Over time, the CRD's portfolio has expanded to include properties leased to third parties, such as three health facilities occupied by the Vancouver Island Health Authority, the Victoria Family Court building and a Juan de Fuca administration building currently occupied by Juan de Fuca Planning, Building Inspection and Emergency Services. Managing this expanding portfolio requires ongoing staffing and financial resources. The total historical value of these properties (as of 2015) is \$50M, with a total replacement value of \$61M.

ELECTORAL AREA SERVICES

Cross-services

14. **SSI Local Community Commission – Governance Review – Completed (2023)**
Established in 2023, the SSI Local Community Commission consolidated governance for 14 local services in Salt Spring Island which were previously overseen by four appointed, volunteer commissions.
15. **Consolidation of Water/Sewer Services Oversight Under an Advisory Committee – Governance Review – Underway (2026)** Staff have put forward proposals to consolidate oversight for local area water/sewer services under Advisory Committees. The proposals have either not been supported by the Electoral Area Directors or by the existing commission Chairs when they were approached. Additional discussions are planned to identify potential efficiency opportunities. In the meantime, staff are addressing under-investment and maintenance in the capital infrastructure, and a Master Plan is being developed for the Port Renfrew Utility Services to guide future investments. Asset Management report cards were recently completed or in progress for the other utility services to complement strategic investment planning.

16. **Health Contribution Services Review – Service Review – Underway (2026)** Staff are conducting a review of three contribution service agreements (Saturna Island Medical Clinic, Galiano Health Service and Pender Islands Health Care Centre) to assess the funding model and eligible services under the Contribution Funding Agreement.

Building Inspection

17. **Separation of the Electoral Area Building Inspection Services – Governance Review – Completed (2020)** In 2020, at the request of the Electoral Area Directors, staff conducted an evaluation considering the separation of the Building Inspection service into three separate services. The approach was eventually rejected due to the economies of scale gained from a single service. This work was completed when the service was the responsibility of Planning & Protective Services, with support from Legal Services.
18. **Building Inspection Service Review – Service Review – Completed (2025-2026)** Staff concluded a comprehensive service review in 2026 that improved the efficiency, productivity and delivery of the Building Inspection service. Key improvements included streamlining applications into a single permit application per project, eliminating separate permits for each construction stage; extending timelines to start and complete construction to provide greater flexibility to applicants; introducing a 50% fee discount for multi-unit affordable housing projects; and implementing a flat application fee along with a revised fee structure for information requests. The wait time for permit processing and information requests have been significantly reduced.

Wilderness Mountain Water Service

19. **Wilderness Mounter Water Service Connection to JDF Water Distribution – Service Review – Underway (2026)** Staff are completing a strategic review to assess the feasibility of connecting this community to the Juan de Fuca Water Distribution service, thereby removing the need for a separate local service.

Surfside Park Estates (Mayne)

20. **Surfside Park Estate Water Storage Tank Study – Infrastructure Review – Completed (2023)** A consultant was retained to conduct a review of the location and replacement options for the existing water storage tanks, taking accessibility into account.

Magic Lake Estates Sewer System

21. **Schooner Wastewater Treatment Plant – Process Optimization – Service Review – Ongoing (2025 – Ongoing)** Staff are reviewing plant performance and operational strategies to enhance reliability and effluent quality.
22. **Magic Lake Estates Water Service Captains Tank Study – Infrastructure Review – Completed (2026)** A study was completed by a consultant in 2026 to review options for replacing the water storage tank, Captains Tank, within the Magic Lake Estates Water Service. The study included a review of tank sizing to accommodate domestic demand and fire flows, and also a review of tank site.

Port Renfrew Water / Port Renfrew Sewer

23. **Port Renfrew Sewer and Water Master Plan – Infrastructure Review – Underway (2026)** Staff have started the development of a Port Renfrew Sewer and Water Master Plan to assess existing infrastructure and guide infrastructure improvements. This work will support the Port Renfrew Official Community Plan update, with a focus on upgrading aging systems. The results are expected by end of 2026.

Saturna Island Water System (Lyll Harbour)

24. **Lyll Harbour-Boot Cove Water Storage Tanks Condition Assessment – Infrastructure Review – Planned (2028)** Staff are planning a study to assess leaks in the storage tank and develop a detailed repair plan. This work is part of a broader program of investments in water infrastructure for this system aimed at ensuring long-term resilience, reliability and sustainability while continuing to provide clean drinking water.

Ganges Sewer

25. **Ganges Wastewater Treatment Plant – Process Optimization and Upgrade Planning – Infrastructure Review – Underway (2026-2027)** Staff are evaluating aeration system performance and upgrade requirements to improve treatment efficiency.

EXECUTIVE SERVICES**CAO & Executive Office**

26. **Administrative Services Review – Service Review – Underway (2025-2026)** Staff have been advancing a comprehensive review of the CRD administrative services. The current phase of work is focused on improving efficiency and equity by reviewing administrative organization and reporting structure and roles. It is expected that the study will include recommendations for other opportunities for efficiency reviews, such as administrative expenditures (printing, phones, office supplies, etc.).

FINANCE & TECHNOLOGY**McPherson Theatre / Royal Theatre**

27. **Performing Arts Facilities Service Consolidation/Expansion – Service Review – Completed (2023-2026)** Staff have completed comprehensive analysis to consolidate two existing services, Royal Theatre and McPherson Playhouse, and to expand support for existing and future performing arts facilities with regional impact. The new service was established in early 2026 and the transition is underway.
28. **Royal Theatre and McPherson Playhouse Asset Management Plan – Infrastructure Review – Underway (2026-2027)** Staff are advancing a series of studies for the Royal Theatre and McPherson Playhouse, including a heritage conservation study, condition assessments, and specialized infrastructure inspections. These studies will inform the development of a 20 to 30-year asset management plan that will be foundational to the long-term stewardship and management of these facilities.

Finance

29. **New Financial Model (Financial System Improvements) – Service Review – Completed (2025)** Following the transition to a more robust enterprise resource planning platform, staff reviewed and enhanced the CRD financial model to better support the organization's future needs. These comprehensive enhancements improved year-end processes, in alignment with best practices, and enabled additional financial system functionality to streamline existing processes.
30. **Updates to the CRD Investment Policy – Service Review – Completed (2026)** Staff in the Financial Services and Legal and Risk Management divisions collaborated to strengthen the policy's governance and risk management controls. The proposed revisions are intended to provide clarity and enhance documentation and reporting protocols within applicable statutory investment authorities.
31. **EUNA Budget Software Solution – Service Review – Underway (2025-2027)** As part of ongoing efforts to modernize the CRD's enterprise financial management capabilities, staff identified a critical need for a dedicated financial planning and analysis solution to strengthen operating, capital and personnel planning. To address this need, staff are implementing new budget software, EUNA, which will modernize budget entry and reporting processes and practices.
32. **Procurement Advisory – Service Review – Completed (2025)** As part of CRD Evolves 2024-2025, a new Procurement Manager role was created in 2025 to evaluate and standardize procurement practices at the CRD and establish a procurement advisory function. The role has been supporting consistent and compliant procurement by reducing risk through stronger documentation and evaluation practices, improving consistency across departments and projects, providing access to practical examples of compliant procurement, providing greater visibility into opportunities, providing easier access for suppliers across regions and providing procurement training for staff.
33. **Updates to the CRD Procurement Policy – Service Review – Underway (2025-2026)** The CRD procurement policy, which was originally adopted in 2017, is being revised to modernize it after the establishment of the Procurement Advisory function in the Finance & Technology department, remove duplicated services and better define the CRD's procurement style. A mature procurement model, supported by a robust policy, enhances service delivery by ensuring access to high quality goods and services while reducing costs and operational risks.

HOUSING PLANNING AND PROTECTIVE SERVICES**Capital Region Housing Corporation (CRHC)**

34. **CRHC Service Review – Service Review – Planned (2027-2028)** New comprehensive operational and service review planned for 2027. The proposed scope of work will be developed in 2026.

Capital Regional Hospital District (CRHD)

35. **CRHD Funding Model Review – Funding Model Review – Underway (2026)** The CRHD Board directed staff on October 29, 2025, to review the 30% contribution for major capital and 40% contribution for minor capital and make a recommendation on a potential lower percentage based on a consolidated CRD budget and evolving costs for newly established services. Work is underway in consultation with Island Health.

Electoral Area Fire Services

36. **Fire Governance Review – Service Review, Governance Review – Completed (2021-2023)** Staff completed a comprehensive review to address inefficiencies in the fire service governance structure, gaps in regulatory compliance and limited oversight over services, as well as to respond to evolving regulatory requirements. Staff are implementing recommendations.
37. **Galiano Fire Services Unification – Service Review – Completed (2025-2026)** Fire services were unified under Galiano Island Volunteer Fire Department to address long-standing challenges in managing fire services and formalizing cooperation between both departments.

Livestock Injury Compensation (Juan de Fuca, Salt Spring Island and Southern Gulf Islands)

38. **Animal Control Services Governance Changes – Governance Review – Completed (2020-2021)** The Electoral Area Directors directed that three distinct animal injury compensation services be created to ensure costs were allocated solely to the Electoral Area in which claims arise. Legal Services facilitated this work by facilitating the conversion of the animal control service from Letters Patents to an establishing bylaw as well as the creation of three separate sub-services.

Regional Transportation Service

39. **Regional Transportation Service Establishment – Service Review – Completed (2022-2025)** Staff conducted a comprehensive review of all CRD transportation functions to support the establishment of a new regional service.

Regional Emergency Program Support (REMP)

40. **REMP Provincial Agreement Review – Funding Model Review – Underway (2026)** Review of the agreement with the province is planned for 2026.

INFRASTRUCTURE AND WATER SERVICES**Cross-services**

41. **Water & Wastewater Effective Utility Management Model Assessment – Service Review – Planned (2028)** The Effective Utility Management model is an independent framework to assess an organization's effectiveness in managing utility services. A third-party assessment will be undertaken to evaluate the maturity of select CRD utility services across 10 attributes and five management success factors. The assessment will also produce a roadmap to identify priority areas for improvements. This work will be completed in advance of the next iteration of the Regional Water Supply Strategic Plan to inform its development.
42. **First Nations Service Agreement Updates – Service Review – Underway (Periodically)** The CRD provides water and wastewater services for several First Nations through tailored service agreements. These agreements are periodically updated, as required.

Juan de Fuca Water Distribution

43. **Juan de Fuca Water Distribution System Asset Management Plan – Infrastructure Review – Completed (2025-2026)** Staff supported the development of a comprehensive Asset Management Plan for the Juan de Fuca Water Distribution service. The plan included an assessment of asset condition, risk management, system capacity, maintenance and repair strategies (including workforce impacts), and financial planning.
44. **Juan de Fuca Water Distribution Development Cost Charge Update – Funding Model Review – Completed (2025)** The Juan de Fuca Development Cost Charge program was reviewed to update key components of the program including projects, costs and rates. Juan de Fuca Development Cost Charge rates decreased in 2025 due to increased population density and the amount and type of development taking place in the Juan de Fuca Water Service Area. The Juan de Fuca Development Cost Charge program has helped pay for costs associated with increased demand for water distribution infrastructure within the Juan de Fuca water service area since 1999.
45. **Water Distribution Local Service Conditions, Fees and Charges Bylaw No. 3889 Update – Funding Model Review – Underway (2026)** The Water Distribution Local Service Conditions, Fees and Charges Bylaw, is being reviewed and updated to align with updated Engineering Specifications. The review and proposed changes are targeted to be completed in 2027.

Regional Water Supply

Water Supply and Engineering:

46. **Deep Northern Intake & Transmission Pipeline Study – Infrastructure Review – Completed (2022)** An assessment of option was completed for how to access additional water within the Sooke Lake Reservoir to provide resilience to the system in the event of an emergency. Work was completed in parallel with the Regional Water Supply Master Plan.
47. **Regional Water Supply 2022 Master Plan – Service Review – Completed (2022)** Master planning document outlining the future outlook of the Regional Water Supply system. The plan recommends 21 major projects to be implemented over the next 30 years to meet anticipated water supply and treatment needs based on the projected population for the year 2050.
48. **Supply System Risk and Resilience Study– Infrastructure Review – Completed (2022)** Provided an analysis of the impact to the Regional Water Supply under an emergency condition. Work was completed in parallel with the Regional Water Supply Master Plan.
49. **Seismic Assessment of Critical Facilities (Phase 1) – Infrastructure Review – Completed (2022)** An assessment was completed of the anticipated seismic performance of assets within the Regional Water Supply. This work provided guidance for future stages of work on the topic. Work was completed in parallel with the Regional Water Supply Master Plan
50. **Regional Water Supply Desktop Condition Assessment – Infrastructure Review – Completed (2025)** Desktop assessment of the condition of the Regional Water Supply linear infrastructure (watermains and valves).
51. **Regional Water Supply Transmission Main Acoustic Leak Detection Survey Report – Infrastructure Review – Completed (2025)** Report detailing the results of an acoustic leak detection survey done to assess the performance of the Regional Water Supply assets.

52. **Regional Water Supply Development Cost Charge Program – Funding Model Review – Underway (2020-2027)** Staff will develop and implement a Development Cost Charge bylaw for the Regional Water Supply service to contribute funding to growth-related supply infrastructure upgrades.
53. **Regional Water Supply Asset Management Plan – Infrastructure Review – Planned (2026-2027)** Staff will develop a comprehensive Asset Management Plan for the Regional Water Supply System. This will include assessments of operating and capital expenditures, key service risks and associated management strategies, and asset condition, lifecycle, and long-term management strategies.
54. **Regional Water Supply Level of Service Agreements – Infrastructure Review – Planned (2027-2030)** Agreements with the municipal customers defining the level of service provided by the Regional Water Supply system.
55. **Regional Water Supply Transfer Point Agreements – Infrastructure Review – Underway (2021-2030)** Agreements to delineate ownership boundaries between the Regional Water Supply system and the municipal water distribution systems.
56. **Regional Water Supply Risk Registers – Infrastructure Review – Ongoing (Ongoing)** Ongoing process to compile Risk Registers for the Regional Water Supply.
57. **Regional Water Supply Funding Model Review – Funding Model Review – Planned (2027)** A comprehensive review of the Water Rate Model is planned for 2027.

Dam Safety Program:

58. **Regional Water Supply Dams – Probabilistic Seismic Hazard Assessment (PSHA) – Service Review – Underway (2026)** PSHA is phase 1 of new Dam Seismic Retrofit Program. Staff will be hiring an expert team to evaluate the regional seismicity risk, to determine design seismic loading for existing and future assets. The results of the project will include a regional ground motion model to be used for site-specific seismic assessments at dam sites, as well as be available to support planning for other major infrastructure improvements.
59. **Regional Water Supply Dams – Instrumentation and Surveillance Improvements – Service Review – Underway (2026-2030)** Staff are working on development of dam safety Automated Data Acquisition System (ADAS) to improve surveillance of performance of major dams in the portfolio, starting with Sooke Lake Dam in 2026. The ADAS will allow for operations to monitor critical dam performance data 24/7 via SCADA, and non-critical performance data to be monitored by IWS Dam Safety Section to inform risk assessments and assess dam condition.
60. **Dam Safety Management System – Service Review – Underway (2028)** Staff are working to formalize a dam safety management system, incorporating policies, responsibilities, plans and procedures, documentation, training, and review and correction of deficiencies and non-conformances, as per Canadian Dam Association dam safety guidelines.
61. **Planning for Centralized Dam Safety Section Initiative – Service Review – Underway (2028)** Infrastructure Planning & Engineering (IPE) are working with Regional Parks to plan the consolidation of dam safety technical responsibilities within IPE's Dam Safety section, including hazard reviews, formal inspections, dam safety studies, regulatory communications and documentation, etc. Regional Parks will first complete a Dam Portfolio Risk Assessment of their 14 dams.

Watershed Protection:

62. **Goldstream Watershed Drainage Structure Assessments – Infrastructure Review – Planned (2027)** Staff will conduct a detailed assessment that compares modelled peak flows with the capacity of existing culvert and bridges and use the insights of this analysis to prioritize which structures are highest priority for replacement, funding and resourcing.
63. **Sooke Lake and Deception Watershed Dams – Flood Forecasting System – Service Review – Completed (2025)** Staff hired a contractor to complete a Flood Forecasting System to evaluate flooding and hydrological loading risks for Sooke Lake and Deception Watershed Dams. The Flood Forecasting System includes watershed simulation model, dam operations modeling, and hydraulic modeling to help assess dam safety risks, including emergency reservoir drawdown capabilities.
64. **Deception Gulch Dam – Seismic Assessment – Service Review – Underway (2026)** Staff hired a contractor to complete a seismic assessment of Deception Gulch Dam in 2026, to inform whether or not major dam rehabilitation is required.
65. **Sooke Watershed Drainage Structure Assessments – Infrastructure Review – Completed (2023)** Staff conducted a detailed assessment that compared modelled peak flows with the capacity of existing culvert and bridges and used the insights of this analysis to prioritize which structures were highest priority for replacement, capital funding and resource needs.
66. **Leech Restoration Project Closeout – Infrastructure Review – Completed (2009-2025)** The Leech Water Supply Area was acquired by the CRD in 2007 and 2010. These watershed lands will provide future source water for the Regional Water Supply System. A 16-year capital plan was undertaken between 2009 and 2025 to restore the Leech Watershed. A Project Closeout Report was presented to the Regional Water Supply Commission in early 2026 to summarize the works completed over the 16 years to restore and prepare the Leech Water Supply Area forests and lands for future water supply.
67. **Greater Victoria Water Supply Area Climate Change Adaptation – Service Review – Completed (2026)** Staff conducted an evaluation of service delivery to account for climate change adaptation. The resulting plan identifies recommended initiatives and actions to mitigate climate change in the Greater Victoria Water Supply Area, which will increase service needs.
68. **Security Assessment – Service Review – Planned (2028)** This assessment may proceed in 2027 and will evaluate existing security services against identified threats and risks and make recommendations for improvements.
69. **Leech Watershed Drainage Structure Assessments – Infrastructure Review – Planned (2029)** Staff will conduct a detailed assessment that compares modelled peak flows with the capacity of existing culvert and bridges and use the insights of this analysis to prioritize which structures are highest priority for replacement, funding and resourcing.
70. **Kapoor lands Watershed Drainage Structure Assessments – Infrastructure Review – Planned (2031)** Staff will conduct a detailed assessment that compares modelled peak flows with the capacity of existing culvert and bridges and use the insights of this analysis to prioritize which structures are highest priority for replacement, funding and resourcing.

71. **Goldstream Watershed Dams – Dam Safety Review Audit – Service Review – Underway (2026-2027)** Staff have hired a consultant to complete a legislated Dam Safety Review of the 11 embankment dams in the Goldstream Watershed. The Dam Safety Review will provide list of safety deficiencies to inform action planning for capital improvements within the Dam Safety Program.

Saanich Peninsula Water Supply

72. **Saanich Peninsula Water Commission Amalgamation Study – Governance Review – Underway (2024-2026)** Feasibility study underway exploring the implications of amalgamating the Saanich Peninsula Water Commission with the Regional Water Supply Commission. The study was initiated following a referral motion from the District of Central Saanich Council in November 2023.
73. **Saanich Peninsula Water Service Asset Management Plan– Infrastructure Review – Underway (2025-2026)** Staff are developing a comprehensive Asset Management Plan for the Saanich Peninsula Water Supply System. This includes assessments of operating and capital expenditures, key service risks and associated management strategies, and asset condition, lifecycle, and long-term management strategies.
74. **Saanich Peninsula Water Service Operational Optimization Review – Service Review – Underway (2025-2026)** Staff are reviewing the operations of the Saanich Peninsula Water Service. This will have an impact on operating and capital expenditures, as well as Service deliverables and resource allotted to the deliverable
75. **Saanich Peninsula Water Supply Master Plan Update – Infrastructure Review – Planned (2026-2027)** Develop a long-term Master Plan for the Saanich Peninsula Water Supply system, to address future infrastructure needs.
76. **Saanich Peninsula Water Supply Development Cost Charge Update – Funding Model Review – Planned (2026-2027)** Review the existing Development Cost Charge bylaw and update as needed to address future growth-related infrastructure investments.

Core Area Wastewater Service

77. **Liquid Waste Management Risk Management Framework – Service Review – Underway (2026)** Staff are advancing the development of a Standard Risk Management Framework for liquid waste management.
78. **Core Area Wastewater Master Plan – Infrastructure Review – Planned (2026-2028)** Staff will develop a Core Area Wastewater Water Master Plan to assess existing infrastructure and guide infrastructure improvements upon the completion of the Wastewater Strategic Plan.
79. **Core Area Wastewater Development Cost Charge Program Development – Service Review – Planned (2028)** When the Core Area Wastewater Treatment Plan was completed and the Service Establishment Bylaw was amended, staff flagged that a Development Cost Charge for the Core Area Wastewater Treatment service would be established to fund future wastewater projects related to growth. Staff will initiate the work to create this program in 2028.

Treatment:

80. **McLoughlin Point Wastewater Treatment Plant (MPWWTP) Odour Management and Improvements – Infrastructure Review – Completed (2025)** Staff assessed odour generation and mitigation strategies to improve air quality at the facility and neighbouring area.

81. **MPWWTP Outfall Inspection and Condition Assessment – Infrastructure Review – Completed (2025)** Staff inspected and evaluated outfall condition and hydraulic performance to inform asset management planning.
82. **MPWWTP and Core Area Conveyance Management of Change Program Implementation – Service Review – Ongoing (2024-Ongoing)** Staff have been implementing a formal Management of Change framework with standardized procedures, risk assessment, and workflows to ensure controlled and consistent management of operational, process and system changes.
83. **MPWWTP Chemical Dosing Optimization – Service Review – Ongoing (2025 – Ongoing)** Staff have been assessing coagulant dosing strategies to optimize treatment performance and reduce chemical consumption, and integration of a machine learning agent for process improvement.
84. **MPWWTP Maintenance Bypass Risk and Mitigation Assessment – Infrastructure Review – Underway (2026)** Staff have been evaluating potential bypass scenarios, associated risks, and mitigation strategies to support operational resilience and regulatory compliance.
85. **MPWWTP Disk Filter Optimization and Fouling Mitigation Study – Service Review – Underway (2026)** Staff have been evaluating tertiary filtration performance, fouling mechanisms, and cleaning strategies to improve reliability and efficiency.

Conveyance:

86. **Macaulay Point Pump Station – Screen and Grit Performance Removal Improvement – Infrastructure Review – Completed (2025)** Staff assessed screening and grit removal performance to reduce solids carryover and downstream process impacts.
87. **Core Area Wastewater Concrete Condition Assessment – Infrastructure Review – Underway (2026-2027)** Staff are developing detailed concrete condition assessments for wet wells and other degraded concrete at pump stations in the Core Area. The project will also provide recommendations for design and construction of upgrades and repairs based on condition assessment works and remediation planning.
88. **Core Area Conveyance Discharge MH of CRL to Marigold Pump Station – Condition Assessment – Infrastructure Review – Completed (2025)** Staff evaluated structural integrity and condition to support maintenance and rehabilitation planning.
89. **Core Area Conveyance System Performance at Peak Flow – Service Review – Completed (2025)** Staff completed analysis of flow control, operational logic, and system behaviour under wet weather and peak flow conditions and risk management.
90. **Core Area Wastewater Sewer Cleaning and Inspection – Infrastructure Review – Underway (2026)** Core Area Wastewater sewers are cleaned and inspected on a five-year cycle. This work is performed annually on an ongoing basis.
91. **Core Area Wastewater Acquisition of Outstanding Right of Ways – Service Review – Planned (2026-2029)** Some of the Core Area Wastewater Service infrastructure is located on privately owned land that do not have rights-of-way. A plan is being developed to acquire Statutory Right of Ways for all infrastructure over time. Work started with the development of a study and plan prior to acquisition.

Saanich Peninsula Wastewater Service

92. **Saanich Peninsula – Process Modelling (BioWin) for Performance and Capacity Evaluation – Service Review – Underway (2026-2027)** Staff are developing a process model to assess treatment performance and support future planning decisions.

Corporate Capital Project Delivery Services

93. **Establishment of new Corporate Capital Project Delivery Services function – Service Review – Underway (2025-2027)** As part of CRD Evolves 2024-2025, a new Corporate Capital Project Delivery Services Division was created in 2025 to set up and support consistent organizational project management standards. Staff are updating the internal Project Management Guideline, with the revised document intended to function as a Project Management Procedure Manual. The objective is to provide an updated, comprehensive set of procedures aligned with technical and industry best practices. Once complete, the manual will serve as a readily available resource for all CRD staff involved in any aspect of the project delivery process.

PARKS RECREATION AND ENVIRONMENTAL SERVICES

Regional Goose Management

94. **Regional Goose Management Program Review – Service Review – Completed (2025-2026)** Staff undertook a service review to evaluate the effectiveness of the initiative. The CRD Board directed staff to continue delivering the service and expand its funding on March 11, 2026.

Environmental Innovation/Solid Waste Management Plan Solid Waste Disposal

95. **Environmental Innovation and Environmental Resource Management Amalgamation – Service Review – Underway (2026)** The new Environmental Innovation division was established in 2025 to consolidate the responsibility for the climate action service and programs and the long-term management of biosolids generated by the wastewater system. In 2026, responsibility for solid waste management and recycling programs through the Environmental Resource Management division will be amalgamated with the Environmental Innovation, creating a single division responsible for all operations and capital investments at Hartland Landfill, as well as a broad portfolio of environmental stewardship programs and functions. This organizational consolidation is expected to improve coordination and support more efficient operational and investment decision-making. Following the completion of the transition, staff will assess the effectiveness and resourcing of the division in 2027 and determine whether it is necessary for a formal service review to be initiated as part of the ongoing program.
96. **Hartland Landfill Service and Funding Model Review – Service Review, Funding Model Review – Underway (2026-2027)** The CRD Board has directed a comprehensive review of regional flow control, long-term funding model and tipping fees adjustments.

Port Renfrew Refuse Disposal

97. **Port Renfrew Transfer Station Feasibility Study – Service Review – Underway (2026)** Staff are advancing a feasibility study to assess how the Port Renfrew Transfer Station can continue to meet current and future service needs for both the Port Renfrew and Pacheedaht communities. The study will include an analysis of usage rates (including seasonal variations), a review of operations, the establishment of baseline data on waste volume and composition, and the identification of lessons learned from recent upgrade. The resulting analysis will

evaluate potential site improvements and opportunities for operational optimization, supported by high-level cost estimates and informed by a 20-year demand forecast.

SEAPARC

98. **SEAPARC Infrastructure Growth Plan – Infrastructure Review – Underway (2026)** Work underway to develop an Infrastructure Growth Plan which will provide Class D capital and operating costs. Expecting to complete the plan and present to the Commission in 2026.

Biodiversity & Environmental Stewardship

99. **Biodiversity & Environmental Stewardship Service Review – Service Review – Planned (2027)** Consideration of a service expansion (applying for a UNESCO Urban Biosphere Designation) has been postponed to next CRD Board strategic planning process.

Septage Disposal

100. **Septage Disposal Service Review – Service Review – Planned (2026)** Service options analysis is planned for 2026 to address known service vulnerabilities.

Panorama Recreation Center

101. **Panorama Recreation Master Plan – Infrastructure Review – Planned (2028)** Planned development of a 20-Year Master Plan focused on the sustainability of the recreation facilities into the long-term future.
102. **Panorama Recreation Service Expansion – Service Review – Proposed (TBD)** The Peninsula Recreation Commission, with support from Panorama Recreation staff, regularly evaluates its recreation services to ensure they are delivered effectively and efficiently and meet the needs of the communities. For several years, the communities of North Saanich, Central Saanich and Sidney have expressed interest in exploring whether Panorama Recreation could assume responsibility for additional parks-based recreation services. Expanding the service in this way would significantly change its current scope.

The Commission approved the Panorama Recreation Plan (2022-2026) in March 2022 and currently focused on implementing its priorities. A Facilities Needs Assessment was also completed in 2025 to start examining the current scale and scope of facilities on the peninsula and identify gaps. While this work remains the primary focus, staff could undertake a more detailed assessment of service expansion in the future, should there be an interest. To this end, staff propose to conduct a master plan process to develop a long-term (up to 20-25 year) facility/asset management plan and to evaluate the efficiency and effectiveness of the sub-regional service delivery model including an analysis of the financial implications of expanding Panorama Recreation's mandate to include parks-based recreation facilities, for the Commission's consideration.

Regional Parks

103. **728 Beaver Lake and Mill Hill Space Planning – Infrastructure Review – Planned (2026)** Office space review of existing office configuration to fit new Regional Parks staff. At 728 Beaver Lake a trailer is being installed to accommodate lockers and create more office space to accommodate the inclusion of a second Park Operations Manager.

104. **Fleet Services and Communication Reorganization – Service Review – Completed (2024-2025)** Through CRD Evolves, responsibility for Fleet services and Communications support was transferred from Regional Parks to Corporate Asset & Maintenance Management and Corporate Communications & Engagement, respectively. Regional Parks staff supported this transition by participating in planning and implementation to ensure continuity of service.
105. **Regional Transportation Service Establishment – Service Review, Governance Review – Completed (2025)** As part of the transition planning work to establish the Regional Transportation Service, Regional Parks staff conducted a comprehensive review of the Regional Trails program to identify, document and support the transfer of responsibilities to the new service. As a result of changes driven by the new service, including updates to governance, Regional Parks no longer reports to the Regional Transportation Committee.
106. **Regional Parks Procurement Support – Service Review – Underway (2026)** Staff repurposed a vacant position to address a critical need for additional, centralized Procurement support for the Regional Parks division. The role was redesigned and transferred to Financial Services' procurement function, with a focus on supporting the growing procurement demands of Regional Parks.
107. **Regional Parks Asset Management – Infrastructure Review – Ongoing (Ongoing)** Staff regularly develop asset management and equipment replacement plans for the Regional Parks service. These plans include assessments of asset condition, risk, and system capacity, as well as strategies for maintenance, repair, and long-term financial planning.
108. **Regional Parks Dam Safety – Infrastructure Review – Planned (2027)** Staff are planning to increase capacity to manage the safety of Regional Parks' 14 dams. Many of these dams are aging and, while they provide important public amenities, they must be actively managed to reduce risks to public safety, property and the environment. Planned improvements include enhanced monitoring and surveillance, installation of new instrumentation and update to key documentation, including Dam Emergency Plans.
109. **Regional Parks Reorganization – Service Review – Planned (2026)** Staff will be advancing a comprehensive review of Regional Parks operations, focused on the operating models for service delivery in regional parks.
110. **Amendment of CRD Parks Regulation Bylaw – Service Review – Planned (2027)** Bylaw No. 4225 regulates the use of regional parks and trails. Staff conduct regular administrative reviews to ensure the bylaw remains current, addresses emerging issues, and reflects Board-approved direction. The bylaw was last updated in 2021. Staff will undertake a comprehensive review to identify any required updates and will bring forward recommendations for Board consideration.

Millstream Remediation Service

111. **Millstream Meadows Future Uses Options Review – Infrastructure Review – Underway (2026)** Millstream Meadows, located at 1965 Millstream Road, is a 12.8-hectare property in the District of Highlands (Highlands) that was used for the unregulated disposal of septage and other trucked liquid waste between the early 1940s and 1985. The CRD received the property from the Province as a Sponsored Crown Grant in 1984. Environmental site investigations were initiated in the 1990s and gradually grew in scope as the extent of contamination became better understood. Since 2005, the CRD and the Province have worked cooperatively to investigate and remediate contamination at the property, with the end goal of beneficial re-use.

The remediation project was completed in July 2025 when the province issued Certificates of Compliance, marking the conclusion of nearly two decades of remediation efforts. Staff are now working with interest holders to evaluate future options for this site.

Saanich Peninsula Waterways Environmental Action Service

112. **Saanich Peninsula Harbours Service Review – Service Review – Proposed (TBD)** The Saanich Peninsula Waterways Environmental Action Service was established in 2021 at the request of North Saanich, Central Saanich and Sidney. Its purpose was to support a coordinated approach to environmental issues affecting near-shore waters and to implement initiatives in the harbours, waterbodies and watercourses surrounding the Saanich Peninsula. Proposed activities included monitoring and reporting on issues, coordinated with interest holders on issues and implementing programs to restore and improve the near-shore waters.

Shortly after the service was established, the CRD and participating municipalities jointly decided not to requisition funding. As a result, while the service mandate remains in place, it is not currently funded or and no work is being advanced. Staff propose to review the continued need for the service and assess whether funding new initiatives through the service would be warranted. The maximum annual levy for this service is \$75,000.

From: "Liz Nelson" <lnelson@pcfesa.org>
To: "Jeff Bateman" <jbateman@shaw.ca>
Cc: "Marie Terese Little" <mtlittl@metchosin.ca>, "Kimberley Guiry" <kguiry@langford.ca>
Sent: Monday, May 4, 2026 12:15:04 PM
Subject: Re: Federal funding advocacy for Mia Golden

Hi Jeff,

The latest Federal funding application was not through the Victims Fund, as there has not been a new call for proposals for that stream. The application was submitted to the Youth Justice Fund, and unfortunately, I learned late last week that we were not successful.

As a result, without an alternative funding source, we will no longer be able to sustain the counsellor component of MYST beyond September 30, 2026.

I plan to connect with the Saanich Police Department, where Mia is currently based as part of MYST, as they had been exploring the possibility of funding this role through policing budgets if the grant was unsuccessful. This may ultimately be the most viable and appropriate solution, given that the project-based grants we've received to date are one-time in nature and do not fully align with the ongoing mandate of MYST.

We would therefore greatly appreciate any advocacy to help secure stable, long-term funding for this critical role.

Kind regards,
Liz



Liz Nelson, M.Ed.

Executive Director
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Pronouns: *she/her/hers*

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Our work takes place on the traditional, ancestral, and unceded territories of the Lək'wəḡən, Scia'new, and T'Sou-ke peoples, and we express gratitude for their stewardship of these lands.

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